



# Creating a State of Success

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Proactive On-Boarding Handbook for Hiring  
Managers and Supervisors

Approved for use June 2017



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## Introduction

The State of Tennessee's Proactive On-Boarding Guide for Managers, "**Creating a State of Success**" was developed as a tool for managers to acclimate employees to new or changing job roles. Proactive on-boarding is the initial process of assimilating newly hired, transferred and newly promoted employees into an organization. In addition to equipping employees with the tools necessary to succeed in their new position, a successful proactive on-boarding program provides employees with the resources to become fully engaged and culturally aware members of a productive workforce.

The key to any organization's ability to execute strategy and achieve objectives is an effective workforce. A highly competitive business landscape demands that all employees perform at the highest levels as both individual and team contributors, who are aligned with and committed to achieving the organization's mission and goals. A strategic and well-crafted on-boarding program strengthens the agency's talent management initiatives and creates a positive impression for your agency or department, and ultimately the State of Tennessee.

Managers and supervisors play a critical role in planning and implementing the on-boarding process for new employees or employees changing job roles. Fully acclimating the employee and aligning his/her role with department and state initiatives improves employee engagement and drives retention. Proactive on-boarding is more than just planning for the employee's first day. It encompasses the entire first year, which is why managers need to prepare and plan ahead. The benefits of a comprehensive on-boarding experience include:

- A more engaged employee who feels a real connection to the organization and understands the purpose and responsibilities of his/her role;
- A new employee who is able to make immediate contributions through a successful first assignment; and
- A significant reduction in acclimation time for the new employee.

This handbook is meant to be used as a general on-boarding guide for managers and supervisors. Your specific agency or department may have additional orientation guidelines and resources.

## Purpose of the Handbook

- Learn the definition of proactive on-boarding and its importance
- Learn the 5Cs of proactive on-boarding and how to implement
- Understand the importance of measuring the success of an on-boarding program
- Gain tools and resources to develop a customized on-boarding program



**Tennessee  
State Government**

# Overview of the Proactive On-Boarding Process





## What Is Proactive On-Boarding?

Proactive on-boarding is a strategic process of integrating employees into the organization or new job role by providing the tools, resources and knowledge needed to become a successful and productive employee.

### The Importance of Proactive On-Boarding

- **Proactive On-Boarding** is key to an organization's ability to execute strategy, achieve business goals and develop an effective workforce.
- **Proactive On-Boarding** ensures that employees perform at the highest levels as both individual and team contributors.
- **Proactive On-Boarding** ensures that employees are aligned with and committed to achieving the organization's mission.
- **Proactive On-Boarding** planning ensures the employees' assimilation into the organization is well-crafted and strategic, which creates a positive first impression.

### Who Goes Through the On-Boarding Process?

The best practice is that every new employee or employee who changes job roles in your agency participates in the on-boarding process.

### Why On-Boarding?

- Increasing competition in the marketplace for top talent
- Pressure to retain top talent
- Shortage of required skills in the talent pool
- Baby boomers exiting the work force and lack of talent to fill the gap created by their exit

## Scope of Tennessee's Proactive On-Boarding Model

- Deliver standard information online to newly hired employees
- Execute consistent, automated on-boarding activities across the state by using collective best practices to roll out the process
- Create efficiencies to reduce administrative overhead in human resources offices
- Create accountability for process owners
- Provide training and tools for hiring managers, supervisors and HR offices
- Introduces State Government structure:
  - Branches of Government, Agency Organizational Charts
- Welcome to State Government:
  - Video of Governor for all agencies to use
- Welcome to the Department:
  - Video by Commissioner/Appointing Authority



## The Difference Between Orientation and Proactive On-Boarding

Orientation	Proactive On-Boarding
<ul style="list-style-type: none"><li>■ Transactional-focused on paperwork</li><li>■ Less than one week</li><li>■ Owned and executed by Human Resources office</li><li>■ Addresses some employee needs-forms, workstation, policies and procedures</li><li>■ Employee attends for compliance</li><li>■ Yields employees with completed paperwork and some general information</li></ul>	<ul style="list-style-type: none"><li>■ Strategic-focused on retention and success of the employee</li><li>■ The first 90-days</li><li>■ Integrates multiple offices, functions and individuals within state government</li><li>■ Addresses all employee needs-from information, equipment and accounts to training and networking</li><li>■ Employee is an active participant with a vested interest in success</li><li>■ Yields successful 90-days for increased employee engagement and retention</li></ul>

### Proactive On-Boarding is Not Orientation

Proactive on-boarding is an ongoing process of assimilation and integration, not a one-time orientation event. Orientation programs have a transactional, event-based core curriculum. Proactive on-boarding programs provide very individualized, targeted learning opportunities and are integral to a broad talent development strategy that enhances performance. One of the most common on-boarding mistakes is taking a cookie-cutter approach. With proactive on-boarding, one size does not fit all. It is important for every agency to implement an on-boarding program that is closely aligned to their culture and ongoing business objectives. Proactive on-boarding includes everything that needs to happen from the time the employee accepts the offer until they become a fully functioning and contributing member of the team. For example, proactive on-boarding may include the following: orientation to state government, forms management, task management, training, and connection to other employees.

# Proactive On-Boarding Is....

## Managing First Impressions

**There are two primary factors when on-boarding an employee that drives a smooth transition:**

- The employee's first impressions of the state
- The state's first impressions of the employee

***First impressions can affect the way new employees view their role with the state for as long as they work there.***

## How to Manage First Impressions

1. Have a plan for on-boarding employees
2. Have a place for employees to call their own
3. Introduce employees to their co-workers
4. Choose carefully when involving others in the welcoming process
5. Outline what employees need to accomplish to succeed in their job role
6. Confirm the transaction has officially been approved before confirming a start date with the new or transitioning employee\*
7. Allow at least two weeks between the time your agency HR office gets the hiring packet to DOHR, and the date set for the new employee to start employment\*

**(\*)Unless the paperwork has made it through the official channels, your new hire may have to wait several days to gain access to the state's computers and may face paycheck difficulties. In worst case scenarios, the job offer may have to be withdrawn.**

## On-Boarding Statistics

**New employees of companies with a highly-rated on-boarding program are...**

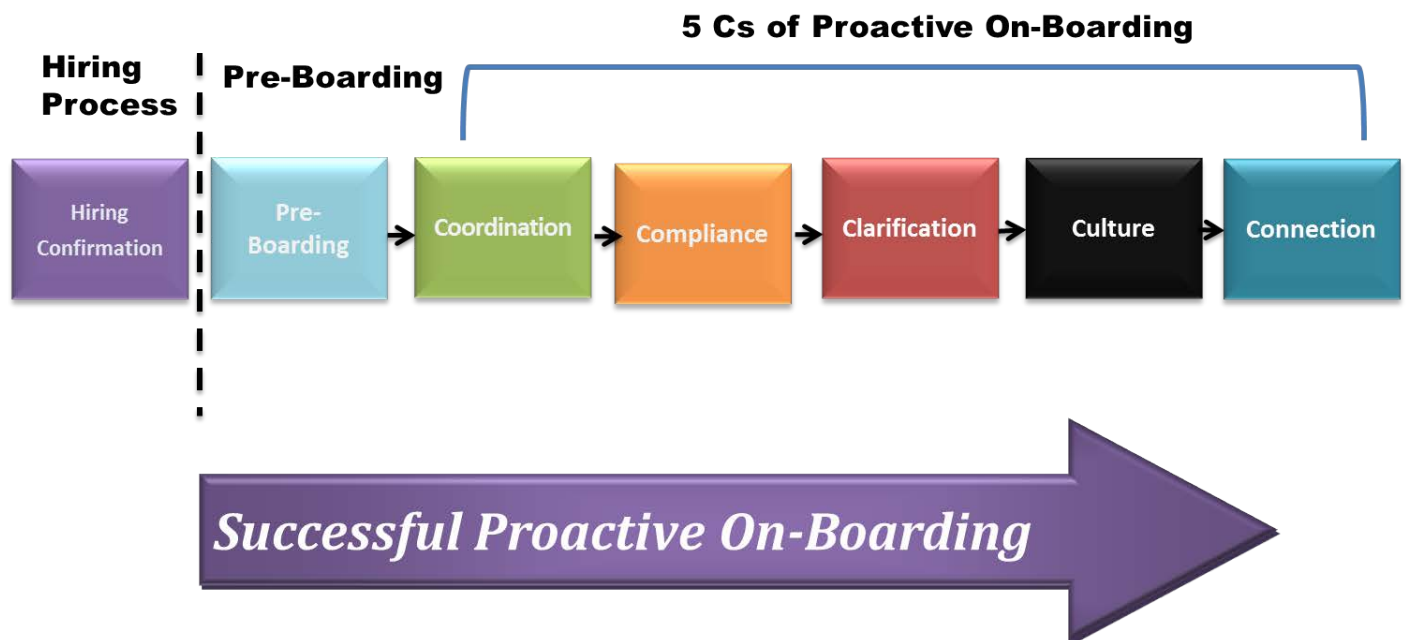
<b>Productivity:</b>	<b>59% more likely to achieve 61% to 100% productivity during the on-boarding period.</b>
<b>Time to productivity:</b>	<b>15% more likely to achieve 100% productivity within three months.</b>
<b>Satisfaction:</b>	<b>115% more likely to feel satisfied with their decision to join the company.</b>
<b>Retention:</b>	<b>23% more likely to make the decision to remain at the company within the first six months.</b>
<b>Employee Referrals:</b>	<b>58% more likely to recommend the company to a friend or colleague looking for a job.</b>

*"Aberdeen interviewed 466 human resources professionals for the study, On-boarding: The First Line of Engagement, and concluded that companies with a formal on-boarding process (with a dedicated strategy and objectives) had a 60 percent greater year-over-year improvement in revenue and a 63 percent greater year-over-year improvement in customer satisfaction than those with an informal or ad-hoc on-boarding process."*

## 5Cs of Proactive On-Boarding

There is a strategy for proactively on-boarding employees. Proactive on-boarding is a comprehensive plan for ensuring that each employee is fully integrated in their new job role using the **5Cs of Proactive On-Boarding: Coordination, Compliance, Clarification, Culture, and Connection**. When on-boarding employees it is important to consider the **5Cs of Proactive On-Boarding**.

