

## On-boarding: Integrating Employees into Their New Work Environment

The final step in filling a position is on-boarding. This step is critical to ensuring that your new employee is off to a successful start. Statistics show that employees are most vulnerable to leaving an organization within 18 months after they are hired so initiation into the organization is important. There are different approaches to on-boarding to meet the different levels and responsibilities expected of employees and to meet their expectations. We've provided one on-boarding model below to give you an idea of process that will help successfully bring your new employee on board.

### On-boarding Model:

#### Before the First Day

- Send an appointment letter and information (e.g., benefits and first day logistics) to provide the specifics on their job offer and welcome them to the organization.
- Provide agency and job information.
- Encourage the review and completion of paperwork (if feasible) before their first employment day with the organization.
- Contact them to answer questions and set expectations
- Assign a sponsor/buddy to help them get oriented to their work group and the agency and the environment.
- Provide the sponsor/buddy with a copy of the job announcement and job description.
- Assign and prepare workspace and provide office supplies
- Ensure "office essentials" (e.g., computer, phone, e-mail, training accounts) are set up

#### First Day Orientation

- Personalize the experience with something unique for the new employee (e.g., welcome note, flowers, name plate).
- Communicate vision and mission, and administer a formal oath (if expected)

- Introduce new employee to sponsor/buddy.
- Complete paperwork and security requirements.
- Explain benefits and policies.
- Have a senior leader welcome new employees (in person or through recorded means).
- Arrange for new employees to eat together or for someone from the employee's office to eat lunch with them on their first day.
- Provide realistic information about the organization and its culture and avoid "over promising."

### First Week

- Ensure that job roles and responsibilities are clearly communicated to the new employee
- Introduce the new employee to other employees and senior staff
- Provide meaningful work for the new employee – either training or substantive work related to the new job
- Ensure that a senior leader (in the new employee's office) welcomes the new employee(s)
- Review the organization structure and key staff
- Provide a list of contacts who can address the new employee's questions on a variety of issues
- Gather feedback about the orientation program from new employees

### First 90 Days

- Review performance objectives and set individual development goals
- Give performance feedback early and often to the new employee
- Provide training, as needed, to help the new employee understand internal systems, general operating practices and obtain other information or skills required in the performance of his or her job
- Discuss individual work styles and preferences
- Arrange for the new employee to meet key stakeholders from other departments
- Check with new employees regularly to ensure that they continue to assimilate and expand their knowledge and capabilities; connect to mentoring program (formal or informal).

### First Year

- Provide training to build competence and fill any skill gaps
- Arrange involvement on an internal cross-agency committee to expand employee's social network
- Conduct a new employee survey and address any issues surfaced
- Assess the performance of the new employee periodically – formally and informally – and provide feedback
- Ensure a senior executive or manager sends a congratulatory e-mail or letter on the employee's one-year anniversary (can be done automatically without requiring the executive's time)

*Sources:*

*"From Orientation to Onboarding" South Carolina Budget and Control Board*

*"Getting On Board" Partnership to Public Service, Booz/Allen/Hamilton, May 2008*