

# A Manager's Guide to Orientation for New Employees

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*Saskatchewan!* 

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## Introduction

### Why Onboarding?

Onboarding is a process developed to create a smooth adjustment for a new employee into the organization. It starts before a new employee arrives and continues for the first year of employment (or applicable length).

The PS/GE collective bargaining agreement makes orientation a requirement, stating that the employer must provide employees with appropriate orientation to perform the job; and that employees must be informed of expectations and areas requiring development with opportunity to improve.

### About Onboarding

- Focuses on a strong employee welcome, ensuring continual growth, affirming that the employee fits into the organization and is a valued team member, and enhancing long- term relationship building and retention.
- Provides upfront expectations which fosters knowledgeable, diligent employees and reduces miscommunication which could lead to low productivity, errors, anxiety, and dependency on other staff.
- Introduces employees to the formal and informal culture, values, and practices of the organization and has a positive impact on an employees' view of the organization.
- Involves all team members including the new employee, who also has a role and responsibility in making onboarding a success.
- Capitalizes on the motivation of new employees and enables new employees to more quickly perform productively in their new environment and ensures they are comfortable enough to ask questions.
- Reduces turnover and increases retention, allowing for job satisfaction, increased job performance, and reduced costs associated with these.

### Quick Tips for a Successful Onboarding

- Learn the correct pronunciation of the new employees' names.
- Contact new employees prior to their first work days.
- Express an enthusiastic welcome and ensure the workplace is friendly and positive.
- Build some fun into the first few days.
- Check in with new employees as frequently as possible during the first week.
- Ensure new employees are provided with meaningful tasks early on.
- Provide information from a variety of sources such as one-on-one discussions, the Internet, or individuals in the workplace.
- Give new employees some responsibility for their own onboarding.
- Keep the onboarding process flexible enough to meet individual needs.
- Encourage new employees to join their applicable [Employee Networks](#).
- Keep the new employees' families in mind especially if they have relocated.
- Ensure your commitment as a manager as this will determine the success of onboarding, and future recruitment and retention.
- Remember onboarding is an ongoing process, not an event.

## Onboarding Framework

### Purpose

The Onboarding Framework provides a quick overview of the entire onboarding process.

The hyperlinks below connect to the tools available.

	Pre-Arrival	First Two Weeks	First Three Months	First Six Months/One Year
Purpose	<p>To create an experience that reaffirms the new employee's decision that the Government of Saskatchewan is a <i>Great Place to Work</i>.</p> <p>To plan and prepare for the employee's arrival so that they do not arrive to chaos, but to an organized and prepared workplace.</p>	<p>To ensure the new employee feels welcomed, comfortable, prepared, and supported by clarifying roles and expectations.</p> <p>To reduce the time you will need to contribute later by giving the employee the proper tools to be independent and comfortable in their work environment.</p>	<p>To ensure the employee feels part of the team and understands his/her role and expectations.</p> <p>To reinforce information you have already shared and to encourage conversation with the employee about additional orientation needs.</p>	<p>To ensure the employee is still an engaged and valued contributor in meeting organizational goals.</p> <p>To ensure the employee has integrated successfully into the culture, is motivated and performing at a full working level, and has meaningful and challenging work.</p>
Tools Available	<p><a href="#">Pre-Arrival Checklist</a></p> <p><a href="#">Peer Support Tools</a></p> <p><a href="#">Email Announcing New Employee</a></p> <p><a href="#">Organization Welcome Letter</a></p>	<p><a href="#">First Week Checklist</a></p> <p><a href="#">Health, Safety and Wellness Orientation Checklist</a></p> <p><a href="#">Benefits Review Checklist</a></p>	<p><a href="#">First Three Months Checklist</a></p> <p><a href="#">New Employee Orientation Information</a></p>	<p><a href="#">First Six Months/One Year Checklist</a></p>

# 1. Pre-Arrival

## Purpose

To plan and prepare for the employee’s arrival so that they does not arrive to chaos, but to an organized and prepared workplace.

