



Welcome to the Commonwealth of Kentucky

We are glad you are here!

Supervisor Guide

Onboarding and Orientation Process



Introduction

As a supervisor, it is your privilege and responsibility to welcome your new employees to the Commonwealth of Kentucky and to introduce them to the culture and values of your area. The orientation process begins when you meet with your employee on the first day of their employment. This guide is intended to introduce you to not only the basics of orientating your new employee, but also introduce you and your new employee to an onboarding experience. The onboarding experience offers a better strategic approach for your employee's success and provides the new employee a better sense of the agency and cabinet culture.

This guide includes:

- Role of Human Resources Office
- Role of Supervisor
- What is Onboarding?
- What to expect during Onboarding
- Employee Arrival Checklist
- New Employee Checklist
- Sample Orientation Checklist
- Resources, which include sample letters and communication plans

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

Role of the Office of Administrative Services (Office of Human Resource Management)

Formal employee orientation and onboarding consists of 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 the new employee and presents a positive effect on their productivity, longevity and morale. This includes making sure a successful transition from the first day of employment through the employee's entire career with the agency. The Services of this office include:

- Initial contact with the agency on the employee's first day
- Communicates the importance of the official and required documents such as pay and benefits, wellness, KHRIS, rules and policies, as well as completing paperwork
- Initial partnership with hiring manager to follow up and coordinate new employee activities



Role of the Supervisor

Responsibility for new employee onboarding and orientation rests with the Office of Administrative Services, the supervisor and the new employee. The supervisor's role in getting the new 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/her immediate supervisor. The relationship generally begins before orientation and is most important during the first few weeks and months of employment.

Some things to remember during onboarding / orientation:

- Work closely with your Office of Administrative Services (Human Resources) to ensure a new employee's smooth transition
- Be enthusiastic and engage the new employee
- Align new employee's work with mission, vision, goals and plans
- Help to assimilate new employee as quickly as possible
- Guidance to ensure proper training and development

What is onboarding?

A key part of any cabinet's talent management plan includes onboarding. Onboarding is the process of integrating employees into their new work environment. It is the last stage of the recruitment process, goes beyond the orientation process and is the first steps towards retention.

Onboarding focuses on the following:

- A strong employer welcome,
- Affirmation of the employee's right choice in a job,
- Affirmation that the employee fits into the cabinet, and
- Long term relationship building.

What is the difference between orientation and onboarding?

New employee orientation generally involves a first-day session or a first week of activities that familiarizes the employee with the cabinet's structure, mission, and policies. It typically includes reviews of the employee handbook and the completion of necessary payroll and benefits paperwork.

Onboarding is, however, a much more comprehensive approach that starts before orientation and extends well beyond the first few days. It provides a more strategic plan for employee success than orientation alone. In fact, the onboarding process can last from three months to eighteen months, depending on the position.

Onboarding includes:

- A structured way to give new employees more information about the cabinet, as well as more opportunities to understand the culture, mission, and goals, and
- A system for meetings and projects with co-workers, managers, and executives during the employee's first few months, all focused on strengthening the employee's bond to the cabinet and its people. Sometimes a mentor process is also integrated into the system



Why is onboarding important?

Having devoted the time, energy and resources to compete for talent, “quick” turnover is costly. In fact, statistics show that employees are most vulnerable to leaving a cabinet within 18 months after they are hired. Making a good first impression is therefore crucial.

Effective employee onboarding serves three interrelated purposes.

- First, it ensures that the employee feels welcome, comfortable, prepared, and supported.
- These feelings increase the new hire’s ability to make an impact (be productive) within the cabinet, both immediately and over time.
- Finally, employee success leads to satisfaction and retention, which allows the cabinet to continue to meet its mission. A well-designed onboarding program reduces costs and improves retention.

Whose responsibility is onboarding?

Onboarding is successful only when Human Resources (HR) and managers are both actively involved. The goal of this partnership is to establish a long-term relationship with the employee that begins even before the employee is hired and will endure the everyday trials of the workplace. While HR plays a key role, specifically in the early recruitment and orientation phase and in guiding the onboarding process, the manager must be proactive and engaged in facilitating the employee’s successful integration into the cabinet over time.

Will one Onboarding strategy address all employees?

Multiple approaches to onboarding are necessary to address the varying levels and responsibilities of employees as well as their experiences and expectations. While one basic list of items to be completed at each step will be consistent, variations in the length of the process, the tactical approaches to integration, and the staff involved may change based on the needs of the newly hired employee.

Onboarding

During First and Second Weeks on the Job

The goal is to ensure the employee understands the mission of the agency, the responsibilities of the job and management's expectations as well as to assist the employee's integration into the cabinet.

