

# Executive Onboarding Program

*Helping Executives Make Rapid Transitions*



## Executive Onboarding Plan For

(Name of Employee)

## Department of the Air Force

(Name of Unit)

## Entrance on Duty:

(Date)



**New Employee Information**

<b>Name:</b>	<b>Entrance On Duty:</b>
<b>Position:</b>	<b>Level:</b>
<b>Office Phone Number:</b>	<b>Office Location:</b>
<b>CPS: 480-5850</b>	<b>Command Point of Contact:</b>
Civilian Personnel Officer: DSN 478-6680/6681	

This executive onboarding plan has been created for **[name of executive]** to assist in a smooth transition and integration into the position of **[title]**, at the Department of the Air Force, **(Unit Office Symbol)**.

The Department of the Air Force’s Onboarding program is an important lever in building and sustaining a high performance executive culture through preparation, support and engagement and an important bridge to the AF mission and vision.

**Executive Onboarding Plan Objectives:**

- Accelerate assimilation in the first weeks and months on the job
- Gain clarification on performance goals
- Make more rapid transitions for effective performance
- Gain departmental appreciation and commitment to Total Force
- Understand and navigate the cultural and political landscape
- Identify stakeholders and inter-agency contacts
- Build capabilities and achieve results through relationships (i.e., use of mentors, coaches and strategic networks)
- Take an active role in individual learning & development through on-the-job experiences, relationships and executive curriculum
- Prepare, Enable, Support, Engage

## Onboarding Priorities – Before the First Day

**PREPARE:** Establish initial inroads toward early and open dialogue with your Supervisor and other peers to ensure a successful Entrance on Duty

	Task	Complete
<b>BEFORE FIRST DAY</b>	<b>RECEIVE</b> Offer Letter/e-mail and verify information for accuracy	
	<b>COMPLETE</b> all pre in-processing worksheets/employee requirements and return them to your HR Specialist at the Civilian Personnel Section. AFPC will send you the link and a password to the Onboarding Manager in which most of your documentation will be completed in. The CPS may have some additional documents that you will need to complete. <ul style="list-style-type: none"> <li>▪ For questions please contact (<b>CPS Specialist's name</b>) at <b>xxx xxxx</b></li> </ul>	
	<b>DISCUSS</b> with your supervisor the details of your workspace, office, equipment, identification, PDA/Blackberry, etc <ul style="list-style-type: none"> <li>▪ Supervisor:</li> </ul>	
	<b>TALK</b> with your sponsor or supervisor regarding when and where to meet on the first day (parking, ID required, etc.) <ul style="list-style-type: none"> <li>▪ Confirm and review general schedule (meetings, etc.) for the first day</li> <li>▪ Sponsor:</li> </ul>	
	<b>WORK</b> with CPS to complete drug testing if applicable to position	
	<b>CONFIRM</b> office visit/tour and meet and greet with Unit POC/Executive Assistant	
	<b>CONDUCT</b> initial conversation with your sponsor or peer colleague (if applicable) over the phone or via e-mail <ul style="list-style-type: none"> <li>▪ The sponsor or peer colleague is there to answer questions and assist with your transition to the team in the first couple weeks</li> </ul>	
	<b>COMPLETE</b> Travel Card Application (if you do not have one): Establish a POC within your unit Complete the <b>required</b> online Travel Card Training at: <a href="http://www.defensetravel.dod.mil/passport">www.defensetravel.dod.mil/passport</a>	
	<b>REVIEW</b> Newcomer's Information located at: <a href="http://www.ramstein.af.mil/newcomersinfo.asp">http://www.ramstein.af.mil/newcomersinfo.asp</a>	

You can view your Electronic Benefits Information at: <https://gum-crm.csd.disa.mil>

Electronic Benefits will include, but is not limited to the following:

- Employee Benefits Information System (EBIS)
- Health Benefits
- Flexible Spending Account
- Long Term Care Program
- TSP (401(k) info)
- Life Insurance
- Beneficiary Forms

The web site [www.opm.gov](http://www.opm.gov) provides information on the following:

- Executive Positions Defined
- Performance Management
- Pay for Performance
- Succession Management
- Onboarding
- Executive Development
- Executive Training



## Onboarding Priorities – First Week

*ENABLE: Begin the deliberate introduction and acclimation as an executive into command*