Pre-Arrival Checklist – Manager/Supervisor	
<b>Work Area</b>	
<input type="checkbox"/>	Assign a workstation/phone extension *
<input type="checkbox"/>	Establish computer, network, parking pass, and telephone access *
<input type="checkbox"/>	Order furniture as needed *
<input type="checkbox"/>	Order office supplies, keys, name plate, business cards, and corporate phone or credit cards *
<input type="checkbox"/>	Order any other equipment or tools *
<input type="checkbox"/>	Ensure email set up (with access or password) *
<input type="checkbox"/>	Ensure telephone with voicemail set up *
<input type="checkbox"/>	Acquire building and floor access cards or security badge (24 hours’ notice required).
<input type="checkbox"/>	Gather vital reference materials (i.e. phone directory, organizational chart with titles, staff lists, other contact lists, voice mail and email instruction, job description, appropriate office policies)
<b>Communication</b>	
<input type="checkbox"/>	Send Welcome email, letter or telephone call to employee after offer is accepted
<input type="checkbox"/>	Provide at least one contact and encourage the new employee to ask questions prior to start date by email or phone
<input type="checkbox"/>	Use technology and on-line access to coordinate multiple phase of pre-boarding and avoid stacks of paper forms and paper manuals
<input type="checkbox"/>	‘Peer’ to call the new employee to welcome him /her a few days before the start date (See <a href="#">Peer Support Information</a> )
<input type="checkbox"/>	E-mail to co-workers and key contacts announcing start date of new employee (See <a href="#">Email Announcing New Employee</a> ). Include a photo of employee if possible
<input type="checkbox"/>	Organize a welcome gathering (i.e. coffee break, lunch, etc.)

General Support	
<input type="checkbox"/>	Ensure Online Commencement Form has been completed in Taleo
<input type="checkbox"/>	Confirm hiring manager on requisition in Taleo has received cc on employee's "Congratulations" or "Thank you" email * This email confirms employee has completed their assigned online forms, if any. (refer to <a href="#">Online Commencement Process Checklist</a> for list of applicable forms, if any, based on hiring scenario)
<input type="checkbox"/>	Schedule employee for Ministry-specific* and Government-wide Orientation sessions (See <a href="#">New Employee Orientation Learning Path</a> )
<input type="checkbox"/>	Assign a 'Peer ' as an immediate resource for any questions and to help guide the employee's relationship building, knowledge attainment, and problem solving
<input type="checkbox"/>	Discuss the responsibilities of the 'Peer' with selected candidate to ensure understanding of their role
<input type="checkbox"/>	Identify a meaningful project or task for the new employee to start within the first few days of commencement
<input type="checkbox"/>	Ensure all administrative forms are prepared and ready to be completed.
<input type="checkbox"/>	Create a list of key people and employees that the new employee should meet and/or interview to get a broader understanding of their role. Schedule time to meet in advance to ensure staff members have time available
<input type="checkbox"/>	Draft a work and training plan for the new employee's first three months <ul style="list-style-type: none"> <li>• <a href="#">In-Scope Work Planning and Review</a></li> <li>• <a href="#">Out-of-Scope Planning for Success</a></li> </ul>
<input type="checkbox"/>	Contact Human Resource Service Centre to confirm benefits provided to the employee (See <a href="#">Benefits Review</a> )

\*If applicable

## Assigning Peer Support

### Purpose

To help new employees become more comfortable in their role in a shorter period of time, in a manageable way, and in an informal manner.

To assign a colleague who will provide a one-point access to questions about the office, procedures and norms, as well as be a source of support, advice and encouragement for the new employee.

