

Orientation End-to-End Hiring Roadmap

ELEMENTS AND TASKS

Building the Foundation - occurs prior to the arrival of new employees

Ownership: Manager, Human Resources Office

- Define roles and responsibilities
- Develop the orientation process based on information contained in this Roadmap
- Develop and test a notification process to assure that the information about new hires is received and communicated in a timely fashion
- Train supervisors, sponsors/buddies, HR specialists and recruiters on the agency's orientation process and their roles in the process
- Train recruiters on how to link mission accomplishment to the positions they are recruiting for in an effort to build excitement and sense of impact that the new employee will have

Tip: Before the orientation process is implemented, the agency should establish an organization-wide plan for communication and coordination around the arrival of each new employee. This requires agreement on the duties and responsibilities of each participant in the process.

Pre-Engagement - occurs through the interview process; provides information directly to the job candidate; ensures the manager has complete orientation information.

Ownership: Human Resources Office, Manager

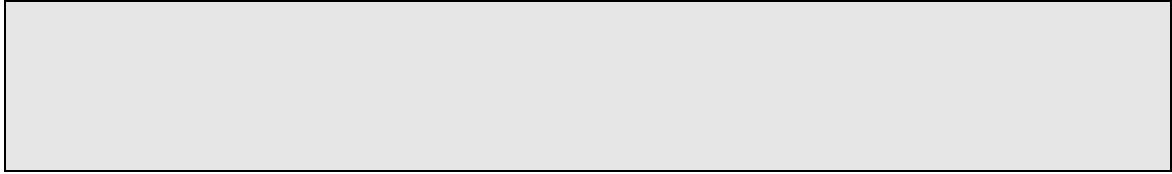
For the job candidate:

- Prior to the interview, suggest to interviewees they should review specific components of the agency's website to learn about the organization's history, mission and strategic plan
- During the interview process, include information about the agency's culture, work assignments and job expectations, specifically, what will the person actually do and how it aligns with the agency's mission
- During the interview, explain to the interviewees what it means to serve the American public and the role the agency plays in the Federal Government
- Provide interviewees with realistic understanding of the interview process and timeline; provide a distinct time when they should hear back from the organization
- Determine interviewees' expectations of the position as compared to the actual position to determine if they are a good fit

For the manager:

- Develop manager checklist and make sure it is in the New Employee Orientation binder

Potential Practice: Manager's New Employee Orientation binder should have a checklist of needed supplies to ensure everything is provided to the employee on his/her first day.



Pre-Boarding - occurs 14-21 days prior to the arrival of the new employees (after selection of employee).

Ownership: Human Resources Office, Manager

- HR ensures the supervisor and all appropriate personnel are aware of the new employees start date
- Call and congratulate new employee, confirm start date and answer any questions

- Send pre-arrival information (including videos, DVDs, Strategic Plans, Federal childcare information) and forms (e.g., health benefits, TSP) to new employee. Identify someone, possibly an HR Specialist who they can contact if needed. This may be called a “welcome kit.” **Forms should be completed before employee arrives**
- Identify a sponsor or buddy for the new employee and have him/her call the employee prior to arrival to welcome him/her aboard
- Communicate regularly to ensure the new employee continues to be engaged and excited about the position
- Make sure the new employee understands what will happen the first day and what time the supervisor will meet with him/her
- Alert current staff of the new employee’s arrival and discuss the person’s role, skills and where the individual will sit
- Prepare new employee’s workspace, including phone, computer, email and access to systems or equipment necessary for productivity
- Order and stock supplies for new employee

Potential Practice: Have an automated system for employees to complete forms on-line and have new employees bring hard copies of the forms with them on the first day. This will save time and help streamline the in-processing part of day one orientation.

