



State of Delaware
Statewide New Employee Orientation

A Resource Intended for Merit and Merit Comparable Employees

Supervisor's Guide to New Employee Orientation

*Bridging the gap...
making new employee orientation a success!*



Working together to create excellence in state government.

Introduction

As a supervisor, it is your privilege and responsibility to welcome your new employees to the state of Delaware and to introduce them to the culture and values of your agency. The orientation process begins when you meet with your employee on his/her first day of employment. This guide is intended to assist you in making the orientation process interactive, personal and useful.

The guide includes:

- Role of the Human Resources Office
- Role of the Supervisor
- Supervisor's Checklist for New Employees
- On-the-Job Training
- Formal Training
- The State of Delaware New Employee Orientation Online Resource
- Keys to Success

If you have any questions regarding new employee orientation, please contact your agency Human Resources Office.

Role of the Human Resources Office

Formal employee orientation is a carefully planned welcome that is often conducted by your agency Human Resources Office, in partnership with you. The Human Resources Office plays a vital role in building a strong foundation for new employees and exerts a positive effect on their productivity, longevity and morale. This includes ensuring a successful transition from the first day of employment through the employee's entire career with the agency. The services of the Human Resources Office include:

- acquiring, growing and retaining talent in the workplace
- communicating information about pay and benefits, rules and policies, and completing sign-up paperwork
- program planning, follow-up and coordination with the immediate supervisor to avoid duplication or omission of important information
- providing a structured way to ensure long-term that employees get what they need to be productive and stay motivated

Role of the Supervisor

Responsibility for new employee orientation rests with the Human Resources Office, the new employee's supervisor, and the new employee. The supervisor's role in getting the employee off to a good start cannot be overemphasized, especially since the most important relationship within any organization is the one between the employee and his or her immediate supervisor. This relationship most often begins before formal orientation through the recruiting and interview process, and becomes most important during the first days and weeks of employment.

Successful orientation requires considerable planning, organization, and commitment, but the payoff will be enormous. People remember their first day and first week at new jobs and their impressions of organizations are quickly formed. Proper orientation, particularly at the worksite level, directly leads to:

- enthusiastic and engaged employees
- alignment of work with mission, vision, plans, and values
- rapid assimilation into work teams
- effective on-the-job training activities
- loyal and productive employees

A supervisor's personal attention to new employee orientation is essential for successful orientation, on-the-job training, and appropriate formal training of new employees.



Supervisor's Checklist

The checklist will assist supervisors as they orient each new employee to the state of Delaware. It serves as a link for communicating all relevant agency and section-specific policies, administrative procedures, position responsibilities and expectations, and other essential information. The checklist contains detailed activities to be completed during the employees first 12 months categorized as follows: prior to new employee's hire date, on employee's first day, during employee's first and second weeks, first month, first three to six months and six to twelve months.

Please be sure to complete the actions described or designate another senior worker to do so.

The complete checklist can be found 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 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 the new employee with proper work habits
- Involves the new employee quickly into the agency workflow without disrupting it
- Assists employees in acquiring specific job knowledge and proficiencies
- Enables employees to work while learning
- Reduces periods of inactivity for new employees

Responsibilities

Teaching new employees how to work effectively is primarily the function of the immediate supervisor. However, the director, supervisor, experienced employees, and the new employee all have important functions and responsibilities.

Director: The 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 the supervisor to ensure adequate OJT is taking place and that both supervisor and employee are following a logical work-related progression as the needs of the employee and the agency warrant, and (3) actively participate in OJT.

Supervisor: The supervisor must (1) establish working relationships with new employees, (2) have regular work-related discussions with new employees and provide regular feedback on progress, (3) observe and assess the abilities of individual new employees and tailor the OJT program accordingly, and (4) integrate OJT into the agency flow. Supervisors must spend time conducting OJT. Teaching is an integral part of supervising and there is no shortcut without future problems.

Experienced Employees: Because of job demands, workload priorities, number of assigned employees, etc., the 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. The 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 the new employee become productive as soon as possible. This benefits the entire agency.

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

Techniques

There are many OJT techniques that can be used for training purposes based on operational considerations and available agency resources. 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 the new employee to read relevant portions of brochures, statutes, regulations, policies, procedures, manuals, etc., in hard copy or online. Rather than assign voluminous reading, supervisors should focus more on specific sections, explain their application to work responsibilities, and discuss relevant issues.