### *Proactive On-Boarding*



## 5C's of Proactive On-Boarding

1. **Coordination** – *All components of Human Resource management functions work together seamlessly to support the employee's integration into the new job role, although each function may be addressed separately.*

### **Examples:**

- *HR, Edison, OIR and Benefits working to initiate key functions*
- *Managers working with existing employees to prepare for the newly hired, transferred, or promoted employee's transition*

2. **Compliance** – *Teaching employees the basic statewide legal, policy-related rules and regulations, policies and procedures. Also, completing the necessary tasks to comply with agency policies and procedures.*

### **Examples:**

- *Policy and Procedure Manual*
- *Benefits Enrollment*
- *Security Access*
- *Employee ID*

3. **Clarification** – *Ensuring employees understand their new job and all related expectations, which helps to promote self-efficacy (the extent to which an employee feels confident in performing their job).*

### **Examples:**

- *Job Description*
- *Job Expectation*
- *Realistic Job Preview*
- *S.M.A.R.T. Individual Performance Plan*

4. **Culture** – *Providing employees with an understanding of organizational structure, environmental norms, agency mission, vision, and core values.*

**Examples:**

- *Mission, Vision, Values*
- *Communication Styles*
- *Organizational Structure*
- *Organization History*
- *Three Branches of Government*
  - *Executive*
  - *Judicial*
  - *Legislative*

5. **Connection** – *Establishing interpersonal relationships and information networks for social integration into the government, agency, division, and business unit.*

**Examples:**

- *Opportunities for networking both inside and outside the agency*
- *Introductions to co-workers, managers, senior management, and executive leadership*
- *Introductions to key stakeholders, internal and external customers*

## When on-boarding employees, answer the following questions:

- *What job tasks and performance standards will the employee need to understand?*
- *What new relationships will the employee need to build?*
- *What are the communication styles and expectations of the new team and leader?*
- *What work procedures and policies are unique to the position?*
- *What training and skills development will the employee need?*

## Seven Key Benchmarks

Michael Watkins asserts that within the first 90-days, the new employee should have achieved seven key benchmarks, including:

1. **Diagnosis.** The employee should seek to understand their role within the context of the organization. They often think they have asked all of the necessary questions during the recruiting process.
2. **Alignment.** The employee should be able to have meaningful conversations with the boss to ensure that goals and expectations are aligned with those of the team and the organization.
3. **New relationships.** The employee should have begun to build his or her internal network, identified key stakeholders and knowledge sources. This includes direct reports, peers, and key supporters such as HR and other functional leaders.
4. **Understanding communication styles.** The employee should understand not only the manager's communication preferences, but also, those of the agency as a whole.
5. **Clarified expectations.** The employee should have clear expectations of their job role and how it is aligned with the mission of the agency.
6. **Team assessment.** The employee should work to assess team dynamics and determine if they are making key contributions to the agency.
7. **Identified opportunities for early wins.** The employee should be able to identify opportunities for early wins by assessing the environment and taking initiative.

## **On-Boarding Best Practices for Existing Employees**

Employees transitioning to a new role benefit from their knowledge of the organization and its culture, as well as established relationships. However, the work environment, performance expectations, and tasks of their new position can differ significantly from those of their previous role. Employees can still struggle in a new role despite their familiarity with the organization itself.

New role on-boarding is a best practice we recommend. Although on-boarding will be shorter and less comprehensive for the existing employee, providing guidance and support to the employee can ensure a smooth transition. Job transitions can be difficult, even for seasoned employees. Each new situation and team has a different dynamic and culture. By extending proactive on-boarding best practices to existing employees, you can ensure that employees transition successfully to their new role.



## **The Special Case for Proactively On-Boarding New Senior Leaders**

According to Fortune magazine, about 40 percent of executives who change jobs or are promoted fail in their first 18 months. While a number of factors contribute to an executive's performance and longevity in a role, strong on-boarding programs can help improve the odds of success. Therefore, the first 90-120 days are critical to helping a new executive succeed long-term. According to the Corporate Leadership Council, the top reasons new executives fail are:

- Failure to build meaningful partnerships with peers and subordinates (82 percent).
- Lack of clarity or confusion and role expectations (58 percent).
- Lack of political savvy (50 percent).
- Failure to achieve major objectives (47 percent).
- Taking too long to learn (28 percent).

### **Four Factors are critical to a new executive's success:**

1. Developing credibility in the organization, ensuring that employees respect the new leader's authority, knowledge, and experience.
2. Aligning the senior manager's goals, objectives, and strategies with the organization.
3. Developing a good rapport with superiors, colleagues, and direct reports.
4. Contributing, as soon as possible, at the level expected when hired.

Proactive On-Boarding can include executive coaching. This is a structured approach in which the newly hired executive works with a professional coach over a 6-to 9-month period. The coach helps the executive compress the learning curve and accelerates their transition and development. Executive coaches are usually outside experts who contract with the new executive's organization. Specifically, coaching can help the new executive;

- Clarify expectations, their role, and how they contribute to the organization's success.
- Establish meaningful priorities.
- Understand and adapt to the organization's values and culture.

- Clarify expected stakeholder outputs and outcomes, and develop success measures.
- Build key strategic relationships, both inside and outside the organization.
- Identify and correct behaviors that may impede their ability to lead effectively.
- Uncover and address obstacles that could sabotage success.
- Enhance emotional intelligence (i.e., being self-aware, managing emotions, motivating others, staying connected, and showing empathy).
- Reaffirm the new leader's decision to accept the position.

## **How to Overcome On-Boarding Challenges**

- Set Clear Expectations
- Communicate regularly with simplified, transparent workflows
- Managers must be accountable
- Leverage technology
- Focus on the experience – on-boarding is all about a positive experience
- Provide ongoing, clear, concise, and consistent channels of communication
- Ensure that employees are aligned with key business strategies
- Set milestones to gauge success and time-to-productivity
- Present information in easily digestible amounts
- Reinforce employment brand

## **On-Boarding Should Be About ...**

- Helping the employee to build positive internal and external relationships
- Communicating the organization's mission, vision, values, and culture
- Ensuring the employee understands key business processes, policies, and procedures
- Explaining short and longer-term performance expectations
- Providing regular feedback on progress, job performance, and results
- Training leaders to orient, integrate, and provide ongoing support to new employees and employees in new roles

# Evaluating the Effectiveness of Your On-Boarding Program

Effective on-boarding programs should yield specific benefits that include greater retention, engagement, performance, and productivity. In addition, the new hires themselves should be satisfied with their experiences. The best way to determine if the on-boarding program is producing these outcomes is to evaluate the results, as quantitatively as possible. The following questions can help government organizations evaluate their on-boarding programs.

## **Are new hires being retained?**

A good on-boarding program helps achieve retention/low turnover among new hires. Therefore, organizations need to analyze turnover of first-year employees. In addition, exit interview data from the new hires that do leave can provide valuable insights about your on-boarding process.

## **Are employees productive and performing well?**

The agency should review new hires' performance evaluation data to assess whether they are meeting expectations. Substandard performance, including a high rate of probation failure, could also suggest that new employees are not being on-boarded successfully.

## **Are new hires highly engaged?**

Conduct periodic employee satisfaction/engagement surveys and analyze survey results to assess how satisfied/engaged new hires are. Like turnover and performance, a low level of engagement can suggest that the on-boarding process is not working well to acclimate and engage new hires.

## **Are new employees satisfied with their on-boarding experiences?**

This can be assessed by surveying new hires – Ideally at several points during their first-year on their on-boarding experiences. Similarly, managers and supervisors can also be surveyed to determine their satisfaction with the on-boarding process.