- ➊ Ensure mentor and new employee are meeting and establishing a productive relationship
- ➋ Ensure that some work assignments are ready for the employee so that he or she can feel productive immediately
- ➌ Share unwritten rules, nuances, and traditions with employee (such as casual Friday, compressed work week, wellness initiatives)
- ➍ Overview department functions and team member responsibilities – develop performance plan
- ➎ Review other agencies' overall structure and functions (review organizational charts)
- ➏ Ensure employee understands how his or her role fits with the goals of the cabinet
- ➐ Schedule meetings with staff members from outside employee's team or work group to give employee view of whole cabinet
- ➑ Assist employees in developing their own internal networks
- ➒ Arrange lunch/breakfast meetings with co-workers
- ➓ Review relevant decision making processes with employee
- ➔ Meet with employee to discuss how best to build relationships between themselves and other employees and to discover interests, challenges, and balance of work and family issues
- ➕ Meet with employee to establish goals and job expectations and to complete planning stage (performance plan) of performance evaluation and review performance management process
- ➖ Meet with employee and create a performance plan to insure acquisition of needed job specific skills and knowledge
- ➗ If employee will supervise others, ensure he or she meets with direct reports one-on-one and as a group – set expectations
- ➘ If the employee has been promoted from within the cabinet, a transition guide/plan should be developed by the manager and a senior mentor/coach should be assigned to advise the promoted manager on the unwritten rules at the next level (specifically on how to build relationships with new/old peers and subordinates and on how to manage the heightened politics and increased ambiguity)
- ➙ If the employee is an executive or non-merit employee, assist with a plan to establish key connections, build strong relationships, and build good credibility (specifically address how quickly change can be made and accepted within the cabinet)

Before End of First 30 Days on the Job

The goal is to review the expectations of the cabinet and the employee, to discuss progress made, and to continue efforts towards integration into the cabinet.

- Meet several times to:
 1. Discuss initial experiences and how they are matching employee's expectations
 2. Discuss any concerns or issues the employee has
 3. Review progress toward initial goals
 4. Review progress on performance plan
 5. Identify any additional systems or job specific training needed
 6. Identify any upcoming opportunities to meet with key individuals
 7. Answer any questions
- Solicit feedback from employee – how are things going?
- Determine and schedule needed training
- Be aware of opportunities to integrate new hires into their work groups and into the cabinet as a whole

Before End of First 90 Days on the Job

The goal is to provide guidance and feedback to the employee to ensure continued success and to make plans for his or her future with the cabinet.

- Meet several times to:
 1. Discuss experiences and how they match employee's expectations
 2. Review progress toward initial goals, adjust if necessary
 3. Discuss any concerns or issues the employee has
 4. Answer any questions
- Provide feedback on employee's performance to date and solicit feedback from employee
- Address any issues of concern
- Discuss career planning philosophy of cabinet and how it applies to employee
- Solicit feedback from employee about entire onboarding process and suggested changes

Tailor the length of the onboarding program for employees based on needs and responsibilities (i.e., Six Months or End of First year)

Employee Arrival Preparation Checklist: Hiring Manager

Directions: This checklist is designed to assist with the department's orientation process. Onboarding is a long-term process that begins before an employee's start date and continues at least through the first year. This checklist is organized chronologically and helps hiring managers prepare for the arrival of new employees. Once an employee starts, he/she can work together with the hiring manager and an onboarding peer* to complete the checklist. The hiring manager may add additional activities that are relevant to the new employee's area. Internal transfer employees may omit items that are not applicable.

*An onboarding peer is someone, who can assist the new employee during the onboarding process as well as be a "go-to" person as directed by the manager.

Pre-Arrival

	Who Initiates
<input type="checkbox"/> Office of Administrative Services (OAS) sends an announcement via email to the department announcing the new hire and start date	Human Resources
<input type="checkbox"/> Confirm offer letter sent to new employee by OAS	Human Resources
<input type="checkbox"/> Call candidate: congratulations and welcome (See Resource Section for a sample)	Hiring Manager
<input type="checkbox"/> Print out New Employee Onboarding Checklist, review and customize; review Orientation and Review Period Policy – (See Sample in Resource Section)	Human Resources / Hiring Manager
<input type="checkbox"/> Call and or email to officially welcome the new employee to the Personnel Cabinet after confirmation of acceptance (see Resources)	Hiring Manager
<input type="checkbox"/> Send parking information to new employee (before hired into the KHRIS system).	Hiring Manager
<input type="checkbox"/> Provide new employee with a contact in the event of a question or issue (included in welcome letter)	Hiring Manager
<input type="checkbox"/> Refer to onboarding schedule for new employee – add other items as needed for your area (see Resources)	Human Resources / Hiring Manager
<input type="checkbox"/> Set up time(s) in Outlook within the new employees first 2 weeks to cover items in new employee handbook (see Orientation Checklist in Resources for specific items to cover)	Hiring Manager
<input type="checkbox"/> Assign mentor for new employee's first two months (or other determined time) on the job	Office of the Secretary
<input type="checkbox"/> Schedule new employee to review new employee information or attend New Employee Orientation	Human Resources / Hiring Manager
<input type="checkbox"/> Send new employee (non-merit) application information to fax back immediately to the respective OAS / HR fax number	Human Resources
<input type="checkbox"/> Order business cards and other items (i.e., nameplate, door sign...)	Hiring Manager
<input type="checkbox"/> Employee set up in KHRIS (i.e., employee ID – set up for payroll, timesheets, benefits...) http://personnel.ky.gov/persadmin/khris/	Human Resources with Hiring Manager
<input type="checkbox"/> Initiate request for computer, blackberry, phone, email account and other for new employee set up.	Hiring Manager

