



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
Washington, DC 20415

The Director

Friday, February 12, 2016

MEMORANDUM FOR: HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

FROM: BETH F. COBERT, ACTING DIRECTOR

Subject: Executive Order Guidance – Strengthening the Senior Executive Service:
Implementing the Executive Onboarding Requirement

The U.S. Office of Personnel Management (OPM) is issuing this guidance as required in the December 15, 2015, Executive Order (EO) –“Strengthening the Senior Executive Service” (<https://www.whitehouse.gov/the-press-office/2015/12/15/executive-order-strengthening-senior-executive-service>). The EO mandates a number of senior executive reform actions over the next three years. These actions include evaluation of the Senior Executive Service (SES) Qualification Review Board (QRB) process, review and simplification of the SES application process, and several improvements to SES development as it relates to Executive Development Plans (EDPs), talent management and succession planning, and executive rotations. This guidance specifically addresses the executive onboarding requirement that agencies shall implement for all career and non-career SES, Senior Level (SL) and Scientific or Professional (ST) employees, and SES-equivalent positions. Executive Onboarding is an action for phased implementation in accordance with section 3 (b) of the EO.

This guidance, in accordance with section 3(b)(iv) of the EO, gives instruction for agencies to “establish a formal Executive Onboarding Program informed by OPM's Enhanced Executive Onboarding Model and Government-Wide Executive Onboarding Framework.” This guidance outlines the critical requirements and flexible framework that will guide agencies in providing the critical support to executives through their first year of service in new positions. It is intended to allow agencies the latitude to customize the program that is most appropriate for their mission and the executive’s developmental needs.

In addition to this guidance, OPM will provide support through forums, hosting of events, and other tools and resources. If you have questions about this guidance, please contact Steve Shih (Stephen.Shih@opm.gov), Julie Brill (Julie.Brill@opm.gov) or Cheryl Abram (Cheryl.Abram@opm.gov).

cc: Chief Human Capital Officers, Deputy Chief Human Capital Officers, Chief Learning Officers, Offices of Diversity of Inclusion, and the [Council of the Inspectors General on Integrity and Efficiency](#)

Attachment: Guidance for Implementing Executive Onboarding (See PDF below)