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# Executive Branch Onboarding Procedure

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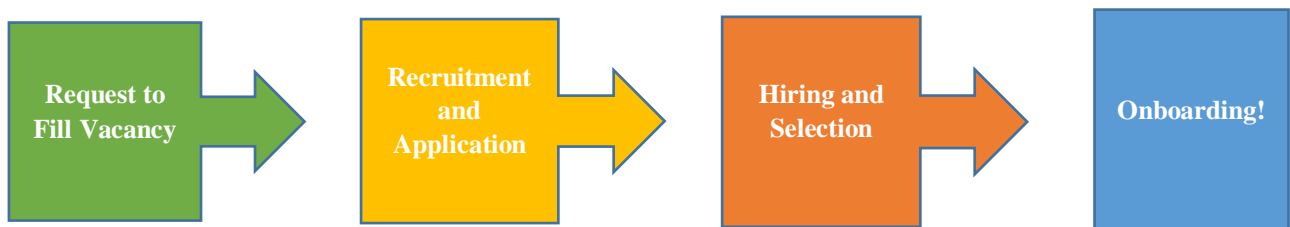
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## Introduction

A great amount of time and effort is dedicated to filling positions. From identifying the need and requesting to fill the position, to posting and attracting interest to the job, to reviewing the candidates and making a selection that best fits the needs of our agencies, it's safe to say we all have a vested interest in retaining talent once we find it. A large piece of that potential for retention is based on first impressions. The effort we put into finding and selecting talent should extend beyond an employee's acceptance of the job offer and into preparing for their arrival and even first year. With proper planning, a positive experience can be cultivated and can greatly influence the new employee's job satisfaction, the employee and agency's collective success, as well as the employee's commitment not only to the agency but to the Commonwealth.

The appointment process for a new employee is extensive. See below for a description of the various stages and the importance of each, in order to understand the value in a successful onboarding experience.



### ***Request to Fill Vacancy***

The initial stage involves a needs assessment where a hiring manager/supervisor realizes that a vacancy must be filled. Whether the vacancy was created by establishing a new position or from an employee's promotion or separation, it's determined that filling the position is critical to the success of the agency.

Necessary internal approvals are obtained. If the position is merit and the agency wishes to fill the vacancy via a competitive register, a Request for Merit Hiring Action is submitted to the Personnel Cabinet for review. If approved, the *recruitment* stage begins.

### ***Recruitment and Application***

A good advertisement should tell about the job requirements and expectations (required knowledge, skills, and abilities), as well as the organization's mission, vision, values, and culture. By providing this realistic preview, potential candidates can better determine if they are a good fit for the role and the agency.

The job advertisement is posted on the Personnel Cabinet's careers website at [Careers.ky.gov](https://careers.ky.gov) for a minimum of 10 days. Agencies may request that the posting also be shared on the Personnel Cabinet's Career Opportunities Facebook page as well as the enterprise LinkedIn page. Agencies should be sure to share/like these postings on their accounts as well.

During this period, potential candidates are considering applying and possibly contacting the hiring agency for job details. Those with interest are applying. Applications submitted to the job advertisement are available to the agency for immediate review.

### ***Hiring and Selection***

Agencies should prepare for the interview process while waiting for the job advertisement to close. Establishing screening criteria for the applicants is vital. In addition to conducting a preliminary review of qualifications for jobs with minimum requirements, this will be the basis for determining which applicants possess adequate knowledge, skills, and abilities to be considered for an interview. Using the position description, interview questions should also be developed and an interview panel should be assembled.

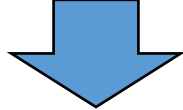
Once the job closes and applicants have been screened, following procedures related to reemployment candidates and applicants with Veterans' Preference, interviews are scheduled and conducted.

Once a viable candidate has been selected by the agency and passed the minimum qualification review and background check by the Personnel Cabinet, a recommendation is submitted for approval. If the request is authorized, a conditional offer of employment is made and upon acceptance with a tentative start date established, the action is processed for the Personnel Cabinet's final approval.

***Orientation and Onboarding***

With approval of the Personnel Cabinet, the appointment is confirmed and the onboarding procedure begins.

Steps are outlined within this procedure document and are vital to the successful onboarding of the new employee and establishing a good first impression!



***Phase I: Preboarding***

The first phase of onboarding begins prior to the employee's start date. It includes launching orientation tasks to the employee through the onboarding module within MyPURPOSE as well as internal preparations to onboard the employee within the agency.