# Measuring On-Boarding at Key Milestones



## Utilize a Variety of On-Boarding Evaluation Instruments

- Standardized Evaluations
- Employee Engagement Surveys
- Competency Assessments
- Business Needs Assessments

## Measure Impact

- **Managerial Feedback**
  - New Hire/ New Role Performance on the Job
- **Employee Engagement & Satisfaction**
  - New Hire/New Role Engagement
  - New Hire/New Role Satisfaction with On-Boarding Programs
- **Actual Business Results**
  - Reduces Hiring Costs
  - Increases Retention
  - Increases Speed to Competency

2008, Knowledge Advisors

## Agency On-Boarding Roles and Responsibilities

Roles	Responsibilities
Department of Human Resources	<ul style="list-style-type: none"> <li>• Represent Statewide On-Boarding Taskforce at the Shared Services Cabinet Meeting</li> <li>• Facilitate the Statewide On-Boarding Task Force</li> <li>• Develop on-boarding learning materials for hiring managers and supervisors:                             <ul style="list-style-type: none"> <li>▪ Handbook</li> <li>▪ Statewide employee learning opportunities</li> <li>▪ Overview of state structure</li> <li>▪ Video of Governor/Appointing Authorities (ensure availability)</li> <li>▪ Policy manuals</li> </ul> </li> <li>• Act as on-boarding consultants to the agencies</li> </ul>
Department of Finance and Administration Strategic Technology Solutions (STS)	<ul style="list-style-type: none"> <li>• Order or re-provision and install/configure necessary equipment (desktop, laptop, tablet, desk, and cellphones)</li> <li>• Assist in identifying software needs – order as appropriate and install</li> <li>• Assist in identifying access and identifying needs or reviewing current access – request as appropriate (RACF, email, active directory, VPN)</li> </ul>
Commissioners/Appointing Authorities	<ul style="list-style-type: none"> <li>• Welcome video (update annually)</li> <li>• Send appointment letter (designee may sign)</li> </ul>
Agency Hiring Manager/Supervisor	<ul style="list-style-type: none"> <li>• Prepare technology:                             <ul style="list-style-type: none"> <li>▪ Edison role</li> <li>▪ Equipment provisioning</li> <li>▪ System access</li> </ul> </li> <li>• Prepare team to welcome/receive employee                             <ul style="list-style-type: none"> <li>▪ Introduce to Ambassador/Peer Partner</li> </ul> </li> <li>• Send out welcome email announcement</li> <li>• Prepare 30-60-90-day plan:                             <ul style="list-style-type: none"> <li>▪ Week one new employee orientation</li> <li>▪ Schedule time with HR</li> <li>▪ Identify learning and development opportunities</li> <li>▪ Develop individual performance plan (IPP)</li> <li>▪ Schedule MS Outlook training</li> </ul> </li> <li>• Coordinate a welcome lunch</li> </ul>

## Agency On-Boarding Roles and Responsibilities

Agency's Human Resource Officer	<ul style="list-style-type: none"> <li>• Provide a complete hiring packet to DOHR two weeks prior to the start date</li> <li>• Send welcome letter as soon as DOHR approval has been obtained</li> <li>• Conduct new employee orientation/submit Edison security form</li> <li>• Give hiring managers tools, documents, and templates</li> <li>• Secure building IDs and parking decals</li> <li>• Arrange for equipment/office provisioning</li> </ul>
Agency's Benefits Coordinator	<ul style="list-style-type: none"> <li>• Agency Benefits Coordinator should have knowledge of state benefits               <ul style="list-style-type: none"> <li>▪ <i>Total Compensation Package</i></li> <li>▪ <i>Be available for questions</i></li> </ul> </li> <li>• Agency Benefits Coordinator should assist new employee in making benefit selections in Employee Self Service in Edison</li> <li>• Facilitate new employee orientation</li> <li>• Follow up with employee for missing or incomplete documentation to meet 31-day enrollment deadline</li> </ul>
Agency's HR and Talent Management Officer	<ul style="list-style-type: none"> <li>• Establish learning plans for 30, 60, 90-day</li> <li>• Create template for surveying the effectiveness of statewide on-boarding process</li> <li>• Review, analyze, monitor statewide results of on-boarding process</li> <li>• Confirm all paperwork is accurate and complete</li> <li>• Coach hiring managers/supervisors through the on-boarding process</li> </ul>
Agency's Performance Management Coordinator	<ul style="list-style-type: none"> <li>• Explain the performance management process</li> <li>• Refer to on-line resources and learning module for Performance Management (supervisors and employees)</li> <li>• Start the IPP process in Edison</li> </ul>
Agency' Ambassador/Peer Partner	<ul style="list-style-type: none"> <li>• Share agency's mission, vision and values</li> <li>• Act as a subject matter expert</li> <li>• Familiarize with building layout/conduct tour</li> <li>• Take employee to lunch/provide list of restaurants</li> <li>• Check in with employee daily during the first week and then on an as needed basis</li> <li>• Introduce employee to co-workers and other staff</li> <li>• Inform employee of emergency procedures</li> </ul>





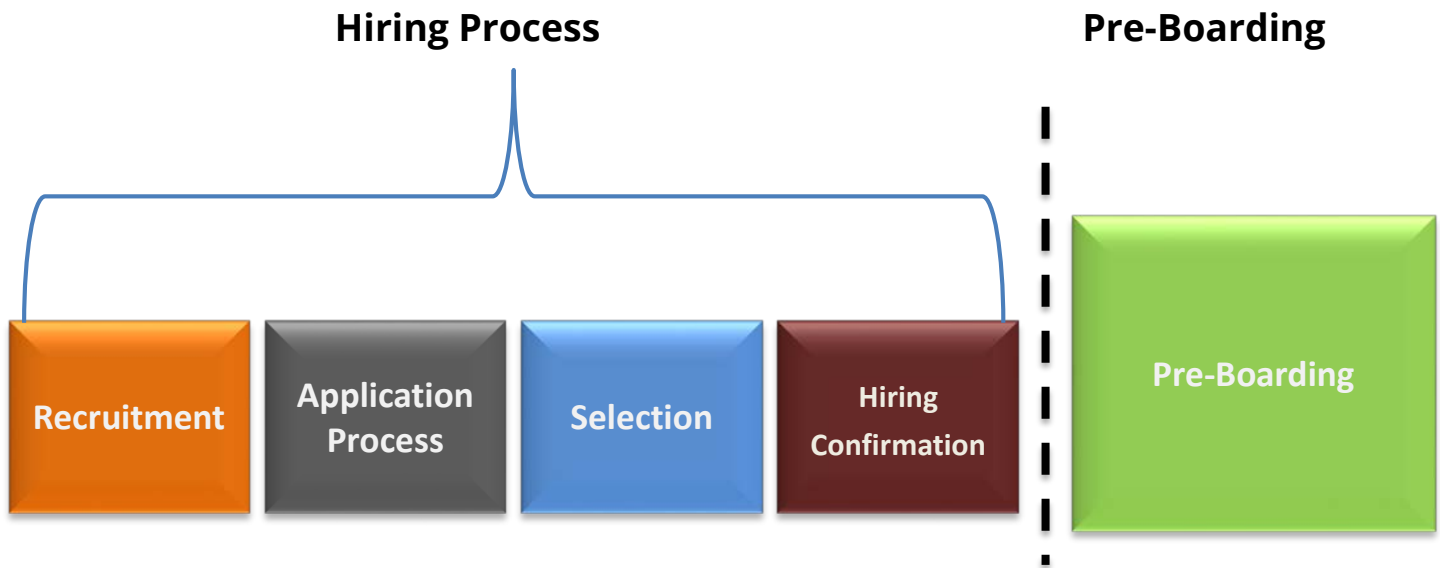


# Pre-Boarding Templates, Tools, and Resources

(All templates and tools are fillable forms on-line)



## ***First Step of Proactive On-Boarding-Pre-Boarding***



### **Recruitment**

The initial stage of the hiring process is recruitment. The recruitment process begins first with a vacancy which may be created by a new position, a termination of an employee, a promotion, or an employee's resignation. Recruiting events allow employees to gather initial information about an organization's expectations and culture. By providing a realistic job preview of what life inside the agency and state government is like, it allows both the agency and the individual to determine if they are a good job fit for the role. Research has shown that new employees who receive a great amount of accurate information about the job and the organization tend to adjust better. The goal of recruitment should be to get the right candidates to the next step—the application process.

### **Application Process**

During the application process, individuals apply for available positions. Specific questions are asked to determine if an applicant has the necessary Knowledge, Skills, Abilities, and Competencies (KSACs) needed for the position. Any applicant who meets the minimum qualifications (MQs) will be put on a list of eligible candidates for consideration by the agency. The eligible candidate list is randomized. Candidates answer all first-round interview questions and the responses are sent with the eligible candidate list as an Excel report for consideration by the agency. The first-round interview questions are used to filter the eligible candidate list.

## **Selection**

Hiring managers review applications and first-round interview questions then select and schedule applicants for interviews. Competencies, Knowledge, Skills, and Abilities will be used to select and/or generate structured interview questions for use in the interview process. Eligible candidates are interviewed and a selection is made from the viable candidates.

## **Hiring Confirmation**

The hiring manager makes a tentative job offer to the applicant and then the hiring manager notifies applicant of approval of appointment and confirms effective hire date. The applicant accepts the job offer and notifies the hiring manager. The hiring manager acknowledges confirmation from applicant and notifies the HR Contact.

## **Pre-Boarding**

When a new employee or an employee transitioning into a new role is hired, the pre-boarding process begins. So what is pre-boarding?