- | | | |
|--------------------------|---|-------------------------------------|
| <input type="checkbox"/> | Set up complete for computer, blackberry, phone, email, workroom access, other | Human Resources with Hiring Manager |
| <input type="checkbox"/> | Arrange with Human Resources employee badge, building access, and the like | Hiring Manager |
| <input type="checkbox"/> | Arrange a welcome meeting / lunch for new employee | Hiring Manager |
| <input type="checkbox"/> | Set up meeting with Secretary | Hiring Manager |
| <input type="checkbox"/> | Set up photo for extranet – for Personnel Cabinet:
https://extranet.personnel.ky.gov/newee.htm | Hiring Manager |

Day of Arrival – Hiring Manager / Supervisor:

- Distribute assigned key and/or access to office
- Discuss procedures for scheduling time off and unexpected absences
- Meet with Human Resources to ensure all documentation and application are completed
- Review work schedule (compressed work week, flexible work schedule), pay schedule and overtime policy (if applicable)
- Introduce to co-workers
- Have employee complete “Favorites List” document (see “Resources”)
- Give a department tour (place to hang coat, washroom, water fountain, vending machine, pantry/kitchen, refrigerator, emergency exit, parking space)
- Remind new employee to complete the online benefits enrollment via KHRIS within the first 31 days of employment (Must have NetID and password)
- Set up parking and badge information with [Name / Contact information](#) – Each Agency will need to fill this in

Supervisor:

Within 1st Week

Communicate Job Expectations and Review Departmental Procedures

- Review job responsibilities, competencies, and expectations – develop performance plan
- Review items within employee handbook (see “References” for example)
- Review performance feedback and appraisal process using Performance Excellence process, visit <http://personnel.ky.gov/gsc/empeval/>
- Review department’s mission, strategy, values, functions, policies and procedures; cabinet of the department; critical members of the department; departmental staff directory, department calendar, confidentiality of information; emergency regulations, health and safety training, other
- Review Department Safety Plan

Training (as applicable)

- Confirm with Department of Diversity and Equality mandatory training (i.e., Anti-harassment and other)
- Enroll in Ethics training, if applicable
- If new employee is a supervisor that will evaluate merit employees, confirm employee is signed up

for Performance Matters training at GSC

- KHRIS training. Go to KHRIS online training at <http://personnel.ky.gov/persadmin/khris/> or instructor-led training at _____
- Job-related training such as eMars, CICS and the like?

Within 2 Weeks

- Overview of budget and finance procedures and policies (if applicable)
- Completed Performance Plan, if eligible

Within 1st Month

- Review and clarify performance objectives and expectations after the first month
- Review orientation checklist – both hiring manager and employee sign
- Set up brief meeting with department management / Secretary

During First 90 Days

- Review and discuss the staff member's performance objectives

5th and 6th Month

- Review performance objectives and progress
- Discuss training completed and training planned for the future

Interim / Annual Performance Review

Performance Management Resources: <http://personnel.ky.gov/gsc/empeval/>

- Conduct April interim review
- Conduct August interim review
- Conduct annual performance review
- Set objectives for the coming year with employee

Once complete, this checklist should be signed by both the staff member and the supervising staff. A copy should be provided to the staff member with the original filed in the department staff member's file.

Employee's Name (Please Print) _____

Job Title/# _____ Hire Date _____

Employee's Signature _____ Date _____

Supervising Staff Signature _____

New Employee Arrival: Employee

1st Day

- Go to your Human Resources office to complete necessary paperwork, such as the W-4, I-9, Personal Data Form, sign Employment Application (if needed), receive Employee Handbook, benefits packet, sign [Employee Confidentiality Internet/Electronic Mail Acceptable Use Agreement](#), and go over any other pertinent information / documentation
- Confirm email, computer, KHRIS and other work-related system access

Within 1st Week

- Confirm to Supervisor badge, email, phones, computer and other items are functional
- Confirm to Supervisor benefits and other forms needed to submit to KHRIS or Human Resources are complete

Training (as applicable)

- Confirm with your manager that mandatory training (i.e., Anti-harassment and other) is scheduled
- Enroll in Ethics training, if applicable
- If new employee is a supervisor that will evaluate merit employees, confirm employee is signed up for Performance Matters training at GSC
- KHRIS training. Go to KHRIS online training at <http://personnel.ky.gov/persadmin/khris/> or instructor-led training at _____
- Job-related training such as eMars, CICS and the like?
- Other workshops and trainings identified by agency / cabinet
- Other workshops and trainings available at GSC: <http://personnel.ky.gov/gsc/empdev/>

Within 2 Weeks

- Schedule weekly or monthly meeting to touch base with supervisor

Employee Handbook Policy & Procedures

The employee handbook is one of the most important communication tools between the cabinet and employees. Not only does it set forth expectations for your employees, but it also describes what they can expect from the cabinet. The employee handbook and related personnel policies should be one of the first formal communications that you will have with an employee after they are hired. The employee handbook is a statement of the policies of the cabinet and executive branch and how the operations are to be conducted.

