# Onboarding Essentials

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Onboarding Essentials Overview

We want all new employees at UVA Medical Center to feel they made a great decision to join our organization. From their first communication with us, through the interview process and then during their first year of employment, we want new employees to feel welcomed, informed, and engaged.

The experience for some newly-hired employees, however, can feel like an information void due to lack of communication and involvement during their initial stages of employment. This can cause undue stress for employees that may result in unnecessary turnover. In fact, our internal metrics have shown that a large majority of the voluntary turnover at UVA Medical Center occurs within the first year of employment. Further research shows that new employees often report that they did not feel they received adequate attention from their managers during the first year of employment.

Research also confirms that new employees become productive members of the team quicker when they feel accepted and prepared for their jobs. Successful onboarding increases new employees’ self-confidence by helping them successfully navigate their new environment. This confidence motivates new employees to do their job well, improving patient care and job satisfaction.

A team of best practice managers within the Medical Center worked collaboratively with UVA Medical Center Human Resources to develop a program that not only brings consistency to the way we onboard new employees, but it also promotes a more personalized approach through increased communication and meaningful involvement. This team researched best practices within our organization as well as other healthcare and non-healthcare organizations. Based on this research, Uteam Onboarding Essentials was developed to meet the needs of new employees from the time they apply for a position to the end of their first year. The program has the following four components and expected outcomes:

- **Hire for Fit**: Improved screening and selection of new employees who share our values
- **Welcome & Assimilate**: Enhanced effectiveness earlier in the new employee’s career
- **Follow-Up for Success**: A reduction in voluntary turnover and increased employee engagement
- **Reward & Reaffirm**: A loyal workforce more inclined to embrace inclusiveness and initiate positive change
We live our RISE values in all that we do...

Onboarding Essentials demonstrates RISE in the following ways:

**Respect**
We recognize the dignity of every person by:

- Treating all employees as individuals
- Sending a strong message that we care about new employee onboarding
- Decreasing assimilation time which maximizes new employee comfort and confidence
- Creating an inclusive and welcoming environment

**Integrity**
We demonstrate honesty, fairness and trust by:

- Providing a consistent process for onboarding new employees
- Developing an environment where employees place the patient first
- Creating a culture that others want to emulate
- Being transparent in our communication

**Stewardship**
We manage resources responsibly by:

- Providing a consistent process for onboarding new employees
- Providing tools and resources to increase employee productivity
- Creating a culture that others want to emulate
- Being transparent in our communication

**Excellence**
We work at the highest level of performance, with a commitment to continuous improvement by:

- Improving quality outcomes through well-trained new employees
- Providing support for new employees’ growth and development
- Ensuring new employees embrace teamwork and collaboration
- Improving the overall employment experience and perceptions of UVA Medical Center
**Timeline of Activities**

**Hire for Fit**  
*Vacancy — Start Date*

- Pre-hire
  - Conduct peer interviews and job shadows
  - Utilize behavioral-based interviewing practices
  - Review the new employee’s profile and share appropriate information with existing team

**Welcome & Assimilate**  
*Start Date — Month 3*

- Pre-hire
  - Prepare for the arrival of new employee by utilizing the pre-hire checklist

  **Week 1/Week 2**
  - New Employee Orientation lunch
  - Prepare welcome resources and coordinate a welcome event
  - Meet one-on-one with the new employee utilizing the new employee meeting guide (Week 1/Week 2)
  - Arrange for the new employee to have a “Buddy”

  **Month 1**
  - Meet one-on-one with the new employee utilizing the new employee meeting guide (Month 1)

  **Month 3**
  - Meet one-on-one with the new employee utilizing the new employee meeting guide (Month 3)

**Follow-up for Success**  
*Month 6 — Year 1*

- Encourage the new employee to provide feedback via the confidential surveys

  **Month 6**
  - Meet one-on-one with the new employee utilizing the new employee meeting guide (Month 6)

  **Year 1**
  - Meet one-on-one with the new employee utilizing the new employee meeting guide (Year 1)

**Reward & Reaffirm**  
*Ongoing*

- Utilize the Uteam Celebration Toolkit to recognize and reward the new employee’s contributions

  **Month 6**
  - Allow time for the new employee to attend the 6-month celebration
Hire for Fit

Hire for Fit
Vacancy — Start Date

Welcome & Assimilate
Start Date — Month 3

Follow-up for Success
Month 6 — Year 1

Reward & Reaffirm
Ongoing
The Onboarding process begins as soon as a vacancy occurs. The perceptions created by the organization and the department, the manner in which the interviews are conducted, and the processes for selection are all critical elements to choosing the best candidate for your vacant position. Careful consideration given during the “Hire for Fit” stage will help to ensure that you are hiring employees who not only support the mission, vision, and values of UVA Medical Center but also help us to achieve top performance.
Resources & Tools

UVA Medical Center Hiring Process
Research has shown that over 70% of hospital new hire turnover occurs as a result of poor fit, not technical ability. Improved hiring processes have been designed to increase collaboration during the selection process for the hiring manager, the recruitment team, but most importantly, the new hire.