### **What is Pre-Boarding?**

Pre-Boarding refers to that span of time between a candidate accepting the job offer and their official first day of work. The goal of pre-boarding is to make the new employee or employee transitioning to a new job role as comfortable and productive as possible even before their first day of work.

## Pre-Boarding Activities

- Verify with Human Resources recommendation to hire, promote, transfer has been approved.
- Human Resources sends welcome letter with notification of information and documents needed for the first day (driver's license, parking, contact person, location, etc.).
- Make arrangements for the employee's work station to be set up with basic equipment and supplies.
- Inform staff of the employee's arrival time, name, job title, credentials, and responsibilities.
- Review job description and create a 90-day plan.
- Assign a peer partner to assist employee through the transition.
- Arrange to have the peer partner contact the employee prior to the first day to establish rapport and to offer assistance.
- Identify a first assignment.
- Schedule time with HR and arrange a tour of the facility.
- Review and request technology access and equipment needed prior to start date.
- If employee is a hiring manager, submit request to provide Manager Self Service in Edison for direct reports.

## Examples of New Employee Learning Activities

There are four categories of information a new employee needs:

1. Information about the organization
2. Information about the work unit
3. Role-specific information
4. Job-specific information

Much of the organizational information should be covered in material provided to the new hire before they report, and during new employee orientation. The unit and supervisor/manager should provide work unit-specific information. The position description and training should provide role-specific information.

The new employee's manager/supervisor should provide job-specific information. Clear direction and job expectations are pivotal to the new hire's confidence and success. A training plan can take many forms, but may include the following activities:

- Shadowing a colleague in the work unit
- Meeting colleagues in partnering units with whom they will frequently work
- Reviewing manuals, files, and other documented instructions and procedures
- Providing coaching by the supervisor and others
- Attending formal training

## Before the Employee's First Day

Whether you are hiring for a new position or replacing an employee who has left, the first phase of proactive on-boarding – pre-boarding – begins as soon as you get authority to hire. This is when you start making sure the physical environment is ready. These are things that are required for any employee so you can do them ahead of time because they will be the same regardless of who you hire.

After you have selected the new hire, and before the person starts, there are things a manager/supervisor can do to make the on-boarding more successful.

### ■ Get the physical space ready

- Is there an office or a desk assigned? Is it in good shape? If it has a lock, is the key there?
- Is there a phone? Is the phone connected?

### ■ Get the computer or other needed tools ready

- Can you get the computer set up now or do they have to sign for it when they start?
- Make sure information technology has a computer available and earmarked for your new employee.
- Make sure they configure the computer with all the software and access permissions the person will need in the job.

### ■ Get the personal information

- Get the person's name, Social Security number, etc. from their application. Make sure you know how they want to be addressed (e.g. does the person want to be called Bob or Robert?).

### ■ Notify the support departments

- Inform Human Resources (HR), Payroll, Facilities, Strategic Technology Solutions (STS) and anyone else who need to know of the new employee's name, title, reporting supervisor, and start date.
- Follow up with them to make sure they prepare ahead of time for the arrival and on-boarding.

■ **Add them to distribution lists.**

- Make sure information technology creates the necessary email accounts and then adds the new person to the email distribution lists to ensure the employee receives appropriate email as soon as they start.

The Statewide On-Boarding Task Force has developed step-by-step checklists to guide managers/supervisors through the on-boarding process from the time the job offer is accepted through the first 90-days. The idea is to start the on-boarding process before the employee's first day. The pre-boarding checklist at the end of this section lists several ways to pro-actively prepare for the employee's first day. If your agency HR office has asked you to provide information about matters related to the hiring transaction, be aware that the more quickly you can submit what is needed, the more successful the new employee's first days on the job. The sooner you begin the proactive on-boarding process for a new employee the better chance of successfully integrating them into the agency and state government.

# Assigning a Peer Partner

## What is a Peer Partner?

A peer partner is a fellow employee, other than the manager/supervisor, who supports a new employee during his/her first months on the job. The peer partner offers advice and guidance on the day-to-day aspects of working in the new organization. Peer partners contribute to the successful on-boarding experience by offering encouragement, advice, and other assistance as the new employee acclimates to the culture and the workplace.

## Why Assign a Peer Partner?

The peer partner helps welcome the new employee and affirm their decision to join the organization. A peer partner helps reduce the initial confusion and uncertainty a new employee may have by being available to answer questions, make connections, and help explain and navigate the new culture.

## How to Structure a Peer Partner Assignment

A peer partner should build rapport with the new employee by meeting face-to-face and answering questions by email, phone, or text within a reasonable amount of time. It is encouraged for peer partners to meet face-to-face for a minimum of 30 minutes each week for an established time period; however, support can go beyond the defined time period if appropriate and useful.

## What Makes a Successful Peer Partner?

To be a peer partner, an employee must understand the culture, have good interpersonal skills, and want to help. Below is a list of other qualities to consider when looking for a peer partner:

- Allowed the time to be accessible to the new employee
- Holds a job similar to that of the new employee (i.e., peer)
- Possesses a full understanding of the work environment (minimum length of service of six months or a year)
- Has a good job performance record and is well regarded by peers
- Has a positive attitude, good communication, and interpersonal skills
- Possesses a strong sense of confidentiality, patience, and empathy



## **The Responsibilities of a Peer Partner**

New and transitioning employees should be assigned a peer partner who can help integrate them into the organization and understand the organizational culture in a peer-to-peer way. The peer partner should be someone who is knowledgeable of and enthusiastic about the organization, and who can share this knowledge and enthusiasm with the new employee. The peer partner is a resource to the new employee on work rules, workplace culture and norms, and unwritten policies and procedures.

### **Below is a list of other responsibilities of a Peer Partner:**

- Contacting the new hire before his/her first day to answer questions and make sure they're all set to report.
- Helping the employee understand the organizational culture, both written and unwritten aspects.
- Introduce them to key colleagues and key staff.
- Helping socialize the new employee by introducing them to peers, joining them for lunch to instill a sense of belonging.
- Identifying resources in the workplace (intranet sites, points of contact, information).
- Providing a tour of the workplace if the manager/supervisor has not already done so.
- Reporting any serious issues/concerns to the manager/supervisor or Human Resources.
- Answering questions and referring the new employee to the appropriate resources.

## **Tips for Peer Partners**

- You are not expected to be the expert. Refer questions to the right resources or work with the new employee to find answers.
- Be patient and don't try to cover everything right away.
- Be positive and respectful. Remember, you represent your team and the organization.
- Don't force a relationship. If it is not working out, inform your manager/supervisor immediately.
- Don't wait for the new employee to come to you. Check in and initiate a conversation even before the new hire reports.
- Take this opportunity to learn, just as the new employee is learning.
- Maintain a positive attitude, a teaching spirit, and enjoy the experience.

# Example of Welcome Letter

*Insert Letterhead Here*

Click here to enter text.

Dear [Click here to enter text.](#),

Welcome to the State of Tennessee and the Department of [Click here to enter text.](#)! We are pleased to have you and hope you will find your work to be rewarding, challenging, and meaningful.

- Effective/Start date: [Click here to enter text.](#)
- Job title: [Click here to enter text.](#)
- Salary: [Click here to enter text.](#)

To ensure a smooth process during your first few days of work, we are attaching a brief summary of key things you need to know about and/or gather to bring with you. Please review this information before your first day of work and bring the necessary documents with you.

Your supervisor will let you know about the date and time for new employee orientation. If you have questions about your new position, or if there's anything we can do to help you make a smooth transition into your new role, feel free to call or email me in the Human Resources office at [Click here to enter text.](#) Please contact [Click here to enter text.](#), our agency benefits coordinator, if you have questions about the health benefits at [Click here to enter text.](#)

Again, welcome to the State of Tennessee! We look forward to having you come onboard.

Warm regards,

[Click or tap here to enter text.](#)

# What to Bring on Your First Day at Work

Please review the following information before your first day of work. This information was created to ensure a smoother on-boarding process.

## I-9 Employee Eligibility Verification

- The Department of Human Services participates in the E-Verify program sponsored by the US Department of Homeland Security. Please view the I-9 Form (link below) for complete detail regarding Employee Eligibility Verification. This form must be completed on the first day you report to work and submitted to your HR Analyst with the necessary attachments, by the end of the first day. <http://www.uscis.gov/files/form/i-9.pdf>

**(Please ensure that you have all necessary documents when you report on your first day of work).**

## Direct Deposit

- Direct deposit is a requirement of employment, unless otherwise exempted by the Departments of Human Resources and Finance and Administration. With direct deposit, your pay is automatically deposited into your account in any financial institution that is a member of the Federal Reserve Network. You might be required to bring either a voided check or a direct deposit statement from the financial institution with name, routing and account numbers, if you are not in our Edison system.

## TN Consolidated Retirement

- Retirement from state service offers excellent benefits. Full-time employees are automatically members of the Tennessee Consolidated Retirement System. Additional information regarding retirement benefits may be obtained from your Human Resources office or from the Tennessee Consolidated Retirement System.
- More information about employee and employer contributions can be found at <http://treasury.tn.gov/tcrs/PDFs/hybridplan.pdf>.