The sample orientation checklist (see Resources) provides the hiring manager the key topics to cover while working with the new employee during their first 30 days of employment. The information is also provided in the new employee handbook located on the Personnel Cabinet's website.

Once the hiring manager and employee have reviewed the orientation checklist, both the hiring manager and employee will sign. This document is then placed in the employee's personnel file – both in the department and in the employee's file at the cabinet level.

Resources: Orientation, Handbook and Onboarding

Sample Orientation Checklist

Sample Letter of Recommendation for Appointment

Sample Letter of Regret

Sample Welcome letters

Sample Cabinet Mission, Vision and Values

Communication Tools:

1. Pre-first day communication plan
2. first discussion with employee

Sample Welcome email to Department

Sample Manager Instructions: "It Begins with Me"

Sample: "It Begins with Me"

Sample: Wellness Statements

Favorites List to distribute to new employee (during first week)

Sample Arrival Schedule

Sample Orientation attendance confirmation

Sample Orientation Checklist (to be reviewed with immediate supervisor):

EMPLOYEE NAME (PLEASE PRINT):	DEPT/OFFICE/DIVISION:	
Part I PERSONNEL INFORMATION	Type of Action: <input type="checkbox"/> New Hire/Appt. <input type="checkbox"/> Re-Employ	<input type="checkbox"/> Transfer In <input type="checkbox"/> Interim <input type="checkbox"/> Other
<p>Chapter I: Introduction to the Cabinet</p> <input type="checkbox"/> Secretary's Welcome <input type="checkbox"/> Cabinet Goals <input type="checkbox"/> Cabinet Chart <input type="checkbox"/> Executive Branch Cabinet Chart <input type="checkbox"/> Departmental Overview <input type="checkbox"/> Guide to Executive Code of Ethics <p>Chapter II: Worksite Guidelines</p> <input type="checkbox"/> Duties and Responsibilities <input type="checkbox"/> Communications <input type="checkbox"/> Political Activities Guidelines <input type="checkbox"/> Internet & E-mail Use <input type="checkbox"/> Drug-Free Workplace <input type="checkbox"/> Employee Identification Badge <input type="checkbox"/> USERID/Password Policy <input type="checkbox"/> Outside Employment (<i>Sign Form if Applicable</i>) <input type="checkbox"/> Privacy & Security of Protected Health, Confidentiality, and Sensitive Information (<i>Form to be Signed</i>) <input type="checkbox"/> Telecommuting <input type="checkbox"/> Workplace Violence <input type="checkbox"/> HIPAA Awareness <input type="checkbox"/> Employee Safety/HIV/AIDS <input type="checkbox"/> Facility Emergency Procedures <p>Chapter III: Equal Employment Opportunity</p> <input type="checkbox"/> ADA Accommodation Request <input type="checkbox"/> Anti-Harassment/Discrimination Statement (<i>Form to be Signed</i>) <input type="checkbox"/> EEO Complaint <input type="checkbox"/> Kentucky Whistleblower Act <p>Chapter IV: Employee Management</p> <input type="checkbox"/> Disciplinary Action <input type="checkbox"/> Grievance Procedure <input type="checkbox"/> Open Records Request <input type="checkbox"/> Personnel Board Appeals <input type="checkbox"/> Kentucky Employees Mediation Program	<p>Chapter V: Hours of Work/Leaves</p> <input type="checkbox"/> Adverse Weather Leave <input type="checkbox"/> Annual Leave <input type="checkbox"/> Annual and Sick Leave Sharing Programs <input type="checkbox"/> Blood Donation Leave <input type="checkbox"/> Compensatory Leave and Overtime <input type="checkbox"/> Court Leave <input type="checkbox"/> Educational Leave <input type="checkbox"/> Fair Labor Standards Act <input type="checkbox"/> Family & Medical Leave <input type="checkbox"/> Military Leave <input type="checkbox"/> Precinct Worker Leave <input type="checkbox"/> Retirement Seminars <input type="checkbox"/> Sick Leave Sharing <input type="checkbox"/> Sick Leave Without Pay <input type="checkbox"/> Voting Leave <input type="checkbox"/> Work & Flextime Schedule <input type="checkbox"/> Summary of Leave Accumulation <input type="checkbox"/> Holiday List <p>Chapter VI: Evaluations and Employee Recognition</p> <input type="checkbox"/> Employee Performance Evaluation System <input type="checkbox"/> Employee Suggestion System Info <p>Chapter VII: Education and Training</p> <input type="checkbox"/> Computer Training <input type="checkbox"/> Employee Educational Assistance <input type="checkbox"/> Governor's Minority Management Training Program <input type="checkbox"/> Kentucky Certified Public Manager <input type="checkbox"/> Office of Governmental Services Center <input type="checkbox"/> Outside Training/Continuing Education <p>Chapter VIII: Employee Benefits</p> <input type="checkbox"/> KY Employee Assistance Program (KEAP) <input type="checkbox"/> Payroll Check Distribution <input type="checkbox"/> Unemployment Insurance <input type="checkbox"/> Worker's Compensation Program <input type="checkbox"/> Personnel Cabinet Wellness Information <p>Chapter IX: Travel</p> <input type="checkbox"/> Travel Regulations Overview	