	Task	Complete
<b>FIRST WEEK</b>	<b>DISCUSS</b> roles and responsibilities with your supervisor and gain clarification where needed <ul style="list-style-type: none"> <li>▪ Confirm whether any external relationships, committees or Board and/or Advisory responsibilities are associated with your new role</li> <li>▪ Obtain your supervisor’s assessment of the near-term priorities</li> </ul>	
	<b>WORK</b> with your supervisor or Unit POC to review organizational structure and history, culture, priorities and “lessons learned”	
	<b>INITIATE</b> a risk assessment <ul style="list-style-type: none"> <li>▪ These are strategic questions that you should ask and get the answers to in order to better understand the agency and your role</li> <li>▪ See Appendix A for an example of strategic questions</li> </ul>	
	<b>REVIEW</b> activity protocol overview with Unit POC	
	<b>WORK</b> with Unit POC to confirm all accounts needed are active (i.e., Time and Attendance, Travel/DTS, TMT, etc)	
	<b>SCHEDULE</b> time with Unit POC to go through Safety Orientation/Overview	
	<b>SCHEDULE</b> mandatory training (e.g. DoD IAA Cyberawareness Challenge, Information Protection, Force Protection, Human Relations, No Fear, Suicide Prevention, Free Exercise of Religion, etc)	
	<b>COMPLETE</b> Unit In-Processing Checklist	
	<b>LEARN</b> protocols and agency processes	
	<b>OBTAIN</b> clarification of expectations	
	<b>FINISH</b> meeting the team and senior co-workers	
<b>DISCUSS</b> with your supervisor “hot issues” and projects that will require your attention within the first 90 days		

## USEFUL WEBSITES

1. Ramstein Newcomers’ Info: <a href="http://www.ramstein.af.mil/newcomersinfo.asp">http://www.ramstein.af.mil/newcomersinfo.asp</a>
2. Ramstein Civilian Personnel Flight <a href="http://www.ramstein.af.mil/ramsteincivilianpersonnelflight.asp">http://www.ramstein.af.mil/ramsteincivilianpersonnelflight.asp</a>
3. Military Find-It Guide <a href="http://finditguide.com">http://finditguide.com</a>
4. Kaiserslautern American Newspaper <a href="http://www.kaiserslauternamerican.com">http://www.kaiserslauternamerican.com</a>
5. Kaiserslautern City Website <a href="http://www.kaiserslautern.de">http://www.kaiserslautern.de</a>
6. 86 Force Support Squadron <a href="http://www.86fss.com/index.php">http://www.86fss.com/index.php</a>



## Onboarding Priorities – First Ninety Days

***SUPPORT:** Cultivate new executive by fostering organizational relationships, detailing internal processes and providing frequent opportunities for open forum discussions*

	Task	Complete
<b>FIRST NINETY DAYS</b>	<b>PROVIDE</b> performance feedback early and often to direct reports (if applicable)	
	<b>SEEK</b> performance feedback from your supervisor to ensure you are on track	
	<b>TAKE</b> training on internal systems, general operating practices, and any supervisor related responsibilities (as needed) <ul style="list-style-type: none"> <li>▪ Contact your Unit POC with questions</li> </ul>	
	<b>UNDERSTAND</b> the role of your supervisor and check-in with him/her on how you are transitioning in the new role	
	<b>UTILIZE</b> your sponsor/peer colleague periodically for internal questions/guidance	
	<b>DEVELOP</b> an action plan based on answers to the strategic questions provided in Week 1	
	Provide feedback on your experience at the 90 day mark to the Civilian Personnel Section Customer Service box at 86fss.fseciviliancustomerservice@us.af.mil	

Detailed information on Performance Management can be found at:

<http://www.opm.gov/policy-data-oversight/performance-management/overview-history>

The site provides information such as:

- Performance Management Overview and History
  - Performance Management Cycle
  - Performance Appraisal Assessment Tools
  - Awards
- Current criteria and information (e.g., setting result-based objectives, handbooks, policies, user guides and more)
  - Performance Management FAQs
  - Reference Materials

## Onboarding Priorities – Ninety Days through First Year

**ENGAGE:** Monitor performance, individual development, goals and desires. Provide tools for self-assessment and growth. Engage executives in advancing the Secretary’s and National Security mission.

