

State of Delaware (based on state of Washington)

# DVR's

## New Employee On-Boarding



**Division of**

**Vocational Rehabilitation**

Rev January 2014

# New Employee On-Boarding

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### WHAT IS ON-BOARDING?

**Onboarding**, also known as **organizational socialization**, refers to the mechanism through which new employees acquire the necessary knowledge, skills, and behaviors to become effective organizational members and insiders. Tactics used in this process include:

- formal meetings
- lectures
- videos
- printed materials
- computer-based orientations
- mentoring

To introduce newcomers to their new jobs and organizations, research has demonstrated that these socialization techniques lead to positive outcomes for new employees such as:

- higher [job satisfaction](#)
- better [job performance](#)
- greater [organizational commitment](#), and
- reduction in [stress](#) and intent to quit

These outcomes are particularly important to an organization looking to retain a competitive advantage in an increasingly mobile and globalized workforce

## On-Boarding = Cultural Integration

*Patrick Sweeney, President of Caliper*

December 2010 Chief Learning Officer – Solutions for Enterprise Productivity

The first few days on the job are the most critical. It can make or break a new employee's potential for success within the organization. Typically new employees take one of two approaches. They either say to themselves "I'm going to sit back and observe to see how things really work around here." Then their new manager looks at them thinking "Why aren't you stepping in and making things happen?" Or they think to themselves "I've got a track record of success. I know how to make this work." But by doing what worked in their previous environment, they may misread the new culture and trip over themselves in ways from which they may never recover.



Hiring isn't just about filling empty chairs. It's about integrating new people into the culture and setting them up to move through the ranks. That's where effective on-boarding is key. On-boarding can help new hires achieve desired goals faster and fit better into an organization's culture so they can avoid potential clashes with their managers and peers.

On-boarding can be as simple as spending a little time with a new employee to illustrate the lay of the land, or it can mean launching a formal, highly structured, yearlong process to help the new hire fit in to the organization's culture and his/her department or team.

The goal is to coach new employees on how to be most effective in their new environment, how to play to their strengths, how to realize their potential, how to connect better with their new boss and, ultimately, how to hit the ground running. The most important thing about on-boarding is that it doesn't just involve the new employee; it also involves the manager. Both manager and new employee need to work together so they can truly connect and find the common ground on which success can be built. Yet surprisingly few managers sit down and have open and honest conversations with their new hires to explore questions such as: What's your work style? What impression do you want to make? How can we work together most effectively? How can you collaborate with your new team members? Having clarity on these questions can foster a smoother transition, whereas confusion can cause a bumpy first few weeks on the job and ruin a promising start. People who go through the on-boarding process have a stronger sense of what is expected of them and know that they have the





opportunity to be coached by their manager on a regular basis. New staff who've completed an on-boarding process say they know there is a plan and they're not guessing so much about what's going to happen next week. Instead, they have a solid level of security, and they know where to go to have their questions answered and what they have to do to succeed. And as a side benefit, the on-boarding program creates a successful platform for ongoing employee development down the road.

New hires immediately will feel more engaged when they realize their employers are willing to invest time and money in their personal development, and managers will be better poised to grow in their leadership roles as they build the most effective teams to bring their organizations into the future.

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**The objective** of this On-Boarding Plan, besides what is stated above, is to provide support and structure to the supervisor and to the new employee during their first two weeks or so on the job. On-Boarding actually continues into the first few months but becomes less formal over time.

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Developed by DE State Division of Vocational Rehabilitation, adapted from Washington State VR:

- Ashley Kavanagh, Training Administrator

If you have something to add or change, please contact Ashley Kavanagh.

### **From the Training Manager:**

**Welcome New Employee!** We're glad you're here!

We want you to know that this is just an introduction to learning the culture, process and service delivery methods here at DVR and we will continue to support your learning

throughout each and every year. There are many online resources to help you get acclimated such as the **Wiki, DVR Intranet, DVR extranet and Department of Labor extranet.**

You will have meetings scheduled with key personnel for you to handle your personal affairs, agency personnel, your supervisor, other counselors.

