



## UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Washington, DC 20415

Employee Services

Tuesday, February 13, 2018

### **MEMORANDUM FOR: CHIEF HUMAN CAPITAL OFFICERS AND HUMAN RESOURCES DIRECTORS**

**FROM:** MARK D. REINHOLD, ASSOCIATE DIRECTOR, EMPLOYEE SERVICES

**Subject:** Release of the 2017 Senior Executive Service (SES) Onboarding Survey Report

The U.S. Office of Personnel Management (OPM) is pleased to announce the release of OPM's 2017 SES Onboarding Survey Report. The SES Onboarding Survey offers an opportunity for new executives to provide candid feedback about their onboarding experience and prior experiences instrumental in developing them for appointment into the SES which can be used to inform future practices in recruitment, retention, and engagement of new executives in Federal service. The value proposition for the strategic onboarding of executives is particularly powerful due to the high level of senior leadership responsibilities and expected performance, as well as the broad impact they have on the overall performance of the organization and the Federal Government.

In December 2016, OPM administered the SES Onboarding Survey to a Governmentwide sample of newly-appointed SES members. The results from this survey generated the following key findings:

- Public service motivation is the unparalleled driver for interest in becoming an SES;
- Agencies are taking a strategic approach in recruiting and hiring new SES members;
- New executives engaged in a variety of developmental experiences to prepare for the SES;
- Agencies are inconsistent in relaying pertinent information to new executives;
- Supervisors are key facilitators of the onboarding process; and
- Executive coaching eases the transition process for new executives.

Agencies are encouraged to use these results, and regularly administer the onboarding survey for all future onboarding executives, to help evaluate and improve their executive onboarding programs including goals, activities, outputs, and outcomes. Most importantly, agencies should use these survey results to improve their policies and programs for executive resources management, and as part of their overall talent management and succession planning.

For questions relating to this report, please contact Julie Brill ([Julie.Brill@opm.gov](mailto:Julie.Brill@opm.gov)) at (202) 606-8046, or Elizabeth Winters ([Elizabeth.Winters@opm.gov](mailto:Elizabeth.Winters@opm.gov)) at (202) 606-5209.

Attachment: 2017 SES Onboarding Survey Report (see 508-compliant PDF below)

cc: Deputy Chief Human Capital Officers, Chief Learning Officers, and Offices of Diversity and Inclusion