Work Product Reviews: A review of work completed by other employees is invaluable in the learning process. Supervisors should select samples and make them available to employees and prepare a list of other quality samples available in the agency.

Work with Experienced Employees: Learning by working with and assisting experienced employees, asking questions, discussing issues, meeting customers, and learning agency workflow, is an important feature of any effective OJT program. In order to achieve the best results from their experiences, employees should prepare by doing research, identifying issues, and discussing the work with the supervisor and/or experienced employee before beginning the actual work. Supervisors should attempt to have the new employee 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, employees can use practice sessions, demonstrations, and role playing to learn what to expect when the real situation occurs. Valuable feedback from the supervisor or co-workers will aid in improving performance.

Guest Speakers: Agencies should invite speakers and functional experts to conduct mini-training sessions at the agency. This could include representatives from other sections, other state agencies, or outside experts. Agencies can provide valuable training at minimal expense. Such sessions can be geared to the specific needs and time constraints of the agency.

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 the agency. Staff meetings also engage employees in the workflow and demonstrate their important role in the organization. Supervisors can 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 train new employees. These activities give the employee an opportunity to meet the agency's customers. Accompanying experienced co-workers or supervisors on technical assistance or training assignments can also give an employee 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 agency OJT programs.

Special Projects/Committees: Career development opportunities should be provided by the supervisor for the new employee.

Formal Training

Plans for formal training should be closely linked to orientation, career development plans, and on-the-job training. Supervisors should frequently remind new employees that the agency is committed to a well-trained workforce that will lead us to performance excellence.

Training Opportunities: Employees have many sources of formal training and should look to the Office of Management and Budget/Human Resource Management (OMB/HRM), Statewide Training and Organization Development unit for 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. OMB/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. OMB/HRM also offers computer training, career enrichment courses, and annual conferences.

In addition to the OMB/HRM training programs, many agencies have their own training programs and employees can take advantage of 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 employee's development
- Become familiar with course content
- Discuss the reason for sending employee to training
- Remind the employee of the agency values and that he/she represents the agency during training sessions
- Tell the employee what you expect after the training

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

Post-Course Activities

- Ask the participant's opinion of the course and instructors
- Ask what was most valuable and what can be applied to the job
- Make plans to assure they use what was learned
- Have them present relevant course materials at staff meetings
- Provide job assignments to enforce the training
- Ask them about how they are applying the training
- Compliment them for improved performance
- Assure that records of training are provided to the Human Resources 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 your new employee with the State and serve as an ongoing resource. When the employee visits this resource, he/she will find five easy ways to navigate sections with a lot of information.

- Statewide Policies– contains general policies, procedures and guidelines, recommended forms, and additional resources.
- Benefits– 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



Career Development Plan

The Career Development Plan (CDP) is a document between employee and supervisor, drafted to address training and career plans. It may be generated in conjunction with the 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 Human Resource Management's website at <http://www.delawarepersonnel.com/workforce/docs/careerdevplan.doc>

Keys to Success



When supervisors are directly involved in orientation, career development plans, on-the-job training, and formal training, new employees are quickly integrated into the agency's workflow and become engaged, committed, and productive employees. There are several keys to achieving this success:

Coaching- is tapping into your employee's motivation to succeed. New employees are eager to become involved and productive and are new to the agency only once, so we need to take advantage of this opportunity, building on their enthusiasm. Getting them off to a good start will prevent future problems.

Feedback- should be provided early and often. In addition to progress reports for probationary period completion, new employees especially need to regularly know how they are doing so they can make adjustments. Without coaching and feedback, employees sometimes drift.

Alignment- begins with employees learning about the State and the agency and their role in each organization. Introduction to the agency's values helps new employees understand the culture and what behavior is expected. New employees need to know the mission and vision as well as division plans and goals, and their part in achieving performance targets. Individual performance plans should align with agency strategic plans and goals.

Learning Environment- encourages everyone to be responsible for employee development. Experienced employees, orientation associates, and especially supervisors have crucial roles in new employee 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 the employee applies for a position with the agency and continues well into the first year of employment.

Culture – means working together to create excellence in state government. Requires supervisors to not only communicate the agency mission, vision, core values and goals but live by these standards in every way.