There will also be some downtime for you to explore the online resources at your leisure with prompts to help you find important and popular items.

You can find lots of information on training at:

**[DVR Intranet > DVR Wiki Site](#)**

**[DOL Extranet > Calendar/Schedule](#)**

**[DOL Extranet > Link to State Training](#)**

To register for any **external training**, submit a **Workshop Registration Form** to your supervisor and have it forwarded to Ashley Kavanagh.

<b>BEFORE they start HR rep or Supervisor will:</b>	<b>Who</b>	<b>Appt date</b>	<b>Date Completed</b>	<b>Notes</b>
1. Schedule appointment with HR.				
2. Set appt to meet with new employee 1 <sup>st</sup> day re: Checklist				
3. Set appt with IT to meet with new staff person to discuss their role and: <ul style="list-style-type: none"> <li>- passwords</li> <li>- security</li> <li>- helpdesk</li> <li>- Outlook</li> </ul>				
4. Schedule to meet with the new staff person for <i>at least</i> : Weeks One & Two (daily) Week Three (twice a week) Week Four (twice a week) 2 <sup>nd</sup> – 6 <sup>th</sup> month = weekly	Supervisor			
5. Set appts for new person to meet with VRCs in the unit – arrange for them to sit in on meetings with clients for orientation, Intake, Voc Assmt, Plan Development; and introduce to CRP's	Supervisor			