Part II	Part III
PAYROLL INFORMATION	DISCUSSIONS WITH SUPERVISOR
Time <input type="checkbox"/> Timesheet Instructions <input type="checkbox"/> Pay Dates – 15 th & 30 th <input type="checkbox"/> Pay Check Earnings Statement Taxes <input type="checkbox"/> K-4 <input type="checkbox"/> W-4 <input type="checkbox"/> City Tax Form Pay Options <input type="checkbox"/> Employment Eligibility Verification <input type="checkbox"/> Overtime Compensation Form <input type="checkbox"/> Direct Deposit Form <input type="checkbox"/> Deferred Compensation Info & Brochure Retirement <input type="checkbox"/> Retirement Forms (2001 & 2035) Insurance <input type="checkbox"/> COBRA Notification <input type="checkbox"/> Health Insurance Info & Application <input type="checkbox"/> Health Add/Drop/ Update Forms <input type="checkbox"/> Flexible Spending Account Info <input type="checkbox"/> Life Insurance App & Beneficiary Form <input type="checkbox"/> Dental Insurance Option Info	<input type="checkbox"/> FLSA Status <input type="checkbox"/> Review Position Description <input type="checkbox"/> Orientation to Performance Evaluations* <input type="checkbox"/> Job Responsibilities/Performance Plan <input type="checkbox"/> Annual Increment/Probationary Date <input type="checkbox"/> Cabinet Structure <input type="checkbox"/> Identify Levels of Supervision <input type="checkbox"/> Introduce to Co-workers <input type="checkbox"/> Employee Security Badge <input type="checkbox"/> Introduce to Time Keeper <input type="checkbox"/> Flex Time Information Tour of building: <input type="checkbox"/> Smoking Rooms/Restrooms <input type="checkbox"/> Cafeteria/Canteen <input type="checkbox"/> Emergency Signal Location <input type="checkbox"/> Fire Exit/Tornado Shelter/Assemble Explain use of: <input type="checkbox"/> Telephone <input type="checkbox"/> Copy/Fax Machines <input type="checkbox"/> Computers Explain procedures for: <input type="checkbox"/> Mail <input type="checkbox"/> Supply Requisitions Explain office procedures for: <input type="checkbox"/> Calling In <input type="checkbox"/> Requesting Time Off <input type="checkbox"/> Resignation Notice <input type="checkbox"/> * Performance Evaluation Orientation booklet can be found at: http://personnel.ky.gov/info/empeval/default.htm
Employee Social Security Number / ID # <p style="text-align: center;">— —</p> <p style="text-align: center;">And EMPLOYEE ID #:</p>	
Date of Orientation:	
<p>I acknowledge that I have received access to all Cabinet policies/procedures. I further acknowledge and agree that I am responsible for reviewing these policies/procedures in their entirety within 30 calendar days of training, and must abide by them in their entirety. I will contact my supervisor if I have any questions.</p> Employee Signature: X _____	<p>All items in Part III have been shared with this employee.</p> Supervisor Name (Please Print): _____
Employee phone number including area code and extension:	Supervisor Signature: X _____
	RETURN THIS COMPLETED FORM WITHIN TEN WORKING DAYS TO: For Personnel Cabinet employees: Personnel Cabinet Office of Administrative Services Attention: HR Administration 501 High Street Frankfort, KY 40621



PERSONNEL CABINET

STEVEN L. BESHEAR

GOVERNOR

Governmental Services Center

400 East Main Street
Academic Services Building, 4th Floor West
at Kentucky State University
FRANKFORT, KENTUCKY 40601
Phone (502) 564-8170
Fax (502)564-2732

Nikki R. Jackson

SECRETARY

DATE

(NAME)
(ADDRESS)
(CITY, STATE, ZIP CODE)

Dear (MR / MS LAST NAME)

Thank you again for taking the time to interview with us.

We are excited to announce that we have forwarded our recommendation to (APPOINT / PROMOTE / TRANSFER – personnel liaison to complete) you to the position of (CLASS / TITLE).