	Task	Complete
NINETY DAYS THROUGH FIRST YEAR	<b>SEND</b> a reminder e-mail to your direct reports at the mid-year and year-end marks to ensure formal performance reviews occur	
	<b>ASSESS</b> performance and provide feedback (formally and informally) to direct reports	
	<b>ASSESS</b> professional development goals and track progress against demonstration of the AF Leadership Competencies <ul style="list-style-type: none"> <li>▪ Discuss with your Unit POC what training and on-the-job experiences can round out your plan</li> </ul>	
	<b>MONITOR</b> executive development and training offerings and registered for those targeted at executives or new executives (if applicable) <ul style="list-style-type: none"> <li>▪ A schedule of Leadership courses can be found at the following url: <a href="http://www.leadership.opm.gov">http://www.leadership.opm.gov</a></li> <li>▪ Contact your Unit Training POC for any additional information</li> </ul>	
	<b>DISCUSS</b> with your supervisor the items listed below: <ul style="list-style-type: none"> <li>▪ What you believe your biggest contributions have been to date based on your performance objectives and development goals</li> <li>▪ What you would like to focus on through the remainder of the year</li> </ul>	
	<b>REVIEW</b> the <a href="#">Department of the Air Force Biographies</a> for an overview of our executive cadre. Consider opportunities to build your internal network and strategic relationships that can help you in your career.	
	<b>DEVELOP</b> a roadmap for long-term success	
	<b>REVISIT</b> the EDP you developed and assess professional development goals and track progress	
	Provide feedback on your experience at the 6-month and 1-year marks to the Civilian Personnel Section Customer Service box at 86fss.fseciviliancustomerservice@us.af.mil	

**Welcome to the Team!** The Department of the Air Force recognizes the critical contribution its executives make to further the mission. A successful onboarding experience, which begins before your start date and continues through your first year, can help you meet your mission objectives and grow your career.



## APPENDIX A

### SAMPLE STRATEGIC QUESTIONS

Below is a sample set of questions executives should ask and get answers for to better understand the agency and their role in contributing to the organization. The process of asking and ultimately answering these questions should enable the executive to quickly understand the organization and perform basic job functions; know the correct individuals or departments who can provide assistance and answer questions; perform job tasks in compliance with agency and Government policies; and access key information about leadership resources and development opportunities. *Note: The number of questions is not important, but the substance and relevance of the questions to the success of the executive is important.*

Questions leaders need to:

Ask themselves and/or their mentor	Ask other leaders	Ask manager and/or key stakeholders	Ask direct reports	Ask others in order to access information about available training resources
What is the agency vision and mission?	What are the 3 things we should be very proud of as an organization, and why?	Who are our customers?	What is a recent management decision you did not understand?	How can I advance in the organization?
How are my goals and objectives tied to the vision?	What are the unspoken norms?	Why do customers do business with us?	What does the leadership team do that gets in the way of you doing your job?	How do I request training?
What does the end state look like?	Where do the great ideas come from in your organization?	How and when have we made it hard for them to do business with us?	How can we communicate management decisions more effectively?	How do I register for training?
What is the state of the talent within my group?	How is personal success measured?	What do our customers need from us now?	How do you feel at the start of the workweek?	How and when can I initiate a leadership assessment process?
What are the organization norms regarding dress and appearance?	How do you encourage others to communicate the “core values”?	What will our customers need from us in the future?	How do you feel at the end of the workweek?	Which organizations provide professional development opportunities for

				SES members?
What are the organization norms regarding punctuality?	How do you help a new employee understand the culture of the organization?	What gets in the way of us doing our job?	What are the key metrics to track progress and success?	With whom should I discuss development opportunities?
What is the process for requesting and documenting leave?	When faced with two equally qualified candidates how do you determine whom to hire?	What are the expectations for my role as a leader?	What are the short term priorities?	How do I find out about required training?
Are there any quick wins?	How do I locate information about agency departments and offices?	How is departmental success measured?	What tools are used to manage schedules (appointments)-paper, outlook?	How can I access available leadership training resources?
What support do I need to achieve success for my organization?	What is one mistake you witness leaders making more frequently than others?	What are the organizational taboos?	What is my role in emergency evacuation?	Where can I find recommended reading materials?
Where can I go to find the most recent Employee Viewpoint Survey (or other employee opinion survey) results for my organization?	What is the one behavior or trait you have seen derail more leaders' careers?	What are some of the challenges that previous incumbents in this position have encountered?	Where is the alternate operating location?	When and where is the next SES Orientation Briefing? How do I register?
What is my role in COOP?	Why do people stay in this organization?	Where can I find information about the current administration's priorities?	What process is used to collect our customers' needs and measure their satisfaction?	Are there any organizational leadership tools I should be aware of?
What strategic relationships and internal networks should I be aware of?	What motivates senior management?	What key policies should I be aware of in the first month and which ones do I own?	What are the short term priorities for the organization and my office?	What are a few resources you would recommend to someone looking to gain insight into becoming a better leader?
What do I want to be remembered for?	What are the organizational norms about travel (not the GSA/official rules)?	Who are my key partners and what do they do/provide?	What are the results of the most recent third-party inspection (IG, GAO, etc.)?	What are you doing to ensure you continue to learn and grow as a leader?