Day One

- Supervisor meets and personally welcomes new employee, before initial in-processing if possible
- Conduct in-processing by knowledgeable staff who can answer new employees’ questions

- Conduct a formal swearing-in ceremony
- Conduct tour of building and provide information on neighboring resources (e.g., gyms, banks, places to eat)
- Introduce new employee to staff members
- Take new employee to lunch (if allowable)
- Provide time for new employee to settle in the work space and environment
- Provide copies of work unit's manuals, procedures, work samples, etc.
- Conduct end of day debrief
- Provide new employee with a copy of the initial on-boarding evaluation form

Tip: If the group consists of new Federal employees and transferring employees, consider splitting the group at a certain point. Have all mandatory forms completed first and then permit the transferring employees to report to their new supervisors. Many of the forms may not be necessary for the transferred employee to complete.

Potential Practices: (1) Have a senior management official or experienced career employee available to greet new employees during orientation to congratulate them on their smart decision to accept employment with the agency; (2) provide a welcome letter from the Division head.

On-Boarding Phase I - occurs within the first 7 calendar days (supervisor's responsibilities).

Ownership: Manager, Human Resources Office

- Meet with the new employee and review the work area to make sure the individual has everything necessary to perform the job
- Provide information on agency policies and procedures as well as communicate the culture of the agency and the employee's specific work unit
- Provide detailed information about job assignments including copy of position description, performance expectations and agency goals
- Give first work assignment. To the extent possible, make sure it is meaningful
- Provide applicable mandatory training relating to the Constitution, ethics, computer security, the No Fear Act, safety and agency-specific training
- Discuss probationary period expectations
- Discuss telework and work schedule options (if any)
- Establish work schedule
- Introduce office sponsor/buddy (meet with sponsor as necessary)

On-Boarding Phase II - occurs within first 30 days (supervisor's responsibilities).

Ownership: Manager

- Provide information on Governmentwide policies and regulations impacting the performance of official duties (e.g., Hatch Act, ethics)

- Outline the importance and relationship of the employee's job to the mission and priorities of the organization
- Conduct training needs assessment
- Discuss and issue performance standards and provide 30-day feedback session
- Provide employee with knowledge of organizational resources (e.g., historical files, knowledge management system)
- Discuss business continuity, shelter-in-place and emergency plans

Potential Practice: Schedule time for the new employee to discuss with other employees about their work and how the individuals will work together.

Engagement and Training - occurs within 30-90 days

Ownership: Manager

- Review the results of the training needs assessment with the employee and develop an individual development plan
- Provide information about training opportunities
- Hold a brown bag lunch or arrange for the new employee to meet with agency head or other senior level official to hear first hand about the agency's strategic priorities
- Assess orientation process and provide feedback, through dialogue and the 90-day new employee survey
- Conduct informal performance review

- Conduct individual and/or group developmental activity

Potential Practices: (1) Utilize Web-based training applications to support mandatory training where appropriate; (2) Hold a brown bag discussion with an attorney regarding ethics; (3) Include a shadowing assignment of an executive employee.

Performance and Teambuilding - up to 180 days

Ownership: Manager

- Conduct mid-year performance review after employee has been on board 90 days (if the employee is hired after the first three months of the annual performance period)
- Conduct individual and/or group developmental activity

Integration and Transition - up to 300-365 days

Ownership: Manager

- Continue individual and/or group developmental activity
- Conduct an end of year performance evaluation
- If employee is on probationary period, determine if employee's performance and conduct are sufficient to retain
- Provide a certificate indicating the employee has completed the new employee orientation process with a note of congratulations from a Senior Executive
- Discuss the orientation process; solicit recommendations for improvements

- Determine employee first year satisfaction and engagement from Annual Employee Survey

Throughout the Process

Ownership: Manager and Human Resources Office

- Reinforce what it means to serve the American public
- Reinforce the agency's mission and culture
- Communicate the employee's value to mission accomplishment
- Conduct periodic performance checks and discussions
- Provide training to develop skills or insight into the workings of the organization based on the individual development plan and work assignments
- Provide mandatory Governmentwide or agency-specific training
- Encourage the new employee to provide insight into how to make the organization more effective and efficient
- Be sensitive to ways to help a new employee fit into the informal, as well as the formal networks and information channels of the agency and workgroup
- Assess the new employee's need for history, context, how-to information, procedures, etc. and provide that information to help acclimate to the agency