- **Hiring the Best: Recruitment & Hiring Manager Partnership**: A four-part guide for hiring managers that covers the UVA Medical Center recruitment strategy, standards and expectations, the process for sourcing candidates, and best practices for internal communications.
- **UVA Medical Center Expectations Agreement**: UVA Medical Center’s mission, vision, and specific behaviors that demonstrate the R.I.S.E. values. A form to guide discussions and gain commitment during the one-on-one New Employee Meetings.
- **Required Interview Training**: In order to participate in the interview process, all hiring managers and designees (i.e., Peer Interviewers, Physicians, etc.) must complete EOP’s University Staff Hiring Official Training. Individuals in a management job class (supervisor and above with the exception of some Lead job titles) will be auto-enrolled on a 24-month cycle in the Learning Management System to complete the course. Leaders participating in an Executive Level (Associate Chief and above) Search Committee must also complete EOP’s Search Committee Training. Note: This course will not be auto-enrolled. In the LMS search for “Equal Opportunity Program (EOP) University Hiring Training” and select the one designated for search committees.
- **Behavioral-Based Interviewing**
  Past experiences and behaviors are the best predictor of future performance. Behavioral-based interviewing helps to uncover specific examples of how a candidate has performed in similar situations in the past.
  - **Applicant Assessment Tool (Training Manual)**: A detailed overview of the applicant assessment tool, a pre-employment assessment that identifies the best candidates in terms of customer service, retention, and job performance.
  - **Applicant Assessment Tool (Video)**: A brief overview for hiring managers that explains the applicant assessment tool and its role in the interview process.
  - **Behavioral-Based Interview Questions**: A repository of behavioral-based interview questions organized by competency.

Hire for Fit

Past performance is the best indicator of future performance.
Hire for Fit

Peer Interviewing
Including members of the work group in the hiring process (‘peer interviewing’) helps to increase buy-in from the existing employees and gain support for the new employee. It is best practice to conduct peer interviews for all positions.

- **Peer Interviewing Expectations:** A detailed explanation of each step in the peer interviewing process.
- **Preparing for Peer Interviewing Checklist:** A checklist to help hiring managers prepare for the peer interview.
- **Training PPT for Peer Interviewers:** A PowerPoint overview to help educate those selected as peer interviewers.
- **Decision Matrix:** An evaluation form for recording and documenting peer interviews.
- **Required Interview Training:** Any individuals participating in the interview process must complete EOP’s University Staff Hiring Official Training. Any designees not in a management job class will need to self-enroll in the training on a 24-month cycle in the Learning Management System. In the LMS and search for "Equal Opportunity Program (EOP) University Hiring Training".

Peer interviewing helps to increase buy-in and support for the new employee.

Job Shadowing
Job shadowing allows a prospective employee the chance to observe and ask questions about the job before a formal offer is made. This provides the candidate with an opportunity to see firsthand what the position really entails and it gives the team a chance to see how the candidate reacts in the environment.

- **Job Shadowing Expectations:** A detailed explanation of each step in the job shadowing process.
- **Preparing for Job Shadowing Checklist:** A checklist to help hiring managers prepare for the job shadow.
- **Job Shadowing Observation Form:** A form for recording and documenting the areas, skills, and questions discussed with the candidate during the job shadow.
- **Medical Center Shadowing Agreement:** Candidates shadowing in patient care areas must complete this form. A copy must be saved as part of the interview documentation.
Hire for Fit

Select Templates/Tools

- UVA Medical Center Expectations
- Activity 1: Interview Documentation
- Applicant Assessment Tool
- Peer Interviewing Decision Matrix
- Job Shadowing Observation Form
Welcome & Assimilate

Hire for Fit
Vacancy — Start Date

Welcome & Assimilate
Start Date — Month 3

Follow-up for Success
Month 6 — Year 1

Reward & Reaffirm
Ongoing
New employees need to understand their role and what is expected of them to feel socially comfortable and accepted within the department. It is important for new employees to also understand the UVA Medical Center culture by learning departmental norms, organizational practices, goals and values. The Welcome & Assimilate process ensures that new employees have the information, access, tools and other resources they need to effectively carry out their duties. Purposeful action on behalf of the manager also helps to improve the level of teamwork and engagement throughout the department.

