

# Orientation Timeline

Adapted from *On-The-Job Orientation and Training* by Larry R. Smalley

As a department manager or supervisor, you have your own unique responsibilities in employee orientation. After all, the employees that come into your department will be reporting to you. Thus, you must make sure that they are quickly and effectively assimilated into your organization as productive team members. New employees need specific information and help from you. Your responsibilities in orienting new employees to your department include:

- Providing a positive role model
- Providing specific information about the department and job
- Coordinating all orientation activities after the general orientation
- Introducing new employees to the organization
- Being available and accessible
- Ensuring the new employee has the tools and resources to be successful
- Evaluating and refining your department's orientation plan

The key to an effective orientation process is the development and implementation of a coordinated plan. Here's a guide of things to consider during the first week, month, six months, and year of employment.

## **Day One – Ask yourself -**

- How can I make the new employee feel welcome?
- Which colleagues will the new employee be interacting with on a regular basis and need to be introduced to?
- What facilities does the new employee need to be made aware of – such as restrooms, eating places, etc.? What keys and IDs do they need?
- When should the new employee and I meet at the end of the day to answer questions, and discuss the direction for the next day?

## **Week One - Ask yourself –**

- Does the employee have a copy of their Position Description Form and departmental information such as mission statements and strategic plans?
- What does this new employee need to know by the end of the week?
- What key policies and procedures do you need to convey to this employee during the first week?
- What positive behaviors do you want to reinforce during this first week?
- What should you do to help integrate this new employee into a particular work group and the department as a whole?
- How can you give this new employee a sense of accomplishment during the first week?
- What feedback will this new employee need?
- How can you make yourself accessible to this new employee?

### **Month One – Ask yourself –**

- What additional things does the new employee need to know by the end of the first month? Review your earlier lists for items that might extend into a long-term process.
- What policies and procedures could affect the new employee's job performance?
- What impressions or models do you want to reinforce?
- What specific tasks can you assign to the new employee that will allow for growth?
- What can your organization do to broaden its delegation of authority and decision-making?
- What training objectives do you want to meet within the employee's first month?

### **Three Months – Mid-provisional period**

- Have you reviewed the employee's progress with the employee and offered a constructive review?
- Now that the employee is acclimated to the position, are there any projects that the employee can be included in?

### **Six Months – Provisional period is over**

- What can you do to reduce the time needed to manage the new employee? There may be learning experiences (such as working closely with a more experienced employee) that can help.
- How can you broaden the new employee's assignments so that he/she is continually challenged? The employee will experience growth in performing his/her job, and you need to match that growth with broader assignments.
- What feedback should you give on the new employee's performance? If you meet regularly with the employee and monitor his/her progress on the orientation plan, you may already be providing some feedback on the employee's performance. You should provide a performance evaluation at the end of the employee's first six months.
- What training objectives do you want to meet within the employee's first six months?

### **One Year**

- What additional things does this new employee need to know by the end of the first year?
- What additional policies and procedures does the new employee need to understand? (If, for example, you've given the employee responsibility for supervising others or managing a project, he/she might require additional briefing.)
- How can you encourage the employee to be more self-sufficient? (This concerns the gradual 'weaning' of the new employee from dependence on others for help or information.)
- Does the employee have capabilities and skills that aren't being utilized? (You may be able to give the employee new assignments or a change in job classification that would match his/her capabilities and skills better.)
- How well has the new employee meet his/her goals? (If the employee's performance isn't up to your expectations, try to understand why. The employee may have additional orientation and training needs that haven't been addressed.)
- What training objectives, if any, do you want to meet by the end of the employee's first year?