6. Select 3 <i>good</i> case files for new person to review	Supervisor			
<b>1<sup>st</sup> DAY</b>	<b>WHO</b>	<b>Date Completed</b>	<b>New emp initials</b>	<b>Notes</b>

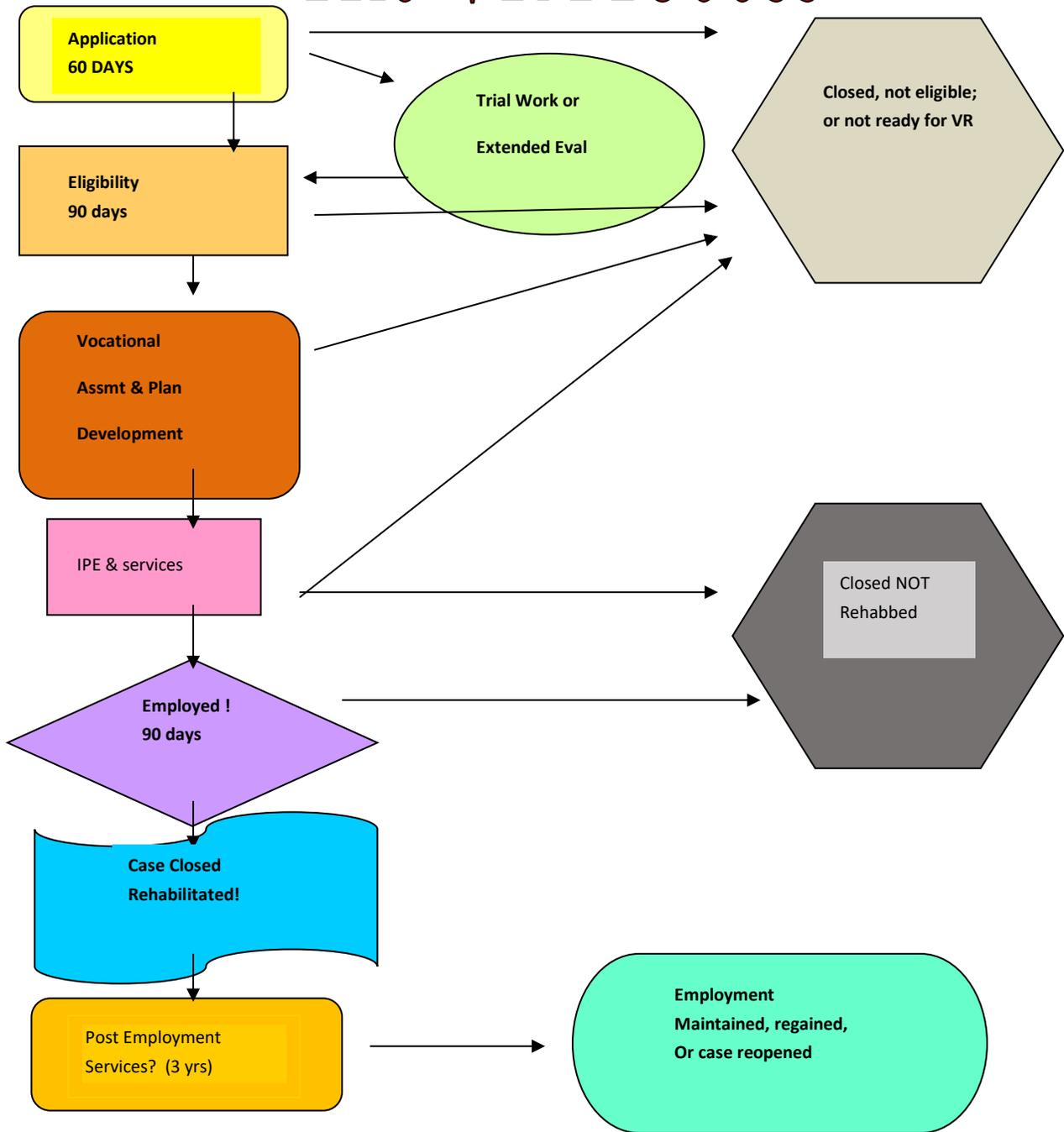
<p>1. New Employee Checklist &amp; calendar (order if necessary)</p>				
<p>2. Supervisor meet with new employee to discuss:</p> <ul style="list-style-type: none"> <li>• supervisor's role, expectations, philosophy, management style, establish rapport,</li> <li>• probationary period, review PDF / PDP, training plan, trial service reviews</li> <li>• expected work hours, requesting leave, dress standards, inclement weather,</li> <li>• accommodations, ergonomics</li> <li>• office supplies</li> <li>• business cards</li> <li>• introduce to staff, show them their workspace &amp; case files;</li> <li>• give them appt times to meet with VRC's, AM, Benefits Planner</li> </ul>	<p>Supervisor</p>			
<p>3. Meet with Admin Support:</p> <ul style="list-style-type: none"> <li>• business cards</li> <li>• orient to building, break room, restrooms, supplies, parking, security, supplies, sign-out board</li> <li>• using phone and voicemail</li> </ul>	<p>Admin</p>			
<p>4. Assign to a mentor (usually Lead VRC). Mentor to check in frequently, answer questions</p>	<p>Supervisor</p>			

