

Keys to Success



When you and your new supervisor work together during your orientation, career development plan, on-the-job training, and formal training, you will be quickly integrated into your new agency's workflow as well as begin a long and prosperous career with the State of Delaware. There are several keys to achieving this success:

Coaching- is tapping into your motivation to succeed. Working with your new supervisor will help you become involved and productive from the very beginning of your career with the State.

Feedback- Your supervisor should be providing feedback early and often. In addition to written progress reports for probationary period completion, you should receive feedback on a regular basis. Do not hesitate to ask how you are doing and make necessary adjustments.

Alignment- begins with employees learning about the State, your agency, and your role in your organization. As a new employee, you should know your agency's mission and vision as well as agency plans and goals. You should also know your part in achieving performance targets. Individual performance plans should align with strategic plans and goals.

Learning Environment- encourages everyone to be responsible for employee development. Your supervisor, experienced employees, and you have crucial roles in your training and development. Creating an environment where training and education are valued and continuous improvement is the norm leads to highly effective organizations.

Continuous Process – is how orientation is viewed as an ongoing process, not just a one-day program. The process begins when you apply for a position with the State and continues well into your first year of employment.

Culture – means working together to create excellence in State government. This requires all employees to not only communicate the agency's mission, vision, core values and goals but live by these standards in every way.



Employee's Guide to New Employee Orientation



Working together to create excellence in state government.

Introduction

Welcome to the State of Delaware! Whether you are just embarking on your career or come to us with many years of experience, we welcome you to the State and are glad you have joined us. Our goal is to provide you with an orientation and to introduce you to our culture and our values. Your orientation process begins on your first day of employment and continues as you discover your new position over the next few weeks and months. This guide is intended to assist you in making the orientation process interactive, personal, and useful.

The guide includes:

- Your Role...as a New Employee
- The State of Delaware New Employee Orientation Online Resource
- Supervisor's Checklist
- On-the-Job Training
- Formal Training
- OMB/HRM Statewide Training and Organization Development Programs
- Career Development Plan
- Keys to Success

If you have any questions regarding new employee orientation, please contact your agency's HR office.

Your Role...as a New Employee

Remember that you have primary responsibility for your own development. As you embark on your journey with your new agency, there are some things you can do to be more successful. Most new employees have both apprehension and excitement as the first day of a new job approaches. Prior to your first day you should find out your starting time, where to park, and appropriate attire.

Some suggestions when you begin your new job are to:

- Arrive early
- Observe your new work environment
- Spend time getting to know your new supervisor and coworkers
- Listen
- Ask questions-there may be a good reason for a particular process, even though it may not be apparent
- Take notes
- Clarify your role and responsibilities with your new supervisor
- Keep a positive attitude
- Smile!

On average, it takes most new employees a full year to become independently productive on a new job. Have patience with yourself as you acclimate and learn your new role and responsibilities.

OMB/HRM's Statewide Training and Organization Development

"Our Mission is to provide educational, training, career and organizational development opportunities for managers and employees that support state agency missions, and result in improved performance of State Government."

Statewide Training and Organization Development offers a variety of training and development programs to assist state employees of all levels with individual performance, skill building, and career development. Many of the courses offered in these programs are designed to help employees meet job requirements for advancement.

Statewide Training and Organization Development

Improving the Performance of State Government

Visit us on the web
www.delawarepersonnel.com/training



Career Development Plan

The Career Development Plan (CDP) is a document between you and your supervisor, drafted to address training and career plans. It is generated in conjunction with your performance plan and may be revised at any time. Requests for training are to be in accordance with this plan and subject to funding availability. Other training opportunities may be available, in which case this plan will be revised to reflect the training taken by the employee. For the complete document or more information visit OMB/Human Resource Management's website at

<http://www.delawarepersonnel.com/workforce/docs/careerdevplan.doc>

Formal Training

Plans for formal training should be closely linked to orientation, career development plans, and on-the-job training. The State of Delaware is committed to a well-trained workforce that will lead us to performance excellence.

Training Opportunities: State of Delaware employees have many sources of formal training and should turn first to the Office of Management and Budget/Human Resource Management, (OMB/HRM) Statewide Training and Organization Development unit for your training needs. OMB/HRM offers a variety of training and development programs for all levels of employees to assist with individual performance, skill building, and career development. Many courses and programs are designed to help employees meet job requirements for advancement. HRM sponsors two certificate programs for supervisory and management development: the Supervisory Development Certificate for current as well as aspiring supervisors, and the Management Development Certificate for current state supervisors and managers. For employees in the HR field and those aspiring to that profession, the HR certificate is available. HRM also offers computer training, career enrichment courses, and annual conferences.

In addition to the OMB/HRM training programs, state employees may take advantage of training programs offered by their agency, technical training, college courses, and conferences. All formal training should be aligned with employee career development/ performance plans, and agency strategic plan goals. Be sure to check your agency website for training and tuition reimbursement policies.

Getting the Most from Your Investment in Formal Training

Pre-Course Activities

- Show interest in your own development
- Become familiar with course content
- Discuss the reason for attending the training with your supervisor
- Remember that you represent your agency and the State of Delaware during training sessions
- Understand your supervisor's expectations of you after the training

Remember that application of training on the job begins before the course commences.

Post-Course Activities

- Provide feedback to your supervisor about the course and instructors
- Determine what was most valuable and what can be applied to the job
- Plan to use what was learned
- Offer to present relevant course materials at staff meetings
- Inform your supervisor on a regular basis how you are applying the training
- Assure that records of training are provided to your agency's HR Office

State of Delaware New Employee Orientation Online Resource

We have provided an online resource for all Merit and Merit Comparable Employees. This online resource is available at:
<http://www.delawarepersonnel.com/training/swneo/>.