Please let us know immediately if anything arises that causes you to no longer be interested in the position. We look forward to working with you in the future.

Sincerely,

(NAME OF LEAD INTERVIEWER)
(TITLE)
(BRANCH, OFFICE)
(ADDRESS)
(CITY, STATE, ZIP CODE)

May 20, 2009



PERSONNEL CABINET

STEVEN L. BESHEAR

GOVERNOR

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Fax (502)564-2732

Nikki R. Jackson

SECRETARY

DATE

(NAME)
(ADDRESS)
(CITY, STATE, ZIP CODE)

Dear (MR / MS LAST NAME)

Thank you again for taking the time to interview with us.

We have completed the interview and selection process for the (TITLE OF POSITION) position in the (BRANCH/DIVISION NAME, CABINET NAME), and the successful candidate has accepted the position.

Although we have chosen another applicant for the position, we appreciate the time you took to meet with us and discuss your qualifications.

Thank you for your interest in our agency. We wish you success in your future career goals.

Sincerely,

(NAME OF LEAD INTERVIEWER)
(TITLE)
(BRANCH, OFFICE)
(ADDRESS)
(CITY, STATE, ZIP CODE)

May 20, 2009

Welcome Email to New Employee, Part I

To: New Team Member

From: Manager

Subject line: Welcome NAME!

Good morning / afternoon NAME:

On behalf of AGENCY and its staff, it is my pleasure to welcome you! Attached you will find a welcome letter from the Personnel Cabinet Secretary, Nikki Jackson. It includes information regarding the Cabinet's mission, vision and values, along with where to find information such as the employee handbook. Also attached is AGENCY's mission, vision and values, which you will become accustomed to in the coming months. At any time you have any questions, please feel free to reach out to any of us, we will do what we can to make your next few months an easy transition into your new career!

Yours in Service,
Manager's Name

*****Part II is an email attachment that includes the Agency's (and Cabinet's) Mission, Vision and Values***

May 20, 2009



PERSONNEL CABINET

STEVEN L. BESHEAR

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Nikki R. Jackson

SECRETARY

Dear new Cabinet Employee (NAME):

Congratulations and welcome to the Personnel Cabinet! We are delighted you are going to join our cabinet as a new {new employee's job title}. Your role is critical in fulfilling the mission of our cabinet.

As you go through the onboarding as well as the orientation process, keep our overall mission in mind: at our Cabinet, we shall be ever mindful of our obligation to serve our customers and to exercise wise stewardship over our critical human resources. Our focus shall be to develop and execute a human capital strategy that truly exceeds your expectations and delivers service and standards that assist you in building your career with our Commonwealth. As our [mission, vision and values](#) emphasize, we shall succeed by continually assessing "what we do", which is the core offerings of our Cabinet; as well as by assessing "how we do it", assuring our work adheres to the highest ethical and trust-building standard.

In his inaugural speech, Governor Beshear challenged all of us to ". . . choose the path of progress. This path will involve new thinking and new ideas. It will require cooperation and patience. . . and it will demand courage". With this renewed sense of cooperation, patience and courage, our Cabinet shall continually seek excellence in the delivery of our services: our [career opportunities portal](#), our [benefit packages](#), the state's [EEO/AA focus](#), our [training and development initiatives](#), or our [cabinet policy directives](#).

Our goal is simple: we aspire to be an employer of choice; to seek the best talent in the state; and to offer, in exchange, a rewarding work environment, one that resonates with meaning, provides a safe social climate, and encourages employees to grow, create, and innovate. This additional link will take you to our [employee orientation handbook](#) that can further assist you. I hope that within the pages of this handbook, you will find everything that you need to help you perform this noble service.

We will do our best to help you become a productive member of our staff through orientation and training. In the next few weeks you will meet many coworkers, supervisors and managers. Feel free to let them know what you need to accomplish your new responsibilities. You will need to refer often to the written information you will receive. Ask your supervisor or contact person from the Office of Administrative Services whenever questions arise.

We are looking forward to a long-term relationship and your success at the Personnel Cabinet.

Yours in Service,
Nikki Jackson

May 20, 2009

PERSONNEL CABINET

Our MISSION

The Personnel Cabinet provides leadership and guidance to attract, develop, motivate and retain a talented, diverse workforce; foster an understanding of and adherence to regulatory requirements; and create a positive, supportive work environment that values all employees.

Our VISION

To be regarded by our employees and stakeholders as a trusted and valuable resource for innovative; accessible and responsive human resource services.

Our VALUES

Integrity

We believe in adherence to the highest standards of conduct and the conviction to do what is legally and morally right.

Quality

We are committed to providing quality customer service. We will continually review our business processes based on customer needs and establish measures by which we will monitor our effectiveness.

Diversity

We believe that embracing people from diverse backgrounds adds to the richness and creativity of our workforce. We will ensure all people have equal access to the Commonwealth's employment opportunities and other human resource services.