Peer Selection Criteria	
An employee that:	
<input type="checkbox"/>	Is committed to their job
<input type="checkbox"/>	Demonstrates high performance
<input type="checkbox"/>	Has patience and good communication skills
<input type="checkbox"/>	Is willing to contribute some time to help
<input type="checkbox"/>	Is a peer to the new employee
<input type="checkbox"/>	Is committed to the mission, vision and values of the Government of Saskatchewan
<input type="checkbox"/>	Is proud of the organization

Role of New Employee	
<input type="checkbox"/>	Allow your Peer to share their knowledge of what's 'normal' in the organization (i.e. what's 'right' and 'wrong' here, what's expected of me, what's typical in a certain situation, what's the organization's culture?)
<input type="checkbox"/>	Contact your Peer during the day when they have indicated they are available to answer your urgent questions or issues.
<input type="checkbox"/>	Try to meet regularly for at least four hours during your first week and one hour per week thereafter. This meeting should be used to discuss any non-urgent issues you may have
<input type="checkbox"/>	Respect your Peer's ground rules regarding contact outside working hours.
<input type="checkbox"/>	Use your discretion at all times.
<input type="checkbox"/>	Accept constructive criticism.
<input type="checkbox"/>	Discussion between you and the Peer should be confidential

Note:

- Peer Support is not a replacement for the role of the supervisor and manager.
- The relationship can last six months or more and the Peer or the new employee can choose to end the relationship at any time without a required reason.

Peer Support Tools	
Role of Peer	
<input type="checkbox"/>	Assistance in understanding the culture of the organization and how to get things done
<input type="checkbox"/>	Assistance in building networks and insight into how to make them more productive and effective
<input type="checkbox"/>	Provide information. If unable to do so, find the most appropriate contact
<input type="checkbox"/>	Contact the new employee as soon as possible
<input type="checkbox"/>	Introduce the new employee to co-workers and other key people
<input type="checkbox"/>	Explain office procedures (work hours, lunch/break time, policies, Intranet, timecards, parking)
<input type="checkbox"/>	Ensure the employee knows the location of the break room, cafeteria, restroom, photocopier, fax machine, printer, fire exit, supplies, etc.
<input type="checkbox"/>	Answer any questions the employee may have
<input type="checkbox"/>	Explain who to contact for different issues (HR/IT/General Support)
<input type="checkbox"/>	Assist the new employee with sorting out all of the organization’s acronyms or jargon
<input type="checkbox"/>	<p>Explain to the new employee when is and isn’t a good time to contact you</p> <ul style="list-style-type: none"> <li>• Try to meet regularly for at least four hours during their first week and one hour per week thereafter.</li> <li>• This meeting (often best held over lunch or in an informal setting) should be used to discuss any non-urgent issues</li> </ul>
<input type="checkbox"/>	Most importantly, give encouragement and support



<b>Pre-Arrival Phone Call - Peer</b>	
<input type="checkbox"/>	Contact new employee by phone prior to their first day of work
<input type="checkbox"/>	Introduce yourself and welcome the new employee to your organization
<input type="checkbox"/>	Confirm start date, time, and location
<input type="checkbox"/>	Ask new employee if he/she requires directions to the office building, and if so, provide appropriate instructions.
<input type="checkbox"/>	Confirm security and parking arrangements
<input type="checkbox"/>	Inform the new employee that you look forward to meeting them. You will make introductions and show them around the workplace
<input type="checkbox"/>	Arrange to meet at a designated time and place on the first day
<input type="checkbox"/>	End the conversation by leaving your phone number with the new employee, in the event that they have any questions or would like to chat before their first day
<b>Meeting with New Employee - Peer</b>	
Purpose	<input type="checkbox"/> Provide general advice, guidance and encouragement <input type="checkbox"/> Explain the culture of the organization and how to get things done <input type="checkbox"/> Ensure the new employee is feeling productive and effective in his position <input type="checkbox"/> Discuss any non-urgent issues the new employee may have <input type="checkbox"/> Answer any questions the employee may have
Guidelines	<input type="checkbox"/> Meetings are best held over lunch or in an informal setting <input type="checkbox"/> Try to meet regularly for at least four hours during their first week and one hour per week thereafter, for a minimum of six months <input type="checkbox"/> This meeting (often best held over lunch or in an informal setting) should be used to discuss any non-urgent issues the new employee may have <input type="checkbox"/> Information shared between the Peer and the new employee should be kept confidential <input type="checkbox"/> Provide constructive criticism, if required
Sample Questions	<input type="checkbox"/> Do you feel welcomed by the employees in your workplace? <input type="checkbox"/> Are you beginning to feel 'at home' in the organization? <input type="checkbox"/> Do you feel you are moving towards being more productive and effective in your position? <input type="checkbox"/> Are you receiving support and encouragement from your supervisor and coworkers?
Other Info to Share	Difference between Peer, Coach and Mentor: <input type="checkbox"/> Peer – is only involved in providing one point of access to operational information that is necessary for the new employee to fulfill their role in the organization <input type="checkbox"/> Coach – seeks to increase the employee's job-related skills. If you feel the new employee's questions are too detailed or specific for you to answer, refer them to the supervisor <input type="checkbox"/> Mentor – seeks to assist the individual with their professional and personal development. A mentor is typically someone with a great deal of experience