This resource will acquaint you with the State and serve as an ongoing resource. When you visit this resource, you will find five easy to navigate sections with lots of information.

- Statewide Policies— contains general policies, procedures and guidelines, recommended forms, and additional resources.
- Benefits— which is further subdivided into financial, leave and holidays, job training, workplace, and health and wellness.
- State Services—contains links to services such as DEL, EZ Pass, State Intranet sites, and County and City websites.
- Safety & Security—includes a list of policies and links to safety-related procedures and information. Also included is a link to the Anti-Virus software that is provided free for State employees for home and office use.
- Know Your State Government— is an online class that provides an overview of the State, including the three branches, the agencies within the Executive Branch, and the budget process.
- Miscellaneous—includes other topics of interest

Supervisor's Checklist

Your supervisor will be using a checklist to facilitate your orientation on the job. The checklist ensures discussion of all relevant agency and division-specific policies, administrative procedures, position responsibilities and expectations, and other essential information. The checklist contains detailed activities for completion during your first 12 months on the job.

In addition to your supervisor, another experienced employee may work with you in completing portions of the checklist.

The complete checklist can be found on our website at http://www.delawarepersonnel.com/policies/docs/checklist_supervisor.doc.

On-the-Job Training

Effective orientation sets the stage for on-the-job training (OJT). Real learning and effective training for State of Delaware employees takes place through experience: by observing and by doing. Classroom training, on-line programs, and self-development activities are meaningful only when combined with on-the-job application.

An effective OJT program also:

- Aids in developing good relationships among new employees, supervisors, and experienced employees
- Provides you with proper work habits
- Involves you quickly into the office workflow without disrupting it
- Assists you in acquiring specific job knowledge and proficiency
- Enables you to work while learning
- Reduces your periods of inactivity

Responsibilities

You, your supervisor, experienced employees, and the division or section director all have important functions and responsibilities.

New Employees: You must actively participate in the orientation and OJT programs to become proficient. Consequently, you must demonstrate initiative, interest, and energy in the OJT program and seek work experience and frequent work-related discussions with your supervisors and other employees. Active participation in OJT is essential for your career advancement.

Supervisor: Your supervisor will (1) establish working relationships with you, (2) have regular work-related discussions with you and provide regular feedback on progress, (3) observe and assess your abilities and tailor the OJT program accordingly, and (4) integrate OJT into the office flow. Supervisors will spend time conducting OJT.

Experienced Employees: Because of job demands, workload priorities, number of assigned employees, etc., your immediate supervisor may not be able to provide OJT to all employees as often as needed. Consequently, the knowledge and experience of other skilled workers and managers will be used to assist in the OJT process. Your supervisor relies on the cooperation and efforts of these employees; in return they will gain valuable training experience, influence the development of new employees, and help you become productive as soon as possible. This benefits the entire office.

Division or Section Director: The division or section director's role in OJT is threefold: (1) promote a learning environment with open and frank communications about the work process, (2) work closely with your supervisor to ensure adequate OJT is taking place and that both you and your supervisor are following a logical work-related progression as your needs and the needs of the office warrant, and (3) actively participate in OJT.

Techniques

There are many OJT techniques that can be used for training purposes. Several are described below, but OJT techniques are limited only by the interest, ingenuity, and commitment of everyone involved.

Readings/Research: A good starting point in the OJT program is for you to read relevant portions of brochures, statutes, regulations, policies, procedures, manuals, etc., in hard copy or online. If your supervisor assigns voluminous reading, you may wish to ask if there are specific sections that you should focus on and to explain their application to your work responsibilities.

Work Product Reviews: A review of work completed by other employees is invaluable in the learning process. Ask your supervisor for samples of quality work that you can review.

Work with Experienced Employees: Learning by working with and assisting experienced employees, asking questions, discussing issues, meeting customers, and learning office workflow, is an important feature of any effective OJT program. In order to achieve the best results from your experiences, you should prepare by doing research, identifying issues, and discussing the work with your supervisor and/or experienced employees before beginning the actual work. Supervisors may have you work with several different employees to capitalize on individual strengths of the experience employees. Briefings or discussion should follow work experience.

Practice Sessions: In preparation for actual work experience, you should use practice sessions, demonstrations, and role playing to learn what to expect when the real situation occurs. Valuable feedback from your supervisor or coworkers will aid in your improving performance.

Guest Speakers: Your office may invite speakers and functional experts to conduct mini-training sessions at your office. This could include representatives from other divisions of your agency, other State agencies, or outside experts. Such sessions can be geared to the specific needs and time constraints of your office.

Staff Meetings: Staff meetings can be used for OJT purposes. All employees should participate and learn what is happening in their units and sections as well as their agency or department. Staff meetings also engage employees in the workflow and demonstrate their important role in the organization. Your supervisor may also use meetings as training sessions on relevant program issues or particular operating procedures.

Customer Service: Answering inquiries online, on the phone, or in person are good ways to provide training. These activities will give you an opportunity to meet the agency's customers. Accompanying experienced coworkers or supervisors on technical assistance or training assignments will give you experience in technical program areas and presentation skills.

Videos and Webinars: Videos, CDs, and webinars produced by training providers, universities, technical experts, and other agencies can be worked into office OJT programs.

Special Projects/Committees: Career development opportunities may be provided by your supervisor.