**Things to Think About**

Think about implementing or enhancing your onboarding program? Here are some things to review and consider as you design, develop and implement your program. This is by no means a comprehensive list, but it will help you get started.

* What currently exists in terms of how new employees are being onboarded?
* What scale is/do you want your onboarding program? (enterprise wide / hiring manager specific)
* Who is the Sponsor for this program? (better if executive level / Senior Management level)
* Do you have Executive/Management Team support? (determine what you need from them)
* Who is responsible for the design and development of the program? (a single resource, a department, a cross functional team?)
* Who is responsible for the implementation of the program? (a single resource, a department, a cross functional team, do you conduct Train the Trainer)
* Who will deliver the orientations and trainings? (HR, Managers, Admins, Executives, SMEs, Department Heads etc.)
* What content needs to be included in the onboarding program? (Culture, processes, technology/systems, products, service, socialization, compliance, etc.)
* How will the existence and administration of the program be communicated to the organization?
* Who drives the adoption of the practice of onboarding?
* What existing processes are impacted or need to be updated as a result of implementing an onboarding program?
* What budget/funding is available for the program and how does it get paid for?
* Do you want a new employee mentor/buddy system?
* How frequently are new employees brought into the organization? (how many, how often)
* How frequently do the components of the program need to be offered?
* Is participation in the components mandatory?
* How is successful completion of the components tracked?
* Where will the orientations/trainings be delivered?
* Do all new employees need the same sessions? If not, what do you deliver and to what audiences?
* In what formats will the orientations/trainings be delivered? (reading, self-paced on-line, web-based, classroom, on-the-job, web-conference, portable devices, etc.)
* Where will the orientations/trainings be conducted? (Headquarters, regional offices, local offices, within the department, etc.)
* What are there global implications? (locations, languages, cultural differences)
* What are the generational / level of experience / new employee’s role implications? (one size does not fit all – or can it?)
* How will the content of the program as well as the individual components be revised/updated?
* How will you measure the impact of your onboarding program and/or its components? (benchmark current turnover rates; survey managers on productivity of new hires)
* What reporting on the program is needed and who needs/should have the information?

**A Sample Timeline**

Prior to Start Date:

* Hiring Manager uses checklist to prepare for arrival of new employee
* Space is cleared and set up for new employee
* Technological needs are prepared
* Announcement sent to appropriate employees with the organization introducing the new employee

Day 1: Make a good first impression.

* Orient them to space, people, and resources
* Manager/co-workers take new employee out for lunch or bring lunch into the office
* Frequently employees meet with Human Resources on their first day as well

Week 1: Give them a roadmap for what to expect.

* Manager sets expectations for what onboarding activities lay ahead
* Manager discusses employee’s role and how it relates to the organization
* If appropriate, have the new employee produce or contribute something
* Manager gives employee access to resources and information they need to familiarize themselves with the organization and the job
* Manager schedules informational interviews with key players the employee with interact with to get the job done

Week 2 through what’s needed: Employee Orientations and Training

* Send them to orientation programs (Human Resources, Technology, Facility, Finance, etc.)
* Send them to training programs (Culture, Socialization, Product, Service, Skills, Management Practices, Compliance, Systems, etc.)
* If appropriate, have them do site visits, field trips, shadow staff, etc.
* Get feedback from the new employee about their onboarding experience
* Manager to provide feedback to the new employee about his/her performance to date