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**Role of the Manager**

- Gain an understanding of each component in the Welcome & Assimilate section
- Utilize the New Employee Profile to gain a better understanding of the employees' preferences
- Conduct one-on-one New Employee Meetings to ensure you are covering appropriate information and responding accordingly to the employees’ needs
- Arrange a “Buddy” for new employees
- Prepare welcome resources and conduct a welcome event
- Model behaviors of a welcoming and inclusive environment. Coach employees who do not contribute to the desired environment.
Welcome & Assimilate

Resources & Tools

Pre-hire
Before a new employee arrives, it is critical to plan in advance so he/she can “hit the ground running”

- **Pre-hire Checklist**: A list of recommended tasks to complete in preparation for the new employee’s arrival (e.g., arranging appropriate systems access, preparing welcome resources, etc.).

Buddy Program
Each new employee is assigned a “Buddy” — someone different than their preceptor, a peer who can answer questions about the work environment, culture, resources, and serve as a friend. We know that the new employee needs help integrating into the department, as this is directly correlated to our engagement and turnover.

- **Buddy Program Expectations**: A detailed overview of the Buddy Program.
- **Buddy Checklist**: A recommended list of activities to help the buddy orient and welcome the new hire.

New Employee Meetings
Guides to help managers ensure they are covering the right information at the right time. Scripted questions are also provided to help glean information about the employee’s onboarding experience.

- **Week 1/Week 2 Meeting Guide**: A recommended list of items to cover and specific questions to ask the employee during the 1st one-on-one meeting (conducted within the employee’s first or second week on the job).
- **Month 1 Meeting Guide**: A recommended list of items to cover and specific questions to ask the employee during the 2nd one-on-one meeting (conducted within the employee’s first month on the job).
- **Month 2 Meeting Guide**: A supplemental list of items specific to Registered Nurses.
- **Month 3 Meeting Guide**: A recommended list of items to cover and specific questions to ask the employee during the 3rd one-on-one meeting (conducted once the employee reaches three months of employment).

*Month 4 and Year 1 New Employee Meeting Guides are found under the Follow Up for Success section*

The new employee meetings help to establish relationships built on a foundation of trust.

www.healthsystem.virginia.edu/pub/human-resources/leadership-tools/onboarding/
Welcome Resources Toolkit

A repository of resources to help welcome and guide a new employee. Samples and templates are provided for most documents as a convenience to the hiring department. It is important to modify the documents so that the information is specific and relevant to your department.

- **Sample Welcome Letters**: Sample language that can be used to draft a thoughtful and effective departmental welcome letter.
- **Welcome Letter Template**: A fillable template for creating your own departmental welcome letter.
- **UVA Medical Center Expectations Agreement**: A form to guide discussions and gain commitment during the one-on-one New Employee Meetings. A signed copy must be retained in the employee's departmental file.
- **Sample Department Overviews**: Sample language that can be used to draft an informative and inspiring departmental overview.
- **Department Overview Template**: A fillable template for creating your own departmental overview.
- **Weekly Schedule Template**: A fillable document used to outline the employee's schedule during the first couple of weeks.
- **ClairVia Web Quick Reference Guide**: A reference guide for making requests in the ClairVia scheduling system.
- **Department Directory Template**: A template for creating a departmental directory.
- **Clocking Instructions**: Step-by-step instructions for clocking in and out of work.
- **PTO Request Form**: A sample form for employees to request leave.
- **Equipment List Template**: A template for tracking Medical Center property (e.g., keys, VPN, laptop, etc.).
- **Guided Department Tour Template**: A fillable template for conducting a guided tour of the department and pertinent areas within the Medical Center.
- **Independent Department Tour Template**: A fillable template for conducting an independent tour of the department and pertinent areas within the Medical Center.
- **50 Things to Enjoy in Charlottesville**: An overview of the unique events and activities that occur in the Charlottesville area.
Welcome Event
Welcome events demonstrate appreciation and commitment to the new employee. Welcome events also help to promote inclusiveness and excitement amongst the team. A welcome event should be conducted shortly (1-2 weeks) after new employees arrive.

- **Welcome Event Overview**: A list of suggestions for welcoming a new employee into your department. There is not a prescribed formula on how to conduct a welcome event, so creativity is encouraged.

New Employee Identifiers
To help identify and assimilate new employees, each new hire will be asked to complete an Employee Profile to gain a better understanding of preferences, interests, and career goals. New employees will wear a special ID Badge Holder obtained at New Employee Orientation during their first 6 months on the job so existing employees can notice and welcome them to the organization.

- **New Employee Profile**: An electronic survey that asks for additional insight about the new employee’s preferences and career goals. The new employee completes the survey during his/her pre-employment process and the information is sent directly to the hiring manager prior to the official start date. This profile helps the department establish early connections with the new employee.