## Insurance

- Please review the health benefits information before your first day of work. While going through this information please make sure to take notes and write down questions to ask during orientation. Our goal is to have you enroll in your health coverage prior to the end of the first week.
- The main website to review the details on plans and coverage as well as all aspects of our health benefits packages is:  
[www.partnersforhealthtn.gov](http://www.partnersforhealthtn.gov)
- Compare the health coverage side-by-side here:  
[http://www.partnersforhealthtn.gov/documents/benefit\\_grid\\_2014.pdf](http://www.partnersforhealthtn.gov/documents/benefit_grid_2014.pdf)
- What is the Partnership Promise?  
<http://www.partnersforhealthtn.gov/promise.shtml>
- A video overview of our plans can be found here:  
[https://stateoftennessee.adobeconnect.com/\\_a828793869/newhire2013st/](https://stateoftennessee.adobeconnect.com/_a828793869/newhire2013st/)
- Dental coverage: <http://www.partnersforhealthtn.gov/dental.shtml>
- Vision coverage: <http://www.partnersforhealthtn.gov/vision.shtml>
- In addition, if you are adding dependents to your coverage, there are eligibility documents that you will need to **bring with you on your first day**. A list of documents needed for dependents can be found here:  
[http://www.tn.gov/finance/ins/pdf/deva\\_eligible\\_docs.pdf](http://www.tn.gov/finance/ins/pdf/deva_eligible_docs.pdf)
- The main page to find all of this information and more is [www.tn.gov/finance/ins](http://www.tn.gov/finance/ins), then select "For New Employees." The New Employees Page also provides information about other voluntary benefits, including life insurance, long-term care insurance, and flexible spending accounts.

# New Employee Proactive On-Boarding Email Announcement Template

To [staff in new employee's work area/department]:

I'm very pleased to announce that [new employee] will be joining us as [job title] on [start date]. [New employee] will be responsible for [insert information about what he/she will be doing].

[New employee] has recently [information about recent relevant employment background].

Please come to [location of welcome gathering] on [date] to meet [new employee] and welcome [him/her] to our team!

You can reach [new employee] at:

- [work address/office location]
- [phone number]
- [email address]

Thank you,

[Name of Supervisor]

# State of Tennessee New Employee Temporary Parking Pass

**Employee Name:** \_\_\_\_\_

**Department:** \_\_\_\_\_

**Division:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**Agency HR Representative:** \_\_\_\_\_

**Contact Phone:** \_\_\_\_\_

**Immediate Supervisor:** \_\_\_\_\_

**Supervisor Phone:** \_\_\_\_\_

**Effective Date/s of Pass:** \_\_\_\_\_

**Permit Instructions:** Place on the Driver's side of the vehicle's dashboard (left side) face up so that it is readily visible from the outside of the vehicle. The permit may be taped to the inside window to prevent loss (make sure the VIN is visible).



# CHECKLIST PRE-BOARDING

**Coordination:** all components of HRM functions work together seamlessly to support the employee’s integration into their new job role, although each function may be addressed separately

**Compliance:** teaching employees the basic legal and policy-related rules and regulations

**Clarification:** ensuring employees understand their new job and all related expectations, which helps to promote self-efficacy (the extent to which an employee feels confident in performing their job)

**Culture:** providing employees with a sense of organizational structure and environmental norms – both formal and informal

**Connection:** establishing interpersonal relationships and information networks for social Integration

<b>Confirm DOHR Approval</b>  <input type="checkbox"/>	<p>Call your agency HR Office to verify that your recommendation to hire, promote or transfer the new hire (the Personnel Action request) has been approved. Without this approval, you are at risk of not having everything needed for the employee to start work (such as access to the computer system). Also, employees may be at risk of having difficulty with their pay check.</p> <p><b>Knowledge:</b> Organizational policies &amp; procedures  <b>Skills:</b> Communication, Listening, time Management  <b>Resources:</b> HR</p>	<b>Coordination</b>
<b>Welcome new employee</b>  <input type="checkbox"/>	<p>Send a welcome letter, email, or telephone call to employee after the offer is accepted to establish expectations and to inform of things needed for the first day. Provide at least one contact person and encourage the employee to ask questions prior to the start date by email or phone.</p> <p><b>Knowledge:</b> Staff responsibilities and workload, organizational culture, policies &amp; procedures  <b>Skills:</b> Communication/Listening, Coaching  <b>Resources:</b> Work team (co-workers, supervisor/manager, etc.)</p>	<b>Clarification</b>  <b>Culture</b>  <b>Connection</b>
<b>Prepare the workstation</b>  <input type="checkbox"/>	<p>Equipment and supplies should be present and in working order.</p> <p><b>Knowledge:</b> Setting up office (phone, desk, supplies, computer, email, etc.)  <b>Skills:</b> Communication/listening, time management, project management  <b>Resources:</b> HR, Information Systems staff, work team</p>	<b>Coordination</b>  <b>Connection</b>
<b>Inform staff</b>  <input type="checkbox"/>	<p>Make sure the new person’s name, title, and job responsibilities are made clear to everyone and clarify aid each member of the staff can give.</p> <p><b>Knowledge:</b> What the job responsibilities and expectations are, generational issues of staff  <b>Skills:</b> Communication/listening, time management, performance management, writing Individual Performance Plan (IPP)  <b>Resources:</b> HR</p>	<b>Culture</b>  <b>Connection</b>
<b>Appoint a “peer partner”</b>  <input type="checkbox"/>	<p>This person acts as a peer partner and helps orient the employee to the unit and the agency.</p> <p><b>Knowledge:</b> This person acts as a peer partner and helps orient the employee to the unit and the agency.  <b>Skills:</b> Generational issues of staff, staff availability and personalities/styles, staff responsibilities and workloads  <b>Resources:</b> Communication/listening, coaching, feedback and observation, goal setting, time management, performance management            Work team</p>	<b>Connection</b>  <b>Culture</b>  <b>Clarification</b>
<b>Establish training and resources</b>  <input type="checkbox"/>	<p>Schedule all required training. Outline “on the job” training. Prepare job aids for demonstration and use.</p> <p><b>Knowledge:</b> Required training, policies and procedures, staff responsibilities and workloads  <b>Skills:</b> Communication/listening, feedback and observation, goal setting, time management, project management, performance management  <b>Resources:</b> Training staff, work team</p>	<b>Clarification</b>  <b>Compliance</b>





## CHECKLIST PRE-BOARDING

- Coordination:** all components of HRM functions work together seamlessly to support the employee's integration into their new job role, although each function may be addressed separately
- Compliance:** teaching employees the basic legal and policy-related rules and regulations
- Clarification:** ensuring employees understand their new job and all related expectations, which helps to promote self-efficacy (the extent to which an employee feels confident in performing their job)
- Culture:** providing employees with a sense of organizational structure and environmental norms – both formal and informal
- Connection:** establishing interpersonal relationships and information networks for social Integration

<b>Review job description</b> <input style="width: 30px; height: 30px; margin-top: 10px;" type="checkbox"/>	Create the job performance plan. Prepare an explanation of how progress will be measured/observed. <b>Knowledge:</b> What the employee's job will be and expectations, policies and procedures, required training, agency mission and operating plan <b>Skills:</b> Writing Individual Performance Plan (IPP), goal setting, time management, performance management <b>Resources:</b> HR, performance management process, management	<b>Clarification</b>
<b>Create the 90-day plan</b> <input style="width: 30px; height: 30px; margin-top: 10px;" type="checkbox"/>	Include all orientation events from the first day. <b>Knowledge:</b> Who in agency handles what part of orientation, where are these staff located, priority of information – deadlines for return, generational issues of staff, policies and procedures, staff availability and personalities/styles, employee benefits, staff responsibilities & workloads <b>Skills:</b> Communication/listening, writing Individual Performance Plan (IPP), feedback/observation, goal setting, time management, project management, performance management <b>Resources:</b> HR, training staff, work team, performance management process, management	<b>Clarification</b> <b>Compliance</b> <b>Culture</b>
<b>Arrange some initial tasks</b> <input style="width: 30px; height: 30px; margin-top: 10px;" type="checkbox"/>	Help the new employee experience a sense of accomplishment. <b>Knowledge:</b> What the employee's job will be and expectations, staff availability and personalities/styles, staff responsibilities and workload <b>Skills:</b> Communication/listening, time management <b>Resources:</b> Work team (co-workers, supervisor/manager, etc.)	<b>Clarification</b>
<b>Schedule time with HR</b> <input style="width: 30px; height: 30px; margin-top: 10px;" type="checkbox"/>	Spend with HR staff learning about forms, benefits, etc. <b>Knowledge:</b> Who handles what (badges, parking, etc.), where are staff located, deadlines for returning/completing information <b>Skills:</b> Communication/listening, time management <b>Resources:</b> HR, work team	<b>Compliance</b>





# On-Boarding: Tools, Templates, and Resources



## Schedule for the First Day

While it is important to not overwhelm the new employee with too much information, there are key areas that should be covered on the first day. The new employee should be able to navigate the immediate physical environment, use basic communication and work equipment, and know what to expect next. Many first day activities will be influenced by the job itself; however, below is a list of structured activities from which most new employees will benefit. When creating a schedule for a new hire's first day, keep in mind that although most new employees prefer not to be left with nothing to do, they generally appreciate some "down" time to explore their work space and review information they've received.