Innovation

We are committed to finding new and creative ways to serve our customers. We will apply progressive thinking to our systems, processes and services.

(2008)

Communication Plan

Pre-First Day Telephone Talking Points (for Human Resources, mentor or representative from the hiring department – Hiring Manager)

- Introduce yourself; include where you work within the cabinet
- Explain that you are there to help them through the pre-first day process
- Give them your name, email address and phone number, and let them know you are their “go to” person, and that they can contact you with any questions or concerns
- Briefly explain the process they will go through before their first day. Include any paperwork they will have to complete, any suitability and / or clearance process they will have to engage in, and any other activities that will be required of them
- Contact them immediately prior to their first day to ensure they have received their orientation instructions (if applicable) and to let them know who their assigned mentor is (if not designated contact)
- Reiterate the first day logistics, including any information about lunch and what they will do once orientation / meeting with OAS is over

First Discussion with New Employee: Talking Points

- Introduce yourself and talk about your role in the organization
- Discuss how your office fits into the larger picture and the role it has in supporting the cabinet’s mission, vision and values
- Review the new employee’s job description – discussing the work, who they will work with and performance expectations
- Review the performance plan process
- Review the performance evaluation process
- Distribute employee “checklist” – see “New Employee Arrival” checklist
- Go over what to expect in the next 90 days
- Talk about your style as a manager and expectations for employees who work with you (i.e., prefer emails, phone, face-to-face...). Do you have an “Open Door Policy” or do you prefer people to schedule a time with you in advance? What is your general managerial style? How can someone work best with you?
- Let the new employee know how often they will or should interact with you.
- Ask if they have any questions

Sample Welcome Email Message to Department:

To: Team
Subject: Welcome NEW EMPLOYEE NAME

Dear Team:

Please welcome NAME, TITLE to our team. NAME's first project will be BRIEFLY EXPLAIN.

NAME comes to us from PLACE, where s/he was TITLE / YEARS. Before that s/he worked as TITLE. NAME brings with her/her DESCRIBE experience, knowledge, certifications and the like.

NAME's first day of work is DATE, and s/he will sit it LOCATION. Please stop by and introduce yourself.

Sincerely,

Manager

May 20, 2009

“Serving the People Who Serve the People”

SERVICE FUNDAMENTALS

Manager instructions:

1. Introduce the “Service Fundamentals” by reviewing (in your own words) the information in the overview. (attached)
2. Explain that the Secretary, the Commissioners and Executive Directors, and all the other managers have received both statements.
3. Read the Management statements aloud, and verbalize your commitment to them.
4. Pass out the employee statements with the overview. Give the group time to read them.
5. Read each statement and ask the group questions like: “What does this look like in our department?” “How do we do this for our customers?” “Give me an example of how we do this.”
6. Ask for any questions and concerns anyone in the group may have. Emphasize that these are personal commitments and while they are expectations, no one is going to be trying to “catch” somebody doing something wrong. There is no “I statement” police! If there is a question you can’t answer or a concern that you feel you can’t address, let the employee know that you will find the answer and get back to them by the next day, if possible.
7. Once the questions and concerns have been addressed, encourage them to post them in their cubicle or keep them near their desk as a reminder of their commitment.
8. Post your sheet in a visible location in your office and be sure to look for opportunities to praise employees for demonstrating the behaviors, being very specific about what you saw them say or do.

“Serving the People Who Serve the People”

SERVICE FUNDAMENTALS

The Personnel Cabinet has established our Mission, Vision, and Values to guide our day-to-day interactions with our customers and each other. In order to encourage everyone to live out these ideals, we are asking that every employee consider how their own behavior impacts customers and coworkers.

A group of employees from across the Cabinet developed these 10 statements. They are intended to reflect the core behaviors that are the foundation for excellence. They are phrased as positive, affirmative “I statements” to emphasize the fact that every employee is responsible for providing excellent customer service and creating a positive work environment. In other words, ***“it begins with me!”***

In addition to the list that all employees are asked to commit to, managers will be making additional commitments focused on their role as leaders.

These statements define the core behaviors that everyone is expected to practice at all times. When you exhibit these behaviors, you are affirming your commitment to demonstrate the Cabinet’s values as we fulfill our mission and move toward our vision.

We ask that you place the sheet somewhere as a reminder *to yourself* of the kinds of behavior we all are expected to show every day. And because we have all made these commitments, we should all be willing to hold ourselves and each other accountable as we *“serve the people who serve the people.”*

“Serving the People Who Serve the People”

Service Fundamentals

As a Kentucky Personnel Cabinet employee, I understand my responsibility to provide excellent service to customers and coworkers alike. I hereby affirm my commitment to follow the 10 Service Fundamentals listed below because I understand that...

IT BEGINS WITH ME.