<p>5. DVR Treasure Hunt activity – see attached sheet</p>				
<p><b>DAYS 2 - 5</b></p>	<p><b>Who</b></p>	<p><b>Date</b></p>	<p><b>New emp initials</b></p>	<p><b>Notes</b></p>
<p>1. Meet with supervisor to review:</p> <ul style="list-style-type: none"> <li>• Schedule for unit meetings</li> <li>• Schedule for case staffings</li> <li>• Policy / protocol regarding sick leave / annual leave / medical appts, etc</li> <li>• Role of the Lead VRC</li> <li>• Role of the Admin</li> </ul>	<p>Supervisor</p>			
<p>2. Attend and observe Orientation at next offering</p>				
<p>3. Share VR Process flowchart (<i>attachment 1</i>)</p>				
<p>4. Assign 3 cases for Review &amp; Comment, Schedule in Week 2– see attached review sheets (<i>attachment 4</i>)</p>	<p>Supervisor</p>			
<p>5. Travel guidelines when attending training using a state car</p> <ul style="list-style-type: none"> <li>• Fleet application</li> </ul>	<p>Supervisor or Lead</p>			

<ul style="list-style-type: none"> <li>• Signout/ Logs/Keys</li> <li>• Filling tank</li> </ul>				
6. VRC develop form letter to introduce yourself to your clients and to let them know how to contact you – ask Admin to send it out	New VRC			
7. Continue reviewing cases and discuss with supervisor or Lead VRC	VRC			
8. Office equipment: FAX, copiers, printers, troubleshooting	Admin			
9. Customer Service	HRD			
10. Intake/Eligibility/Functional limitations	HRD/Supervisor			
11. Rehab Act	HRD			
12. Informed Choice	HRD			
13. Comprehensive Assessment/Plan Development	HRD			
<b>Week 2</b>	<b>Who</b>	<b>Date</b>	<b>New emp initials</b>	<b>Notes</b>
Visit / tour 2 CRP's	Lead VRC			
DELRIS	HRD			
High School Transition overview	HRD			
Self-Employment overview	HRD			
Supported Employment overview	HRD			
Assistive Technology overview	GW ONLINE			
Independent Living Services overview	HRD			
Requirements for college training for clients: FAFSA, degree plan,	HDR			

grades, Unmet Need Breakdown,				
CAP, Appeal Rights, Fair Hearings,	HRD			
Caseload Mgmt techniques – meet with each VRC to learn how they do caseload mgmt <i>(attachment 3)</i>	VRC's			
Financial Statement	HRD			
Special Populations: Spanish speaking Deaf/Hard-of-Hearing Mental Health Supported Employment	Supervisor or liaisons			
Target Program	HRD			
Fiscal Officer	HRD			
Benefits Counseling	HRD			
APEX	HRD			
Stand By Me	HRD			
Employment Unit	HRD			
In-House Assessment Unit	HRD			
Contracts	HRD			
OOLMI	HRD			
Selective Placement Training	Online			
Ongoing				
Meet with supervisor to discuss: -Go over case file review sheets - Completed? -Counselor competency goals				


# The VR Process



# DVR Treasure Hunt

[DELAWAREWORKS.COM](http://DELAWAREWORKS.COM)



1. How many divisions are in the Department of Labor?  
\_\_\_\_\_

2. Name 4 services DVR offers?  
\_\_\_\_\_  
\_\_\_\_\_

3. In what cities are the DVR offices located?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. Under "Services for job seekers" who is served in our 3 supported employment programs?  
\_\_\_\_\_

5. How many steps in the rehab process are identified on our website?  
\_\_\_\_\_

6. How can a consumer get the process started with VR?  
\_\_\_\_\_



7. Name 3 financial incentives and other supports available to employers?

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8. How often are RFPs issued under “Services for Vendors”?

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9. Under “Related Links”, which links could help a counselor and/or consumer explore accommodations?

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### DVR Intranet (<http://dedvr/>)

1. Under what link to the left can you find an “Application for leave”?

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2. How many chapters are in the Casework Manual? \_\_\_\_\_

3. Name 3 services that would be subjected to the consumer’s financial eligibility? \_\_\_\_\_

4. Name 3 services that are NOT subject to financial eligibility? \_\_\_\_\_

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5. How often should a financial statement be updated? \_\_\_\_\_

### Wiki

1. Name 3 transportation options.

\_\_\_\_\_



2. What is Schedule A? \_\_\_\_\_

\_\_\_\_\_

3. What is the first step in the selective placement process?

\_\_\_\_\_



### CASELOAD MANAGEMENT:

ATTACHMENT 3

1. How do you keep cases moving through the system?

2. How do you prioritize which cases to work on?

3. What happens when you get a bottleneck?

4. How many customers do you typically see in a day?

5. Do you have any tips to share with me about how to be effective?

## Case File Review Worksheet #1

ATTACHMENT 4

Client's last name: date:	Today's			
Current status:	Application	Eligibility	Plan	Employed
Disabilities:				
Barriers to employment:				
Date of last 90 Day Review or Annual Review:				
Last time counselor met with customer:				

Action needed?	Yes	No	I'm not sure
Is there a to-do list in file?	Yes	No	
Brief summary of customer's situation or status:			
Questions you have:			
What do you think the next step is?			
If case is in Plan, are services listed on the plan that address all the barriers? If not, what's missing?			
Other comments / follow up:			

Date reviewed with supervisor:

## Case File Review Worksheet #2

Client's last name: date:	Today's			
Current status:	Application	Eligibility	Plan	Employed
Disabilities:				
Barriers to employment:				

Date of last 90 Day Review or Annual Review:			
Last time counselor met with customer:			
Action needed?	Yes	No	I'm not sure
Is there a to-do list in file?	Yes	No	
Brief summary of customer's situation or status:			
Questions you have:			
What do you think the next step is?			
If case is in Plan, are services listed on the plan that address all the barriers? If not, what's missing?			