***Phase II: Orientation and Onboarding***

This stage begins when the employee arrives and extends throughout their first year.

Continue reading to learn more.

## Overview of the Orientation and Onboarding Procedure

Orientation and onboarding, collectively referred to as Onboarding, is the process of bringing a new employee into an organization and preparing the employee for success. It's a strategy-based process, which extends beyond the scope of human resources. It can take up to a year to complete, as it requires a number of individuals to participate and addresses items such as information gathering, training, networking, and provisioning of resources. Onboarding is an interactive process between the organization and the employee and can differ among employees based on their job duties.

Onboarding is intended to engage new employees and help them build positive relationships within the organization. It should teach the organization's mission, vision, values, and culture as well as explain processes, policies, and procedures to give ample opportunity for success. Performance expectations should be explained with feedback being provided regularly.

This document describes the onboarding procedure for positions in the Executive Branch. Unless otherwise noted, the steps outlined are required for all new appointments. If necessary, agencies may make minor adjustments to the arrangement of the procedure or add additional steps, to meet their individual needs. Agencies should ensure there is a standard and consistent process for continuing the orientation and onboarding of an employee at the agency level.

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### Purpose of an Enterprise Onboarding Procedure

- Ensures consistency with enterprise-required material and training being provided to all new employees across the Commonwealth and how/when it is delivered.
- Streamlines and provides efficiency in having automated tasks assigned to the new employee which can be monitored by agency HR office.
- Provides formal welcome to state government, provided by the Governor and Personnel Cabinet Secretary.

### Roles and Responsibilities

A number of people play a part in the onboarding procedure. See below for a list of roles and the associated responsibilities.

<b><i>Roles</i></b>	<b><i>Responsibilities</i></b>
Personnel Cabinet - Department of Human Resources Administration	<ul style="list-style-type: none"><li>• Oversees and provides guidance on the enterprise orientation and onboarding procedure. Specifically supports the onboarding module within MyPURPOSE, which involves developing and delivering:<ul style="list-style-type: none"><li>○ Orientation tasks and reminders (forms and acknowledgement) for employees and managers</li><li>○ Enterprise training and tutorials</li><li>○ Employee Handbook</li><li>○ Welcome messages from Governor and Secretary of Personnel Cabinet</li></ul></li></ul>
Finance and Administration Cabinet – Commonwealth Office of Technology	<ul style="list-style-type: none"><li>• Supports the Enterprise Identity Management Systems for consolidated agencies, as it relates to the provisioning of employee technology needs based on action approvals.</li></ul>

Cabinet Secretaries/Agency Heads/Appointing Authority Designee	<ul style="list-style-type: none"> <li>• Provides appropriate approval of actions in order to support the entire appointment process and subsequent orientation and onboarding procedure.</li> </ul>
Agency Hiring Manager/Supervisor	<ul style="list-style-type: none"> <li>• Works with agency HR to submit proper and timely requests for appointment and provisioning of necessary equipment and technology.</li> <li>• Prepares and/or works with agency HR to create onboarding and training plans for employee. Includes immediate and 30-60-90 day plans.</li> <li>• Makes contact with employee, prior to hire date, to welcome the employee to the team and provide guidance for arrival. (parking, entrance, etc.)</li> <li>• Notifies team of new employee's pending arrival.</li> <li>• Assigns a Peer Partner to help new employee upon arrival (where to find things, where to take breaks/get lunch, etc.)</li> <li>• Monitors and provides reminders to complete orientation and onboarding tasks.</li> <li>• Explains Employee Performance Evaluation process if and when appropriate.</li> </ul>
Agency Human Resources/Benefits Coordinator	<ul style="list-style-type: none"> <li>• Facilitates appointment process – hiring packet, action processing (KHRIS &amp; MyPURPOSE) – prompting automated letters for confirmation and onboarding.</li> <li>• Monitors for completion of orientation tasks and training within the onboarding module of MyPURPOSE. (Processes necessary forms submitted via workflow to them upon completion)</li> <li>• Assists hiring manager/supervisor with onboarding and training plans.</li> <li>• Oversees provisioning of necessary equipment and technology, badges, parking permit, etc.</li> <li>• Ensures employee is aware of all agency HR-related contacts and resources.</li> <li>• Assists with benefits enrollment and ensures deadlines are met.</li> </ul>
Agency Human Resources/Training Liaison	<ul style="list-style-type: none"> <li>• Works with Agency HR and hiring manager/supervisor to identify and enroll employee in required enterprise and agency training.</li> <li>• Educates employee on ability and process to enroll in certain training on their own and how to request other training.</li> </ul>
Peer Mentor (optional)	<ul style="list-style-type: none"> <li>• With hiring manager/supervisor, welcomes employee on first day.</li> <li>• Introduces employee to co-workers.</li> <li>• Helps employee become familiar with facility and local area (lunch/break locations).</li> <li>• Is available for questions and guidance requested by employee.</li> </ul>