What are the major risks associated with my position-to me, to my organization?	In my first twelve months, what can I do to help you and your staff be successful?	What are the results of the most recent employee morale survey?	What are 3 capabilities we have that are under-developed or under-utilized and what should we do about that?	What is one characteristic you believe every leader should possess?
How does the work I do contribute to the overall success of the organization?	Who are the "power players"?	What is the current and future year budget outlook?	What are the three things you would change around here and why?	What skills do I need to be most effective?
What is the organization's commitment to telework and other work-life programs?	What is one thing you would change about the organization?	Which congressional committees are concerned with the organization's mission and funding?	What is the most pressing issue for me to address with our customers?	When should I complete my Executive Development Plan (EDP)?

## **APPENDIX B**

As a GS-15, you may be asked to provide a copy of your resume and biography. The guidelines for preparing both are listed below.

### **Resume Guidelines**

#### **Template Content**

Include the following information, in this order:

- Your name, current command, position title, and contact information (business phone number and email address).
- A one-sentence summary of your overall career objective. This need not necessarily identify any specific position(s) which you wish to hold, but should readily convey an understanding of the functional domain, level and scope of the highest level of responsibilities to which you aspire during your career.
- A list of your most significant career accomplishments. These should clearly describe and quantify actual, specific and measureable achievements and outcomes, as opposed to generalized descriptions of responsibilities or the scope of duties assigned. Identify the position held when each accomplishment occurred, keyed to the position list which follows.
- A list of prior positions held, including title, employer and beginning/ending month and year, in descending date order beginning with the position prior to the current one. The positions listed should include as a minimum, all those at the GS-15 level (or military equivalent) as well as all others held during the ten years prior to the date of resume preparation.
- A list of academic degrees earned, and professional education obtained, identifying the degree-granting institution, and the year awarded.
- A list of any awards earned during the period of employment encompassed by the aforementioned listing of positions held.
- Identification of any professional certifications held and the year each was obtained.

#### **Format**

- The total length of the resume may not exceed either two pages or 800 words.
- Optimally, the first page will include all specified information through the career accomplishments, with the position chronologically beginning on the second page.
- Listed items should be prefaced by bullets rather than numbers.
- Submissions should be in a Microsoft Word file (version 2003 or earlier), with all content in Times New Roman, size 12 font, with no embedded symbols, graphics or pictures.

## **Biography Guidelines**

### **Template Content**

Include the following information in this order, in a narrative format:

- Present Assignment: Position Title, Command and a brief summary of duties, three lines maximum.
- Date entered Service: Month, Year
- Total Civilian Service: Years
- Employment History: Month/year, position title, Command/organization and a brief summary of duties, three lines maximum. Start in chronological order from your second most recent management and executive experience (GS 15, 14 or 13) to your last.
- Military Service: Beginning and ending year, branch of service, highest rank held. This may be included in your employment history.
- Educational Degrees: College/University Degree, major
- Honors and Awards: Year, type
- Other Achievements: Year, type
- Professional Memberships and Associations

### **Format**

- Two page maximum.
- Please note the Privacy Act and current AF and DoD regulations prohibit the inclusion of family member information, and place and date of birth, in biographies posted to a publicly accessible Web site.
- Since the advent of word processing with different type styles available, it is requested that ship names be written in regular sentence case (i.e. - USS Dwight D. Eisenhower) vice in upper case (i.e. USS DWIGHT D. EISENHOWER). In the process of coding, we will italicize the ship names. Names of operations, numbered fleets, and groups are lower case. Examples: *Operation Iraqi Freedom*, *Sixth Fleet*, or *Fleet Hospital Five*.
- Biographies will follow the Associated Press Style Guide for abbreviations in rank and for states. For example, Maryland is not MD but is Md. while California would be Calif. - spell out state names if mentioned only once. More information on AP Style is at: <http://www.scribd.com/doc/2664713/Associated-Press-AP-Style-Guide-the-basics>
- Submissions should be in a **Word file**, Times New Roman, size 12 (i.e. - no embedded symbols, graphics, or pictures).

**Name**

**Title**  
**Major Component Command**

Narrative biography:

Picture – submit as a separate  
JPEG file.

Examples of Air Force biographies can be viewed at: <http://www.af.mil/information/bios/index.asp>