### Morning

- Greet the employee, introduce him/her to the work space, including where personal items are kept.
- Provide facilities access information, security information, keys, and parking permit.
- Allow time to complete any paperwork that has not been already completed.
- Answer any immediate questions the employee may have.
- Introduce employee to co-workers (and peer partner if assigned).
- Provide a tour of the immediate facilities (give personally, or assign a peer partner).
- Give employee some time to get acquainted with his or her work space.

### Lunch

- Prearrange plans for lunch with you and/or others, if feasible.

## **Afternoon**

- Schedule time for employee to establish computer systems.
- Arrange for employee to receive instructions and codes for photocopier, fax, and other machinery he or she will use.
- Go over any pertinent office policies and procedures (office hours, lunches and break times, phone coverage, etc.).
- Allow time for the employee to settle in and review all the information provided to him/her throughout the day.
- Meet with the employee to debrief the day, answer any pending questions, and provide and explain the schedule and activities for the next several days.

## **Senior Leaders' Involvement in Proactive On-Boarding**

It is important for new employees to directly interact with senior leaders in their first days, weeks, and months. This interaction sends a clear message that the organization is invested in them. Senior leaders can support on-boarding by communicating and reinforcing the mission and values of the organization during orientation, stopping by new employee's desks, or sending personal welcome letters. How, and how often, senior leaders are involved will vary based on factors such as jurisdiction/agency size and structure, and whether the workforce is dispersed across multiple locations.

## Example of a New Hire in DOHR First Week Schedule

DAY ONE	ACTIVITIES
8:00 AM	Arrival at the DOHR: Greeted by peer partner and taken to work area.
8:15 AM	Meet division co-workers
8:30 AM	Department meet and greet with continental breakfast
9:00 AM	Meet with IT Department: email, phones, computer, security, etc.; answer questions and insure equipment is set up properly
10:00 AM	Meet with peer partner for tour of building and department, and meet departmental staff
10:30 AM	Meet with manager/supervisor (conversations on style, expectations, etc.)
11:30 AM	Break/time in office
12:00 PM	Lunch with staff members or peer partner
1:00 PM	HR: Administrative paperwork, ID made, parking placard
2:00 PM	Orientation to DOHR and SLS
3:00 PM	Office time: Set up, assess for items needed/exploring DOHR website/intranet
4:30 PM	Leave for the day

## Example of a New Hire in DOHR First Week Schedule

DAY TWO	ACTIVITIES
8:00 AM	Time in office
8:30 AM	Observe CABBI training
12:30 PM	Lunch
1:30 PM	Meet with Dr. Trish Holliday, Assistant Commissioner and Chief Learning Officer
2:00 PM	Meet with Commissioner Hunter
2:15 PM	Meet with Assistant Commissioner and Chief Operating Officer Terence Donaldson
2:30 PM	Meet with Deputy Commissioner and General Counsel Danielle Barnes
2:45 PM	Break
3:00 PM	Orientation to state government
4:00 PM	Meeting with manager/supervisor
4:30 PM	Leave for the day

## Example of a New Hire in DOHR First Week Schedule

<b>DAY THREE</b>	<b>ACTIVITIES</b>
<b>8:00 AM</b>	Meet with manager/supervisor to check in and go over initial work assignment
<b>9:00 AM</b>	Meet with Assistant Commissioner and Chief Resources Officer Stephanie Penney
<b>9:15 AM</b>	Office to work on assignment
<b>12:00 PM</b>	Lunch with co-worker
<b>1:00 PM</b>	Meeting with Assistant Commissioner and Chief Human Resources Officer Kim Yap
<b>1:15 PM</b>	Meeting with all HR Directors
<b>2:15 PM</b>	Time in office: work on assignment
<b>4:15 PM</b>	Check in with peer partner



## Example of a New Hire in DOHR First Week Schedule

<b>DAY FOUR</b>	<b>ACTIVITIES</b>
<b>8:00 AM</b>	Meet with peer partner
<b>9:00 AM</b>	Meet with manager to discuss job performance plan and IDP
<b>10:00 AM</b>	In office to work on assignment
<b>12:00 PM</b>	Lunch with co-worker
<b>1:00 PM</b>	Individual meetings with co-workers
<b>3:00 PM</b>	Work on assignment
<b>4:00 PM</b>	Check in with peer partner
<b>4:30 PM</b>	Leave for the day

## Example of a New Hire in DOHR First Week Schedule

DAY FIVE	ACTIVITIES
8:00 AM	Edison basics: time sheet, leave request, mileage, etc., peer partner or HR staff
9:00 AM	Edison on-line training
10:00 AM	Work on assignment
12:00 PM	Lunch
1:00 PM	Work on assignment
3:30 PM	Week in review with manager/supervisor
4:00PM	First week celebration with division staff
4:30 PM	Leave for the day

## Successful Communication

When supervisors and employees communicate effectively, it can help establish an environment of trust and respect, and optimize productivity and quality. The pattern of communication between a manager and a new employee starts before his/her first day on the job. Discussing each other's communication preferences early on can add clarity to formal and informal exchanges.

**Let the employee know your preferred means of communication. Today, with the many different work place arrangements, different methods of communication can be more effective (face-to-face, phone call, email, text messaging, etc.).**

- Do you generally prefer to talk in order to understand, read in order to understand, or do you have another preference? How does this preference influence how and when you choose to receive information?

**Set the expectation for communication with the employee.**

- Will you be scheduling one-on-one meetings? How often will these meetings occur – weekly, monthly, quarterly? Individual meetings can improve morale by helping a new employee realize he/she is heard and valued. Good morale generates a positive work environment. Use one-on-one sessions to inquire about the new employee's goals, skills, and interests.
- Do you have an open door policy in your department? This communication style works well when the supervisor is truly able to accommodate "drop in" interruptions and is willing to give the employee his/her full attention.
- If the employee has an issue that he/she would like to discuss, how would you like to handle this?
- If a new employee has an idea for changing or improving something, how can he/she introduce the idea to you most effectively? Would you prefer an initial question, an emerging idea, or a well thought out plan?

**Clarify any insider language used in the workplace.**

- Are there any commonly used acronyms and/or abbreviations of which the employee should be made aware?

**Clarify departmental/divisional norms.**

- What occasions are celebrated? (birthdays, holidays, etc.) What is the protocol around common areas (coffee club, refrigerator clean up, etc.)? Are there special projects the department is involved with? (support a specific charity, blood drive, fitness challenge, etc.)

**Discuss the new employee's communication preferences, and consider how you can work with him/her most effectively.**

## **Helping the Employee Have a Successful First Assignment**

The first assignment is important for two reasons: it can give the employee a successful start in the new position, and it can help establish productive interaction and communication between the employee and his/her supervisor.

### **Explain the expected outcome(s) of the assignment.**

- What will be the end-result of the assignment? Will it be newly created or updated/changed?
- What will the outcome look like? (provide examples, if possible.)
- How will success be measured?

### **Clarify the importance of the outcome(s).**

- This will help the employee connect the assignment to the overall organization.
- Where do the results fit in the larger organizational picture? (consider missions, goals and priorities). This will help the employee understand the impact the job has on the organization.
- Who will benefit from the results? (Employees, external stakeholders, etc.)

### **Describe the key features of the assignment.**

- What actions or steps are required?
- What resources or resource limitations may apply?
- What are the deadlines? Will there be milestones to meet prior to the final deadline?
- What is the priority of the assignment for the employee?
- How will progress be monitored?

**Define the level of authority the employee will exercise throughout the assignment.**

- Should the employee carry out exact instructions?
- Should the employee bring recommendations to be decided on by the manager?
- What recommendations should the manager and new hire decide on together?
- Will the new employee have the authority to make decisions, but should inform management before acting?
- Will the new employee have the authority to make decisions, act, and then inform management of the outcome?

**Let the employee know who else will be involved in the assignment.**

- Who can influence success?
- Who will the employee need to consult with? (ensure that the employee knows how to contact this/these employee(s).)
- Who will the employee contact to get resources, if needed?

**Identify potential issues and how they will be addressed.**

- What could possibly interrupt or stand in the way of success?

Remember to check with the employee throughout the discussion of the assignment to ensure that clear expectations are established; encourage questions. Clarify what management will do to support the employee's success. It is always recommended that the manager debrief with the new employee following the completion of the first assignment to gain his/her perspective on the assignment. During this conversation the manager can discuss the outcome of the assignment, what challenges he/she faced, how his/her interaction with other employees went, and what could have been done differently.

## Check in Meeting (30/60/90-Days)

A check in meeting is designed to more quickly address issues. An employee problem usually becomes unsolvable when it goes on for too long without intervention.