Tips for Peers	
<input type="checkbox"/>	Be patient and positive; don't try to cover everything right away
<input type="checkbox"/>	Listening is very important (sometimes more important than giving advice)
<input type="checkbox"/>	Don't try to force a relationship; it takes time
<input type="checkbox"/>	Look for a preferred communication style from the new employee
<input type="checkbox"/>	Don't be judgmental
<input type="checkbox"/>	Be supportive of the organization and employees at all times
<input type="checkbox"/>	Discourage gossip and speculation

## E-Mail Announcing New Employee

(to Co-workers from Supervisor)

I am pleased to announce that [new employee] is joining our organization as [job title] in [name of branch/unit].  
[Insert brief history on the new employee - optional.] [Include a photo of the employee if possible].

Please join me in welcoming [employee name] to our [branch/unit] by introducing yourself, sharing information on what you do, and creating a positive and friendly environment for them.

Thank you,

[Name of Supervisor]

## Organization Welcome Letter

(to the New Government Employee from the Supervisor)

Dear [Employee's first name]:

Welcome to the Government of Saskatchewan and the Ministry of [Ministry name] We are delighted you are joining us as a [new employee job title]. Your role is critical in fulfilling the mission of the Government of Saskatchewan.

The enclosed information [see attachment] is designed to serve as an introduction to the Government of Saskatchewan and as a foundation for assuming your responsibilities in the Ministry of [Ministry name].

There's always a lot to learn on a new job, not only about the work but also about our culture and organizational procedures. You have been assigned a Peer, [name and title], who will assist you in getting to know your new workplace and provide you with helpful support. They will be in touch with you in the near future.

In your first few weeks you will meet many coworkers, supervisors and managers. Feel free to talk to them to learn more about their roles, our ministry, and the public service.

There will be plenty of opportunities for you to learn and grow in your position. You will be a great asset to our team and we look forward to a positive employment relationship.

Sincerely,

[Supervisor Name]

[Supervisor Title]

Enclosures

- New Employee Information sheet

## Welcome onboard .... Build your career with us.

### New Employee Information

(Attachment to Welcome Letter)

1. Start date:
2. Start time:
3. Our offices are located at:
4. Security is as follows:
5. Parking is available as follows:
6. Your phone number will be:
7. Your e-mail address will be:
8. The main number in our reception area is:
9. Our dress code is:
10. Plannera administers a wide range of pension and benefits plans for public sector employees. You can visit Plannera's website at <https://www.plannera.ca/>.
11. General employee information is located on [Taskroom](#).
12. Information, including frequently asked questions, on the Ministry of [Ministry name] can be found on-line at [website address].

## 2. First Two Weeks

### Purpose

To help remind you of key areas and items that should be considered to ensure that the new employee feels welcome, comfortable, and engaged. It will help in clarifying the employee’s role and your expectations and create a positive first impression.

As outlined in the previous section, some of these items may be delegated to a “Peer”.

