

# SES Executive Order Facilitation and Follow-on Support

## The Challenge

In response to President Obama's Executive Order, Strengthening the Senior Executive Service (SES), a cabinet level agency was required to establish a process and structure to implement the improvements they were required to make in the areas of:

- Hiring
- Onboarding
- Development and Rotations
- Succession Planning

## The Solution

The agency established a design team for each of the areas identified in the Executive Order. The members of the design teams were senior executives currently working in various operating and staff divisions within the agency. Management Concepts was asked to facilitate a major kickoff meeting; we provided a facilitator for each of the 5 design teams. Our facilitators assisted the teams in defining their structure, clarifying the scope of their work, and developing an initial plan for how to move forward. The CHCO praised the quality of Management Concepts work and sought feedback on the teams and their approach. Within a month of the kickoff meeting, the CHCO requested additional services to help with the implementation of the design teams' ideas.

In response to this request, Management Concepts created a graphical depiction showing how the individual plans connected and identified gaps in the alignment of the plans. As a result of outlining support for integrating four semi-autonomous plans into a concept of operations type document, additional work was requested to support them in that effort. This required working with both design team members and HR specialists to determine what policies, guidance, and tools would need to be developed to implement the changes they recommended. Additionally, we assisted the client in creating a detailed project plan to include the identification of all key activities, due dates, and responsible persons.

## The Results

- All the design teams quickly established themselves as high-performing teams.
- The design teams could identify where they had gaps in their plans and address them.
- The CHCO and agency leadership can track the status of the implementation using the detailed Operational Execution Plan we created.
- The leadership team knows what resources are required to implement the reforms and what can realistically be accomplished in Phase 1, 2, and 3 of this effort.
- The agency was able to implement the reforms by October 1, 2016 as required by the Executive Order; OPM recognizes the agency is taking the lead in the government with regard to implementing this Executive Order.

## KEY FACTS

### CLIENT

A cabinet level agency

### PROJECT GOALS

- Establish a process and structure for implementing required improvements for hiring, onboarding, development and rotations, and succession planning

### KEY OUTCOMES

- All design teams now establish themselves as high-performing
- Leadership team is well-informed for implementation requirements for future project phases
- Agency met OPM deadline requirements for the Executive Order

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