



Purpose and Scope

The employee satisfaction and engagement initiative focuses on areas resulting from an analysis of employee responses to the Department and Office of Personnel Management employee survey questionnaires, as well as employee engagement literature research. An analysis of employee survey responses indicates a need to market and provide more understandable information on employee development.

Accordingly, you will see new manager tools and information sheets available for employee use. Literature research further indicates that managers directly influence employee engagement and drive high performance by providing clear performance expectations and fair and accurate feedback, ensuring open lines of internal communication and supporting employee career development goals.



For more information on Employee Satisfaction and Engagement, please visit:

www.cpms.osd.mil/worklife

This is published as part of the efforts of the DoD Employee Satisfaction and Engagement Campaign 2010.

Productivity begins with Employee Engagement.



Onboarding

January 2011 Information and Tips

Employee Satisfaction and Engagement

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The Importance of Onboarding

“Good government starts with good people. Finding those people, hiring them, and keeping them on board are essential for revitalizing our federal government and transforming the way our government works.”

According to the Partnership for Public Service (PPS), “Onboarding is the process of integrating new employees into an organization and equipping them to become successful and productive.” It is an ongoing process and requires involvement from all levels. Investing time up front with your new employee and ensuring he or she has a strong foundation and positive onboarding experience will have a big payoff in the future. You can use the time between acceptance of the tentative employment offer and the start date to maintain contact with the new employee. This will create a positive impression and reinforce the decision made to accept the employment offer.



3 Steps for Successful Onboarding

1. Prepare for Arrival

- Before the new employee’s start date, coordinate with the appropriate office to mail or e-mail a Welcome Packet, which should include a welcome letter and organizational information. Always take a moment to add a personal note of welcome to the packet. A phone call from you is also an appropriate way to keep your new employees informed and welcome them.

- Collaborate with the staff and assign a sponsor/mentor who will dedicate the time to provide this important support to the new employee.

- Ensure that office essentials and reasonable accommodations are ready (desk, computer, file cabinet, and supplies).

2. Make it a Good First Day

- Place a welcome note on the new employee’s desk.

- Give a tour of the building, the office and essential facilities.

- Introduce key stakeholders, senior leaders, co-workers, and other managers to the new employee.

- Provide a contact list of the office for the new employee.

- Connect your new employee with your HR representative for the formal “swearing in”, completion of paperwork and security requirements, and explanation of benefits and agency policies.

- Provide information about the organization, including the organization chart, and go over everyday aspects about the job.

- Plan a lunch with the new hire and co-workers.

- Allow some time for the new employee to settle into the office; check in with him or her frequently.

- At the end of the day, be sure to discuss the first-day experience with the new employee and answer questions.

3. Cultivation is Key for 90 Days

- Block out time especially during the first eight weeks to meet with your new employee, answer his or her questions, and respond to his or her concerns.

- Explain job responsibilities for the new employee, set realistic expectations, and provide feedback early and often using clear methods for understanding performance objectives.

- Establish a formal performance plan and communicate that you will hold the employee accountable for achieving the goals articulated in the plan.

- Provide meaningful work for the new employee and ensure the assignment is understood.

- Provide timely and constructive feedback on completed work assignments.

- Continue to introduce your new employee to key stakeholders, including staff from other departments and external partners.

- Solicit feedback on the onboarding process and make adjustments as needed.