First Week Checklist – Manager/Supervisor	
First Day	
<input type="checkbox"/>	Give a warm welcome and discuss the plan for the day
<input type="checkbox"/>	Tour the employee’s assigned work space
<input type="checkbox"/>	Explain where rest rooms, refreshments, and break areas are located
<input type="checkbox"/>	Provide required keys
<input type="checkbox"/>	Arrange for ID photo card and security access
<input type="checkbox"/>	Introduce the new employee to the person you’ve identified as a Peer *
<input type="checkbox"/>	Tour the building and immediate area and introduce the new employee to other staff members
<input type="checkbox"/>	Review job description, key duties, and initial job expectations
<input type="checkbox"/>	Review relevant policies and procedures such as: <ul style="list-style-type: none"> <li>• Working hours, Stat Holiday/EDO/SDO schedules, staff meetings</li> <li>• <a href="#">Timecards</a></li> <li>• Telephone, email, internet use, Ministry intranet site, office organization (files, supplies, printing area, etc.) *</li> <li>• Office resources (directories, computer program manuals, staff listing, etc.) * Commitment to Excellence, Client Service philosophy, Confidentiality</li> <li>• Basic OH&amp;S; building exits, fire drill routes, WHMIS, etc.</li> <li>• Ministry Organizational Charts – review the units of your Ministry</li> <li>• <a href="#">IT Acceptable Usage Policy</a></li> <li>• <a href="#">Conflict of Interest Policy</a></li> <li>• <a href="#">Incidents of Suspected Fraud or Similar Illegal Acts</a></li> <li>• <a href="#">Anti-Harassment</a></li> <li>• <a href="#">Workplace Violence</a></li> </ul>

First Week	
<input type="checkbox"/>	Review employee's work area to ensure equipment and supplies are working and in place
<input type="checkbox"/>	Set up a brief meeting with the employee and the assigned Peer to review the first week's activities
<input type="checkbox"/>	Meet and establish an initial work plan that encompasses the first three to six months <ul style="list-style-type: none"> <li>• <a href="#">In-Scope Work Planning and Review</a></li> <li>• <a href="#">Out-of-Scope Planning for Success</a></li> </ul>
<input type="checkbox"/>	Discuss learning and development needs in relation to the initial work plan and identify how those needs will be met
<input type="checkbox"/>	Discuss the probationary process and how and when performance will be assessed
<input type="checkbox"/>	Review job specific orientation items: <ul style="list-style-type: none"> <li><input type="checkbox"/> Policies</li> <li><input type="checkbox"/> Procedures</li> <li><input type="checkbox"/> Key stakeholders</li> </ul>
<input type="checkbox"/>	Schedule a meeting with the new employee to talk about your leadership style, lines of communication, decision processes, etc.
<input type="checkbox"/>	Schedule meetings with key clients, partners, funders, board members, or other stakeholders *
<input type="checkbox"/>	Schedule the new employee's attendance at Ministry-specific* and Government-wide orientation sessions. Government-wide online orientation session information is available <a href="#">here</a> .
<input type="checkbox"/>	Introduce the new employee to senior Ministry staff *
<input type="checkbox"/>	Organize job-specific training
<input type="checkbox"/>	Review Health, Safety and Wellness Orientation Checklist OH&S detailed review (See <a href="#">OH&amp;S Checklist</a> )

\*If Applicable

## Benefits Review

### Purpose

To acquaint employees regarding their benefits which are presented in an organized and prepared list.

Complete information can be found on [Taskroom](#).

Benefits Checklist	
<input type="checkbox"/>	Pension
<input type="checkbox"/>	Group Life Insurance
<input type="checkbox"/>	Disability
<input type="checkbox"/>	Dental Benefits
<input type="checkbox"/>	Health Benefits
<input type="checkbox"/>	Sick Leave
<input type="checkbox"/>	Pressing Necessity/Family Responsibility
<input type="checkbox"/>	Earned Day Off
<input type="checkbox"/>	Vacation Leave
<input type="checkbox"/>	Designated Holidays
<input type="checkbox"/>	Flexible Hours of Work Arrangement
<input type="checkbox"/>	Deferred Salary Leave Plan (DSLPL)
<input type="checkbox"/>	Employee and Family Assistance Plan (EFAP)
<input type="checkbox"/>	Tuition and Books
<input type="checkbox"/>	Maternity/Paternal/Adoption Leave and Top Up
<input type="checkbox"/>	Telework
<input type="checkbox"/>	Northern Benefits *
<input type="checkbox"/>	SGEU Membership (In-Scope Employees)
<input type="checkbox"/>	Maternity/Paternal/Adoption Leave and Top Up

\* If Applicable

### 3. First Three Months

#### Purpose

To reinforce information, you have already shared and to encourage a conversation with your employee about additional orientation needs.