***Tip: Don't schedule it too soon. Allow the employee a chance to formulate opinions, questions, and concerns.***

***During the check in meeting, you may ask:***

- Does the employee adequately understand his or her role?
- Is this the job he or she expected? Is there “buyer’s remorse”?
- If the job is not what was expected, what can be done?
- What ideas does the employee have to improve the department and/or the division?
- Is the employee adapting to the state, department, division, culture? What successes can the employee identify? What have been some challenges?
- How is the employee getting along with co-workers and others in the department? What have been some successes in developing relationships? What have been some challenges?
- Have there been opportunities to network within the department, with upper management, and with other departments?
- Does the new employee see a career path in the department or state government?
- How can you as a supervisor help that to materialize?

## Employee Action Plan

Although you and your new employee will have regular performance discussions and his/her performance will be formally reviewed on an annual basis, it's good to periodically provide input regarding how you feel he/she is performing.

**Your first impression of new employee:**

**How you feel about new employee's performance to date:**

**New employee's strengths:**

**New employee's areas for improvement:**

Action steps new employee can take to improve (books, training, etc.):

- 1.
- 2.
- 3.



# Employee On-Boarding Six Month Evaluation

Name: \_\_\_\_\_

Department: \_\_\_\_\_

Supervisor: \_\_\_\_\_

Date Hired: \_\_\_\_\_

*Your feedback on your on-boarding experience is important to us as we strive to improve processes. Please complete the following evaluation.*

*Indicate Y (Yes) or N (No) for each statement below.*

## ***How do you feel about your experience?***

\_\_\_ I feel eager to begin work

\_\_\_ I feel welcome at (department name).

\_\_\_ I work in a friendly and supportive environment.

\_\_\_ I feel engaged and productive in my work.

## ***What do you know about state government, your department, and your job?***

\_\_\_ I received adequate information about the Governor's priorities and how my department is aligned with those priorities.

\_\_\_ I understand the purpose of my job and its importance to the Governor's priorities and the department's mission.

\_\_\_ I received information that directly impacts my job, my department and state government in a timely manner.

\_\_\_ I know what is expected of me by my supervisor and co-workers.

\_\_\_ I understand my job responsibilities and performance expectations.

\_\_\_ I have the necessary supplies, equipment, and support to do my job or know where to find it.

\_\_\_ I understand the State's policies and procedures and know how to access the employee handbook on-line.

\_\_\_ I understand the state's policies and procedures concerning performance management and the disciplinary process.

\_\_\_ I know who the members of the Executive Leadership team are in my department.

*Answer the following questions in the spaces provided.*

**What were the most helpful activities or information covered during your first six months with the department?**

**What activities or information do you feel was least helpful or not needed in the on-boarding process?**

**What suggestions do you have for improving the on-boarding process?**

**What other comments/concerns do you have about your on-boarding experience?**

**Overall, how would you rate your on-boarding experience? (Please check one)**

- Excellent
- Very Good
- Good
- Fair
- Poor
- Very Poor

## Proactive On-Boarding One Year Evaluation

Name: \_\_\_\_\_

Department: \_\_\_\_\_

Supervisor: \_\_\_\_\_

Date Hired: \_\_\_\_\_

To accurately measure the effectiveness of our on-boarding process and improve your work experience, we ask new employees to complete a questionnaire at specific time intervals throughout their employment. This questionnaire will quantify on-boarding success/opportunities for improvement. This questionnaire will also ask qualitative, open-ended questions. This survey is not anonymous as we want to use your responses to improve the on-boarding process and your individual work experience. Please do your best to complete the questions honestly.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. At work, I have the opportunity to do what I do best every day.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1. I feel motivated and supported to go above and beyond in my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. It is clear to me what I need to learn to be adequately prepared for promotional opportunities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I have continued to experience a satisfying relationship with my co-workers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. My opinion counts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. I know what is expected of me in my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. My supervisor provides me with useful feedback on my job performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. I have opportunities to develop my role and skills in my work unit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. My supervisor has good management skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Overall, I am satisfied with my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Have you had opportunities to get involved in any activities outside of your job position (e.g., committees, community service)?

Overall, how was the on-boarding process for you?

How would you improve the on-boarding process?

Any general suggestions?

## Why Use Proactive On-Boarding Checklists



Checklists guide supervisors and hiring managers through the proactive on-boarding experience.



Checklists present details of tasks that should be completed prior to the employee's first day.



Checklists cover the first day, first week through the first 90 days of employment.



Checklists serve as documentation that key areas of the proactive on-boarding experience have been met.



Checklists promote consistency across the agency and state.



Checklists are simple to use and help with planning.



Checklists can be used for new or transitioning employees.



Checklists are flexible and can be adapted to meet individual employee and agency needs.



# CHECKLIST FIRST DAY/ORIENTATION

- Coordination:** all components of HRM functions work together seamlessly to support the employee's integration into their new job role, although each function may be addressed separately
- Compliance:** teaching employees the basic legal and policy-related rules and regulations
- Clarification:** ensuring employees understand their new job and all related expectations, which helps to promote self-efficacy (the extent to which an employee feels confident in performing their job)
- Culture:** providing employees with a sense of organizational structure and environmental norms – both formal and informal
- Connection:** establishing interpersonal relationships and information networks for social integration

<b>Introduction and Tour</b>  <input type="checkbox"/>	<p>Greet the employee and introduce to co-workers and work areas. Provide a tour of the building and introduce to co-workers outside the division if appropriate. Introduce employee to peer partner and explain role of peer partner.</p> <p><b>Knowledge:</b> Staff responsibilities and workload, organizational culture, policies, and procedures  <b>Skills:</b> Communication/listening, coaching  <b>Resources:</b> Work team</p>	<b>Clarification</b>  <b>Culture</b>  <b>Connection</b>
<b>Welcome Event</b>  <input type="checkbox"/>	<p>Have a senior leader welcome new employees (in person or recorded). Arrange for new employees to have lunch together or for someone from each employee's office to eat lunch on their first day.</p> <p><b>Knowledge:</b> New employee's background, staff availability, and personality styles.  <b>Skills:</b> Communication/listening, time management, project management  <b>Resources:</b> HR, information systems staff, work team</p>	<b>Coordination</b>  <b>Connection</b>
<b>Meeting with Manager</b>  <input type="checkbox"/>	<p>Review job description and work expectations. Communicate departmental mission, vision, and values. Provide realistic information about the organization and its culture and avoid "over promising". Review first week's schedule of activities. Assign first project/assignment and schedule follow-up meeting to discuss any questions employee may have after beginning work on project/assignment.</p> <p><b>Knowledge:</b> What the employee's job will be and expectations, organizational culture, staff availability, policies and procedures  <b>Skills:</b> Communication/listening, coaching, feedback and observation, goal setting, time management, performance management  <b>Resources:</b> Management</p>	<b>Connection</b>  <b>Culture</b>  <b>Clarification</b>
<b>Complete paperwork and Security</b>  <input type="checkbox"/>	<p>Spend time with HR Staff learning about forms, benefits, etc.</p> <p><b>Knowledge:</b> Who handles what (badges, parking, etc.), where staff is located, deadlines for return  <b>Skills:</b> Communication/listening, time management  <b>Resources:</b> HR, work team</p>	<b>Clarification</b>  <b>Compliance</b>
<b>Review of Policy and Procedures</b>  <input type="checkbox"/>	<p>Allow employee time to go on-line to review employee handbook and organizational rules. Schedule time for questions regarding policy and procedures. Encourage employee to write down any questions they may have.</p> <p><b>Knowledge:</b> Policies and procedures  <b>Skills:</b> Time management, performance management  <b>Resources:</b> HR, management</p>	<b>Clarification</b>



# CHECKLIST FIRST WEEK

- Coordination:** all components of HRM functions work together seamlessly to support the employee’s integration into their new job role, although each function may be addressed separately
- Compliance:** teaching employees the basic legal and policy-related rules and regulations
- Clarification:** ensuring employees understand their new job and all related expectations, which helps to promote self-efficacy (the extent to which an employee feels confident in performing their job)
- Culture:** providing employees with a sense of organizational structure and environmental norms – both formal and informal
- Connection:** establishing interpersonal relationships and information networks for social Integration

<b>Job Roles and responsibilities communicated clearly</b> <input type="checkbox"/>	Meet with staff to answer any questions regarding new employee roles and responsibilities. Review first week schedule of activities.  <b>Knowledge:</b> What the employee’s job will be and expectations <b>Skills:</b> Communication/Listening, coaching <b>Resources:</b> Management, work team	<b>Clarification</b>  <b>Culture</b>  <b>Connection</b>
<b>Provide Meaningful Work</b> <input type="checkbox"/>	Assign work that is aligned with agency mission and job expectations and provide useful feedback that will promote growth in job area. At the end of the week, conduct a follow up meeting to discuss any questions employee may have after beginning work on project/assignment given at beginning of the week.  <b>Knowledge:</b> What the employee’s job will be and expectations <b>Skills:</b> Communication/listening, time management, performance management <b>Resources:</b> Management	<b>Clarification</b>  <b>Connection</b>
<b>Review of Organizational Structure and Key Staff</b> <input type="checkbox"/>	Review organizational structure and departmental mission vision and values. Provide realistic information about the organization and its culture and avoid “over promising”.  <b>Knowledge:</b> Organizational culture, staff availability, policies and procedures <b>Skills:</b> Communication/listening, coaching, feedback and observation, goal setting, time management, performance management <b>Resources:</b> Management	<b>Connection</b>  <b>Culture</b>  <b>Clarification</b>
<b>Gather Feedback About On-Boarding Program</b> <input type="checkbox"/>	Gather information regarding new employee on-boarding experience through observation and/or informal interview with employee.  <b>Knowledge:</b> What the employee’s job will be and expectations, organizational culture <b>Skills:</b> Communication/listening, time management <b>Resources:</b> HR, work team	<b>Clarification</b>  <b>Connection</b>  <b>Culture</b>
<b>Provide a list of Contacts</b> <input type="checkbox"/>	Provide a list of contacts who can address the employee’s questions on a variety of issues i.e. benefits, Edison, HR, etc.  <b>Knowledge:</b> Policies and procedures, organizational culture <b>Skills:</b> Time management, performance management <b>Resources:</b> HR, management, work team	<b>Connection</b>  <b>Culture</b>  <b>Coordination</b>





