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**New Employee
On-boarding**

Stephanie K. Dutton, MPA, CMPE
Director of Operations



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New Employee On-boarding:


- Why On-board?
- Position Analysis
- Candidate Selection
- First Day on the Job
- Mentoring
- Measuring and Feedback
- Potential Pitfalls
- Sample On-boarding Timeline



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Why Onboard?

- Hire the right candidates – the first time
- Keep employees engaged
- Reduce turnover
- Reduce costs
- Invest in the future



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Position Analysis


- Competencies
- Skill Sets
- Knowledge
- Behaviors
- Qualities & Characteristics



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Candidate Selection

- Pre-Screening / Testing
 - Medical Terminology
 - Insurance
 - Tests & Procedures
- Behavioral Interviewing
 - Past Behavior
 - "Soft" Skills
 - Culture Fit



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Behavioral Interviewing

Traditional Questions:	Behavioral Questions:
"How Would You?"	"How Have You?"
Hypothetical	Concrete
Intentions	Actions
Potential	Proven
Possible Behavior	Actual Behavior



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First Day on the Job


- Prepare in Advance:
 - Workspace
 - Announcement to staff
 - Contact new employee
 - Passwords, Electronic Access
- On Day 1:
 - Greet new employee
 - Introductions
 - Lunch
 - Logistics – Restrooms, Time clock



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Mentoring


- Mentoring vs. Training
 - Training = teaching the job
 - Mentoring = teaching the culture
- Formal vs. Informal
 - Formal = assigned mentors, specific process
 - Informal = develop mentors and "let them go"
- Identify Mentors
 - Positive, Upbeat, Mature, Encouraging
 - Not necessarily the "most knowledgeable"



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Measuring and Feedback

- Core Competencies
 - Testing
 - Training Plan
 - Follow-Up
- 30-Day, 90-Day Evaluations
 - Feedback **to** new employee
 - Feedback **from** new employee



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First Day on the Job

- **Before Day 1: Preparation**
 - Prepare Workspace
 - Announce Arrival
 - Contact New Employee
 - Passwords, Electronic Access
- **Day 1: The Basics**
 - Greet Employee
 - Introductions
 - Lunch
 - Logistics



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The First Month


- **Week 1: Big Picture Overview**
 - Shadow Exiting Employee
 - Shadow Other Departments
 - Settle into Workstation
 - One-on-One with Supervisor
- **Weeks 2-4: Job Training**
 - Weekly One-on-One with Supervisor
 - Competency Metrics
 - Introduction to Mentor
 - Entrance Interview



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Through the First Year


- **Months 2-12:**
 - Competency Testing
 - Training Plan
 - Weekly / Monthly One-on-One
 - Semi-Annual Evaluation
 - Annual Evaluation
 - Development Plan
 - Training and Assignment as Mentor



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Potential Pitfalls


- Failing to ask the right interview questions
- Missing the opportunity on Day 1
- Assumptions
 - About the process
 - About new employee
- “Sink or swim”
- “No news is good news”

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Perspectives from an “On-boarder”

- Who to call
- Who to know
- In case of emergency
- Unspoken norms
- What I knew yesterday doesn't apply today
- How will what I learn today apply tomorrow

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