First Three Months Checklist – Manager/Supervisor	
<input type="checkbox"/>	Ensure the new employee has attended Ministry-specific* and Government-wide orientation sessions.
<input type="checkbox"/>	Meet with employee to review progress on the initial work plan. Provide any relevant feedback on performance to date <ul style="list-style-type: none"> <li>• <a href="#">In-Scope Work Planning and Review</a></li> <li>• <a href="#">Out-of-Scope Planning for Success</a></li> </ul>
<input type="checkbox"/>	Meet with the employee’s Peer to review progress on integration into the division/branch/team. Follow-up to resolve any issues
<input type="checkbox"/>	Follow-up on scheduled meetings with other staff members, clients, partners, funders, board members, or other stakeholders to ensure they are occurring *
<input type="checkbox"/>	Follow-up on any questions the employee has regarding HR, pay or benefits – refer them to the appropriate HR Consultant if needed
<input type="checkbox"/>	Review and follow through on any learning and development activities agreed to earlier
<input type="checkbox"/>	Continue job specific training
<input type="checkbox"/>	Meet with employee to discuss the onboarding process so far. Encourage suggestions and feedback on any areas of improvement or of concern to the new employee.

\* If Applicable



## New Employee Orientation Information

### Purpose

The Government of Saskatchewan New Employee Orientation Learning path consists of 8 e-learning modules that will provide new employees with valuable information to get started in their career as a public service employee.

### Considerations

Attempt to provide this session no later than three months following an employee's start date.

The topics that will be covered in the New Employee Orientation includes:

- Introduction to Government
- Executive Council Welcome
- Role the Public Service Employee
- Financial Management in Government
- Human Resource Service Centre
- Integrated Health, Safety and Wellness
- Your Public Employee's Pension Plan
- Planning and Accountability

### Process to Register New Employees for Government-Wide Orientation

A new employee can register to the New Employee Orientation Learning Path on PSC Client. [Click here to register.](#)

## 4. First Six Months/One Year

### Purpose

To review work expectations, progress, and outstanding learning needs to ensure employees are engaged and valued contributors in meeting organizational goals.

To allow for a check-in and to determine what changes, if any, are required for work expectations and learning and development.

First Six Months/One Year Checklist – Manager/Supervisor	
<b>First Six Months</b>	
<input type="checkbox"/>	Revisit performance standards and work rules.
<input type="checkbox"/>	Meet with employee to review progress on the initial work plan. Provide any relevant feedback on performance to date. Ask about integration to team <ul style="list-style-type: none"> <li>• <a href="#">In-Scope Work Planning and Review</a></li> <li>• <a href="#">Out-of-Scope Planning for Success</a></li> </ul>
<input type="checkbox"/>	Schedule and conduct probationary review meetings for three and five months: <a href="#">Probation Management and Evaluation Form</a>
<input type="checkbox"/>	Ask for the employee’s feedback on the onboarding process so far and what might be changed to make it more effective.
<input type="checkbox"/>	Continue job specific training.
<b>One Year</b>	
<input type="checkbox"/>	Continue conversations: <ul style="list-style-type: none"> <li>• Have conversations with the employee about the onboarding process and opportunities for improvement if applicable</li> <li>• What is going well and options for change</li> <li>• Collect any relevant/useful feedback and input</li> </ul>
Suggested Questions	<ol style="list-style-type: none"> <li>1. Is the job what you expected, and are you facing any roadblocks to hitting your goals?</li> <li>2. Are you getting all the information you need to do your job?</li> <li>3. Do you feel included and part of your team?</li> <li>4. In your time here, what’s the best thing that has happened to you?</li> <li>5. Have you noticed anything we can improve on?</li> <li>6. Do you feel recognized for your contributions?</li> </ol>
<input type="checkbox"/>	All information will remain confidential