1. I communicate with courtesy, clarity and respect.
2. I show appreciation by saying “thank you.”
3. I do the right thing.
4. I protect our customer’s privacy.
5. I demonstrate pride in the Personnel Cabinet
6. I display a positive attitude.
7. I encourage and support my co workers.
8. I own and immediately resolve customer problems.
9. I demonstrate professionalism in my appearance, language and behavior.
10. I communicate my ideas for making improvements.



“Serving the People Who Serve the People”

Management Fundamentals

As a Kentucky Personnel Cabinet employee and manager, I understand my responsibility to provide excellent service to customers and my obligation to model appropriate behaviors. I hereby affirm my commitment to follow the 10 Management Fundamentals listed below because I understand that...

IT BEGINS WITH ME.

1. I follow the 10 employee “I statements.”
2. I provide opportunities for my employees to learn and grow.
3. I show appreciation to my employees.
4. I want my employees to achieve success.
5. I empower my employees.
6. I treat my employees equally.
7. I understand my employee’s workload, tasks and needs.
8. I communicate with my employees daily.
9. I make work enjoyable.
10. I encourage suggestions and ideas to help our group be more creative.



I will support the Personnel Cabinet's Journey to Wellness by:

- Showing my commitment by participating in the Health Fair and other Wellness Programs through the year;
- Encouraging my employees and co-workers through positive support;
- Allowing and encouraging my employees to participate in the Wellness Programs and promoting team captains or Wellness Champions in our department;
- Rewarding success through recognition and celebration by sending affirming messages throughout the organization (not just my department) and recognizing successes in meetings;
- Encouraging my employees to attend at least one Lunch N Learn program;
- I will honor our Cabinet's Healthy Eating Policy;
- Supporting employees by allowing them 30 minutes 3 days per week to exercise;
- Set goals for participating in the wellness programs within my department;
- Include wellness at part of our staff meetings;
- Suggest a highly motivated energetic employee to be our wellness mentor.



FAVORITES LIST

NAME: _____

DEPARTMENT: _____

ADDRESS: _____

BIRTHDAY: _____

SPECIAL DATES / ANNIVERSARY:

COMPANY: _____

DEPARTMENT: _____

WEDDING: _____

OTHER: _____

FAVORITE DRINK: _____

FAVORITE SNACK: _____

FAVORITE DESSERT: _____

FAVORITE MOVIE: _____

FAVORITE COLOR: _____

FAVORITE RESTAURANT: _____

FAVORITE MUSIC: _____

FAVORITE STORE: _____

FAVORITE SPORTS TEAM: _____

T-SHIRT SIZE: _____

DREAM JOB: _____

DREAM VACATION _____

FAVORITE ACTOR/ACTRESS _____

HOBBIES: _____

RELAXING ACTIVITIES: _____

ANY OTHER THINGS YOU THINK I SHOULD KNOW THAT YOU LIKE:

Sample Employee 1st Day Schedule:

NEW EMPLOYEE FIRST DAY AGENDA

- 8:00 a.m.** Please report to the _____ Building, in
Office of Administrative Services/ Human Resources, _____ Floor.
- 8 – 9 a.m.** In-processing. Complete required paperwork and receive informational
material.
- 9 a.m.** Meet with hiring manager. Brief tour of cabinet / agency.
- 10 a.m.** Visit department, team and workstation. Brief department overview with
Supervisor, Sponsor, and/or coworkers.
- Noon** **Lunch**
- 1 p.m.** Work with Hiring Manager to overview cabinet policy and procedures
- 3 p.m.** Meet with mentor
- 4 p.m.** Review workstation, computer, email for proper functioning
- 4:30 p.m.** Work day ends

Note: Times are approximate and may vary

Employee Orientation: Date / Time Confirmation:

Greetings everyone:

It is our pleasure to welcome you to the Personnel Cabinet's Employee Orientation. The event is scheduled for

Mark your Calendar!

DATE _____

TIME _____

LOCATION (i.e., _____ Room) _____
_____ Building

In addition to meeting with the Office for Administrative Services / Human Resources, your department staff and receiving information regarding our policies and procedures, benefits and performance evaluations, the orientation provides an opportunity for new employees to personally meet members of the Cabinet. Additionally, you will receive an overview of the Cabinet, the cabinet structure, and our new Mission, Vision and Values.

For information on how to obtain an electronic version of the Personnel Cabinet Employee Handbook and the Personnel Cabinet Orientation Worksheet, please visit our website at <https://extranet.personnel.ky.gov/resources/>

At the Cabinet, we shall remain ever mindful of our obligation to serve our customers and to exercise wise stewardship over our critical human resources. Our focus shall be to develop and execute a human capital strategy that truly exceeds your expectations and delivers service and standards that assist you in building your career with our Commonwealth. As our mission, vision and values emphasize, we shall succeed by continually assessing "what we do", which is the core offerings of our Cabinet; as well as by assessing "how we do it", assuring our work adheres to the highest ethical/trust-building standard.

Congratulations and welcome to the Personnel Cabinet!

Serving the People who Serve the People

May 20, 2009