Employee	<ul style="list-style-type: none"> <li>• Completes necessary paperwork and training according to deadlines.</li> <li>• Is engaged during the process, asking questions when necessary.</li> <li>• Seeks and is receptive to feedback during the process.</li> </ul>
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## Phases of Onboarding

Onboarding consists of two phases with a number of checkpoints for various tasks. Continue reading for details on each.

PHASE I: Preboarding	PHASE II: Onboarding				
Appointment Approved	Hire Date				1 Year
	Month 1	Months 2-6		Months 7-12	
	Week 1	Week 2	Week 3	Week 4	

### Phase I: Preboarding

Once internal approval has been obtained from the Appointing Authority, the appointment action submitted in KHRIS, and necessary recruitment tasks are complete, preboarding may be launched. This phase contains preparatory tasks for the agency, but also offers an opportunity for the new employee to prepare for their first day!

**NOTICE:** Be advised that the ability to launch onboarding based on internal approvals does not alter the process for receiving final approval from the Personnel Cabinet. In the event that preboarding/onboarding begins and an appointment is rejected, steps not cancel onboarding and purge data will be taken.

Below is a high-level summary of those tasks including when they should be completed and by whom. Detailed checklists are available within the Resources section of this procedure document. Tasks listed with an asterisk (\*) indicate a template or sample is also available within the same section.

Checkpoint	Who	Tasks
Before arrival	Human Resources	<ul style="list-style-type: none"> <li>• Confirmation letter* is sent to the employee providing necessary details pertaining to employment.</li> <li>• Onboarding (ONB) is launched within MyPURPOSE, tasks are released to employee and manager.</li> </ul>
	Human Resources Manager	<ul style="list-style-type: none"> <li>• Prepare workstation, complete internal updates, and schedule tasks/events for employee's arrival.</li> </ul>
	Manager	<ul style="list-style-type: none"> <li>• Make contact to welcome* the employee.</li> <li>• Notify* staff of new employee's pending arrival.</li> <li>• Assign* Peer Mentor (optional).</li> <li>• Review job description and create 90-day plan*.</li> </ul>

	Employee	<ul style="list-style-type: none"> <li>• May volunteer to begin preboarding.</li> </ul>
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## Phase II: Onboarding

The employee has arrived! This phase starts with a continuation of orientation tasks and begins the start of true onboarding, with tasks and training to be completed at various checkpoints.

Below is a high-level summary of those tasks including when they should be completed and by whom. Detailed checklists are available within the Resources section of this procedure document. Tasks listed with an asterisk (\*) indicate a template or sample is also available within the same section.

<i>Checkpoint</i>	<i>Who</i>	<i>Tasks</i>
1 <sup>st</sup> Day	All	<ul style="list-style-type: none"> <li>• Greeting and introductions to immediate/direct staff should occur and a tour of the facility should be given (if applicable).</li> </ul>
	Human Resources	<ul style="list-style-type: none"> <li>• Monitor ONB task completion in MyPURPOSE.</li> <li>• Complete I-9.</li> </ul>
	Human Resources Manager	<ul style="list-style-type: none"> <li>• Provide credentials, badge, etc.</li> <li>• Assign training (enterprise and agency required).</li> </ul>
	Manager	<ul style="list-style-type: none"> <li>• Provide employee checklist.</li> <li>• Share agency mission, review job description and schedule of activities and other tasks.</li> </ul>
	Peer Mentor (opt)	<ul style="list-style-type: none"> <li>• Greet employee and offer assistance.</li> </ul>
	Employee	<ul style="list-style-type: none"> <li>• Continue with remaining ONB tasks and training in MyPURPOSE.</li> <li>• Provide verification of employment eligibility to HR (I-9).</li> </ul>
Within 1 <sup>st</sup> Week	All	<ul style="list-style-type: none"> <li>• Continue with introductions as necessary.</li> </ul>
	Human Resources	<ul style="list-style-type: none"> <li>• Continue monitoring for ONB tasks and training completion.</li> <li>• Meet with employee to discuss outstanding ONB tasks, review Employee Handbook and other policies and procedures, and discuss benefits and process for enrollment (ESS).</li> <li>• Set-up direct deposit, using completed form in MyPURPOSE.</li> </ul>
	Manager	<ul style="list-style-type: none"> <li>• Provide additional agency information: cabinet overview (org chart), emergency procedures, internal leave/call-in/dress code/etc.</li> <li>• Continue working with employee to understand the job requirements, and expectations.</li> <li>• Ensure employee has access to items needed to successfully perform job.</li> <li>• Continue discussing activities/tasks and prepare for second week.</li> </ul>
	Peer Mentor (opt)	<ul style="list-style-type: none"> <li>• Continue to check-in with employee regularly to offer assistance and guidance as needed and as directed by manager.</li> </ul>
	Employee	<ul style="list-style-type: none"> <li>• Complete remaining ONB tasks and training.</li> <li>• Enroll in benefits, if applicable.</li> <li>• Continue meeting with HR to complete onboarding tasks.</li> <li>• Continue meeting with manager and other staff, as directed, to continue job training and tasks.</li> </ul>
Within 1 <sup>st</sup> Month	Human Resources	<ul style="list-style-type: none"> <li>• Ensure all enterprise ONB tasks, training, and benefits enrollment (if applicable) are completed.</li> <li>• Check in with employee and gather feedback on their experience to-date with the onboarding process.</li> </ul>