Other comments / follow up:
Date reviewed with supervisor:

### Case File Review Worksheet #3

Client's last name:	Today's
date:	
Current status:	Application      Eligibility      Plan      Employed
Disabilities:	
Barriers to employment:	

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Date of last 90 Day Review or Annual Review:

Last time counselor met with customer:
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Action needed?	Yes	No	I'm not sure
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Is there a to-do list in file?	Yes	No
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Brief summary of customer's situation or status:

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Questions you have:

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What do you think the next step is?

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If case is in Plan, are services listed on the plan that addresses all the barriers? If not, what's missing?
Other comments / follow up:
Date reviewed with supervisor:

## Who's Who??

### Leadership

**Andrea Guest**  
Director

**Central Office/Fox Valley**

**Ed Tos**  
Deputy Director

**Central Office/Fox Valley**

**Sandi Miller**  
Social Services Administrator  
Transition/Supported Employment

**Central Office/Fox Valley**

**Cynthia Fairwell**  
District Administrator  
Employment Unit

**Central Office/Fox Valley**

**Ashley Kavanagh**  
Social Services Administrator  
Training Coordinator/Supported Employment

**Central Office/Fox Valley**

**Brenda Rodriguez**  
District Administrator  
Wilmington

**Fox Valley**

**Cyndi Kowalczyk**  
District Administrator

**Pencader**

**Crystal Sheats**  
District Administrator

**Dover**

**Deb Bradl**  
District Administrator

**Georgetown**

**Michael Crenshaw**  
MIS

**Central Office/Fox Valley**

**Barbara Boese**  
Contracts Manager

**Central Office/Fox Valley**

## **Staff by population and experience**

Abby Swider

Deaf and Hard of Hearing services

deaf culture

Communication disorders including  
speech, aphasia etc.

Vocational Evaluation

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	Visual impairments and diseases.
	Mental retardation
	Asperger's syndrome
Brenda Rodriguez	SSA disability adjudication
	Development Disability Services
	Spanish speaking
Cindi Era	Sign Language
Cynthia Fairwell	Certified ADA Trainer (Mid-Atlantic ADA Leadership Network)
David Frye	Mental Health
	Co-occurring Disorders
	Supported Employment- Mental Health
	Benefits Counseling
	Transition Services
	Certified Co-Occurring Disorders Professional Diplomat
Laura Solomon	Training for Customer Service, Supervisor Workshop, Security Officers Basic Course

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Human Resource Manager/Recruiter

Maria Sullivan

Veterans Administration

Cultural diversity

Spanish language

PTSD, Rheumatoid Arthritis,  
cognitive processing therapy, and the  
psychosocial aspects of the  
acquisition of disability

Shawn Levering

Alcohol/Drug rehab

Early recovery advocate/mentor

Stephanie Spadaccini

Transition/Youth Services

Mary Campbell Center

Stacy Bragg

DVI-VR

Social Services & Healthcare

Navigating JAN (Job Accommodations  
Network)

Taryn Burkholder

Autism Spectrum Disorder/Asperger's

Developmental Disabilities

Behavior Analysis

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Tony Francioni	Basic nutrition, fitness and goal setting Supported Employment–Severe & persistent mental illness
Tammy Clifton	Supported Employment–Severe & persistent mental illness
Crystal Sheats	Supported Employment–Severe & persistent mental illness
Sandi Miller	Supported Employment–Severe & persistent mental illness Transition
Rebecca Clark	Autism Spectrum Disorder Development Disabilities
Sue Kamrath	Supported Employment– Developmental Disabilities
Connie Clay–Bickle	Severe and Persistent Mental Illness Traumatic Brain Injury

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Cyndi Kowalczyk

Physical impairments

Mental health services

Lisa Hartsy

Spanish speaking

Glenda Crooks

SSI & SSDI

Marc Young

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