# CHECKLIST FIRST 30 DAYS

- Coordination:** all components of HRM functions work together seamlessly to support the employee’s integration into their new job role, although each function may be addressed separately
- Compliance:** teaching employees the basic legal and policy-related rules and regulations
- Clarification:** ensuring employees understand their new job and all related expectations, which helps to promote self-efficacy (the extent to which an employee feels confident in performing their job)
- Culture:** providing employees with a sense of organizational structure and environmental norms – both formal and informal
- Connection:** establishing interpersonal relationships and information networks for social integration

<b>Review Performance Objectives</b> <input style="width: 30px; height: 30px; margin-top: 10px;" type="checkbox"/>	Review performance objectives to ensure clarity.  <b>Knowledge:</b> Staff responsibilities and workload, organizational culture, policies, and procedures <b>Skills:</b> Communication/listening and performance management <b>Resources:</b> Management	<b>Clarification</b> <b>Compliance</b>
<b>Individual Development Plans</b> <input style="width: 30px; height: 30px; margin-top: 10px;" type="checkbox"/>	Assist employee in completing an individual development plan.  <b>Knowledge:</b> New employee’s background, staff responsibilities, and workload, organizational culture, policies, and procedures) <b>Skills:</b> Communication/listening, performance management <b>Resources:</b> Work team	<b>Connection</b> <b>Clarification</b>
<b>Provide Needed Training</b> <input style="width: 30px; height: 30px; margin-top: 10px;" type="checkbox"/>	Ensure that employee has completed all mandatory training (Edison, Respectful Workplace and SMART Performance Management, etc.)  <b>Knowledge:</b> Policies and procedures <b>Skills:</b> Communication/listening, time management, performance management <b>Resources:</b> HR, management, training staff, information system staff, work team	<b>Compliance</b> <b>Clarification</b> <b>Coordination</b>
<b>Discuss individual work styles and preferences</b> <input style="width: 30px; height: 30px; margin-top: 10px;" type="checkbox"/>	Assess new employee’s work style and preferences as it relates to assimilating into the organizational culture, and have a discussion with the new employee.  <b>Knowledge:</b> New employee’s background and personality styles <b>Skills:</b> Communication/listening, feedback, and observation <b>Resources:</b> Management	<b>Connection</b> <b>Clarification</b> <b>Culture</b>
<b>Meet Key Stakeholders from other agencies</b> <input style="width: 30px; height: 30px; margin-top: 10px;" type="checkbox"/>	Provide opportunities for new employee to participate in activities that involve key stakeholders and other agencies within state government.  <b>Knowledge:</b> New employee’s background, staff responsibilities and workload, organizational culture, policies, and procedures) <b>Skills:</b> Communication/listening, feedback, and observation <b>Resources:</b> HR, management	<b>Clarification</b> <b>Connection</b> <b>Culture</b>
<b>Establish Weekly Coaching Sessions with the Employee</b> <input style="width: 30px; height: 30px; margin-top: 10px;" type="checkbox"/>	Provide feedback on employee’s performance to-date and solicit feedback from the employee regarding any issues or concerns regarding performance or assimilation into the work environment.  <b>Knowledge:</b> What the employee’s job will be and expectations, policies and procedures, staff responsibilities and workload <b>Skills:</b> Communication/listening, performance management, feedback and observation writing Individual Performance Plan (IPP), goal setting <b>Resources:</b> HR, performance management process	<b>Clarification</b> <b>Compliance</b>



## CHECKLIST FIRST 60 – 90-DAYS

- Coordination:** all components of HRM functions work together seamlessly to support the employee’s integration into their new job role, although each function may be addressed separately
- Compliance:** teaching employees the basic legal and policy-related rules and regulations
- Clarification:** ensuring employees understand their new job and all related expectations, which helps to promote self-efficacy (the extent to which an employee feels confident in performing their job)
- Culture:** providing employees with a sense of organizational structure and environmental norms – both formal and informal
- Connection:** establishing interpersonal relationships and information networks for social Integration

<b>Review Individual Development Plans</b>  <input type="checkbox"/>	Review Individual development plan with employee and revise if needed.  <b>Knowledge:</b> New employee’s background, staff responsibilities, and workload, organizational culture, policies, and procedures) <b>Skills:</b> Communication/listening, performance management <b>Resources:</b> Management, work team	<b>Connection Clarification</b>
<b>Provide Needed Training</b>  <input type="checkbox"/>	Ensure that employee has completed all mandatory training and identify any other professional development needed.  <b>Knowledge:</b> Policies and procedures <b>Skills:</b> Communication/listening, time management, performance management <b>Resources:</b> HR, management, training staff, information system staff, work team	<b>Compliance Clarification Coordination</b>
<b>Solicit Feedback from the employee about the initial on-boarding process.</b>  <input type="checkbox"/>	Solicit feedback from the employee about their on-boarding experiences to date to determine areas of need.  <b>Knowledge:</b> New employee’s background and personality styles <b>Skills:</b> Communication/listening, feedback, and observation <b>Resources:</b> Management	<b>Connection Clarification Culture</b>
<b>Continue to provide Opportunities to meet Key Stakeholders from other agencies</b>  <input type="checkbox"/>	Provide opportunities for new employee to participate in activities that involve key stakeholders and other agencies within state government.  <b>Knowledge:</b> New employee’s background, staff responsibilities and workload, organizational culture, policies and procedures) <b>Skills:</b> Communication/listening, feedback, and observation <b>Resources:</b> HR, management	<b>Clarification Connection Culture</b>
<b>Continue to Check for Assimilation and Job Fit</b>  <input type="checkbox"/>	Assess employee’s assimilation into organizational culture and job role by conducting informal interviews with the new employee, co-workers, management and other key stakeholders.  <b>Knowledge:</b> What the employee’s job will be and expectations, policies and procedures <b>Skills:</b> Communication/listening, feedback and observation <b>Resources:</b> HR, management	<b>Connection Culture Clarification</b>
<b>Give Performance Feedback</b>  <input type="checkbox"/>	Schedule and conduct interim review to discuss job performance.  <b>Knowledge:</b> What the employee’s job will be and expectations, policies and procedures, staff responsibilities and workload <b>Skills:</b> Communication/listening, performance management, feedback and observation, writing Individual Performance Plan (IPP), goal setting <b>Resources:</b> HR, performance management process, management	<b>Clarification Compliance</b>

## Resources

Bauer, T.N., P.H. D. (2007) *On-Boarding New Employees: Maximizing Success [White Paper]* Sponsored by the SHRM Foundation and Right Management

Booze, Allen, Hamilton (2008) *Getting On Board – A Model for Integrating and Engaging New Employees [White Paper]* Partnership for Public Service.

Bradt G. and Vonnegut M. (2009) *On-Boarding: How to Get Your New Employees Up to Speed in Half the Time*. Somerset, NJ: John Wiley & Sons.

Lavigna, R. (2016) *A Definitive Guide for On-Boarding New Public Sector Employees: Creating a Lasting Impression*. IPMA.org; <http://us1.campaign-archive1.com/?u=1aaf97b79ba0b718d01254bb7&id=6cc6c15cfd&e=5ebf584b15>

Rollag, K., Parise, S., & Cross, R. *Getting New Hires Up to Speed Quickly*. MIT Sloan Management Review, 35-41, 46.

Sims, D.M. (2010) *Creative On-Boarding Programs: Tools for Energizing Your Orientation Program*. McGraw-Hill.

Smart, B. (2005) *Topgrading: How Leading Companies Win By Hiring, Coaching, and Keeping the Best People*. Upper Saddle River, NJ: Prentice Hall.

Stein M. A. and Christiansen L. (2010) *Successful Strategies to Unlock Hidden Value Within Your Organization*. McGraw-Hill.

Watkins, M. (2003) *The First 90 Days*. Boston, MA: Harvard Business School Press.

[www.portal.state.pa.us/.../onboarding\\_handbook\\_-\\_agency\\_hr\\_office\\_pdf](http://www.portal.state.pa.us/.../onboarding_handbook_-_agency_hr_office_pdf)

## Agency Representatives Statewide Development Taskforce and Handbook Development

- Department of Agriculture
- Department of Children's Services
- Department of Finance and Administration
- Department of Health Care Finance and Administration
- Department of Human Resources
- Department of Human Services