	Human Resources Manager	<ul style="list-style-type: none"> <li>Determine if any additional training is needed.</li> </ul>
	Manager	<ul style="list-style-type: none"> <li>Meet with other staff to gauge employee's assimilation into the group.</li> <li>Continue to meet with employee and discuss workload and any need for resources and/or training.</li> <li>Give feedback on employee's performance and discuss successes and issues experienced.</li> </ul>
	Peer Mentor (opt)	<ul style="list-style-type: none"> <li>Continue to check-in with employee regularly to offer assistance and guidance as needed and as directed by manager.</li> </ul>
	Employee	<ul style="list-style-type: none"> <li>Complete all remaining ONB tasks and training, contact HR if assistance is needed with any remaining items.</li> <li>Continue meeting with manager and other staff as directed, to continue job training and tasks.</li> <li>Seek feedback on performance.</li> </ul>
Monthly	Human Resources Manager	<ul style="list-style-type: none"> <li>Discuss any concerns pertaining to the completion of the probationary period, if and when applicable.</li> <li>Determine if any additional training is needed.</li> <li>If and when applicable, discuss Performance Management program and eligibility.</li> </ul>
	Manager	<ul style="list-style-type: none"> <li>Continue meeting with employee regularly to discuss tasks, expectations, and performance.</li> <li>Seek and provide feedback.</li> </ul>
Month 6	Manager	<ul style="list-style-type: none"> <li>Continue meeting with employee regularly to discuss tasks, expectations, and performance.</li> <li>Seek and provide feedback.</li> </ul>
	Employee	<ul style="list-style-type: none"> <li>Complete Employee Onboarding and Engagement Survey. (results provided to agency HR Executive upon completion)</li> </ul>
Month 12	Manager	<ul style="list-style-type: none"> <li>Continue meeting with employee regularly to discuss tasks, expectations, and performance.</li> <li>Seek and provide feedback.</li> </ul>
	Employee	<ul style="list-style-type: none"> <li>Complete Employee Onboarding and Engagement Survey. (results provided to agency HR Executive upon completion)</li> </ul>

#### Tools and Resources:

- Human Resources (also available on Personnel Cabinet website at: <https://hr.personnel.ky.gov/Pages/ONB-HR.aspx>)
  - [Checklist](#)
    - [Onboarding Module Instructions](#)
  - [Confirmation of Employment Letter](#)
  - [Credentials Notice](#)
- Managers (also available on Personnel Cabinet website at: <https://personnel.ky.gov/Pages/ONB-mgr.aspx>)
  - [Checklist](#)
  - [Welcome Letter from Manager to Employee](#)
  - Peer Mentor Assignment/Notification (coming soon)
  - [Notice to Staff from Manager](#)

- Sample Training Plans (coming soon)
- Peer Mentor (coming soon)
  - Guidance and Checklist (coming soon)
- Employees
  - [Welcome Letter from Personnel Cabinet](#)
    - Onboarding Tutorial and Resources (Personnel Cabinet website:  
<https://personnel.ky.gov/Pages/ONB.aspx>)
  - [Checklist](#)