- **ID Badge Process for New Hires**: An overview of the new employee ID badge process (worn during the first 6 months of employment).
Welcome & Assimilate

Select Templates/Tools

- Pre-hire Checklist
- New Employee Profile
- ID Badge Process for New Hires
- Activity 2: Welcome Resources/Welcome Event
- Activity 3: New Employee Meetings
  - Week 1/Week 2 Meeting Guide
Follow-up for Success

- Hire for Fit
  Vacancy — Start Date
- Welcome & Assimilate
  Start Date — Month 3
- Follow-up for Success
  Month 6 — Year 1
- Reward & Reaffirm
  Ongoing
New employees are vital in helping organizations achieve goals, represent values and move the organization forward. Continued onboarding through the first year leads to this success. To ensure new employees are fitting in well and contributing to the success of the UVA Medical Center, they are given the opportunity to ask questions and provide feedback on their experience. This feedback will help the employees feel invested in their position and help to improve the department’s onboarding practices. The ultimate failure of any onboarding program is turnover within the first year.

**Role of the Manager**

- Gain an understanding of each component in the Follow Up for Success section
- Reinforce your ongoing support of the new employees
- Continue meeting one-on-one with new employees to ensure you are covering appropriate information and responding accordingly to his/her needs
- Ask the new employees for feedback on your departmental onboarding program and make appropriate changes based on their suggestions
- Partner with Human Resources to continuously improve your department’s onboarding program
Resources & Tools

New Employee Meetings
Guides to help managers ensure they are covering the right information at the right time. Scripted questions are also provided to help glean information about the employee’s onboarding experience. This process helps to establish relationships built on a foundation of trust.

- **Month 4 Meeting Guide**: A supplemental list of items specific to Registered Nurses.
- **Month 6 Meeting Guide**: A recommended list of items to cover and specific questions to ask the employee during the 4th one-on-one meeting (conducted once the employee reaches six months of employment).
- **Year 1 Meeting Guide**: A recommended list of items to cover and specific questions to ask the employee during the 5th one-on-one meeting (conducted once the employee reaches one year of employment).

*Week 1/Week 2 — Month 3 New Employee Meeting Guides are found under the Welcome & Assimilate section*

Opportunities for employees to provide confidential feedback
To ensure the onboarding program meets the needs of our new employees, a confidential survey will be deployed to solicit feedback about their experience. Appropriate changes will be made to the program when necessary. In addition, information will be passed to UVA Medical Center leadership to assure accountability and to assist managers with their onboarding processes.

The survey will be sent to the new employee one month following New Employee Orientation. Survey questions focus on the employee’s experiences with recruitment, interviewing, and orientation.
Follow-up for Success

- Hire for Fit
  - Vacancy — Start Date
- Welcome & Assimilate
  - Start Date — Month 3
- Follow-up for Success
  - Month 6 — Year 1
- Reward & Reaffirm
  - Ongoing

Select Templates/Tools
- Confidential Survey 1
- Confidential Survey 2
Reward & Reaffirm

- Hire for Fit: Vacancy — Start Date
- Welcome & Assimilate: Start Date — Month 3
- Follow-up for Success: Month 6 — Year 1

Reward & Reaffirm: Ongoing
As leaders of the organization, you have the ability to develop and shape our culture of caring by positively impacting the employee experience in a single moment. This section builds upon our current Uteam Recognition and Rewards program. Building recognition behaviors into your day-to-day routine will help to reaffirm in the employees’ mind that they made the right choice to work for UVA Medical Center. It is important to always recognize efforts and reward results.

**Role of the Manager**

- Gain an understanding of each component in the Reward & Reaffirm section
- Ensure your new employees have time to attend their 6 month celebration
- Understand new employees’ recognition preferences and reward them accordingly
- Acknowledge significant milestones and accomplishments.

**Recognize efforts — reward results.**
Resources & Tools

6-Month Celebration

New employees who have reached 6 months of employment will be recognized by the senior leader of their assigned area. Senior leaders will receive a packet including the employees’ new ID badge as well as talking points to solicit feedback about their onboarding experience. The event aims to recognize the employee as well as illustrate senior leadership’s commitment to the success of each new employee.

- 6-Month Celebration Overview: A detailed overview of the 6-Month Celebration.

Additional resources for recognizing and rewarding your employees can be found in KnowledgeLink via the following paths:


- Human Resources/Employee Recognition: Information about the centralized programs available to UVA Medical Center employees.
Reward & Reaffirm

Hire for Fit
Vacancy — Start Date

Welcome & Assimilate
Start Date — Month 3

Follow-up for Success
Month 6 — Year 1

Reward & Reaffirm
Ongoing

Select Templates/Tools

- 6-Month Celebration
- Activity 4: UTeam Recognition