Onboarding Experience for New Employees

This guide is intended for use by managers welcoming new employees to their work unit or department. The universal recommendations are designed to be successful for onboarding new employees in all positions and departments.

Here are some simple guidelines that every manager should do to help new employees feel welcome, comfortable and engaged at Mayo Clinic. Helping your employee move from new-kid-on-the-block to confident contributor with ease can increase engagement and encourage a life-changing career at Mayo Clinic.

What is Onboarding?
Strategic process designed to:

• Engage and retain new employees
• Reaffirm their employment decision
• Acclimate new employees into the organization’s culture
• Prepare them to be a confident contributor

Why Onboard?

• 90% of new hires decide to stay or leave within their first six month (Connect the Dots Consulting)
• Early exits cost organizations $10,000+ per employee, more for executive (Bersin by Deloitte)
• There is a 60% greater year over year improvement in revenue per employee who is ‘onboarded’ versus an employee who is not (Aberdeen Group)
• Onboarding helps new employees adjust to their jobs by establishing better relationships to increase satisfaction, clarifying expectations and objectives to improve performance, and providing support to help reduce unwanted turnover. (SHRM)
As soon as your new employee has accepted the offer, call to welcome him or her to the team and share your excitement in the decision to join your area. Be prepared to answer some common questions to help him or her prepare for what to expect at Mayo Clinic.

Phone Call script:

Greeting:
Hello __________, This is __________ from ________ at Mayo Clinic ______, I wanted to call to touch base with you to see if you had any questions for me regarding your employment at Mayo Clinic.

We are so excited that you will be joining the Mayo family. We know that you have a choice in places to work and we are so happy you chose Mayo.

You’ll be in orientation on ________ __________. As your orientation date approaches, I’ll be sure to be in touch with you regarding what to expect in terms of your schedule.
Are there any questions you have right now regarding your employment that I can help you with?

Be prepared to answer any questions about following:

**Logistics:** Be familiar with the orientation agenda. Ensure your new employee knows where orientation is and what time they should arrive. Give them a number to call if they need to reach someone.

**Parking:** Confirm that the new employee received a map and/or instructions related to parking. Offer guidance as needed.

**Dress Code:** Briefly go over the dress code for orientation and the work unit (don’t forget to cover footwear requirements). If applicable, consider providing information about where to buy uniforms, etc. Recommend a sweater or jacket as room temperatures fluctuate.

**Nourishment:** Let the new employee know that breakfast and lunch are provided during Mayo Clinic Orientation.

**Badge:** New employees will receive their Mayo Clinic ID badge during Mayo Clinic Orientation or during their first week of employment.

**Additional Orientation Class Schedules:** Any additional orientation classes or schedules will be provided to the new employee at Mayo Clinic Orientation or by the work unit during their first week.

**After Mayo Clinic Orientation:** Let the new employee know where to report and when, or if someone will be coming to get them.

**Work Schedule:** Let them know when they will get their work schedule.

**Orientation Liaison:** Give them the name and contact information of their assigned liaison.

Thank you and again welcome to the team. Please do not hesitate to contact me with any questions. I look forward to seeing you soon!
Preparation Checklist for New Employees

This Preparation Checklist for New Employees provides some helpful reminders of what needs to be done prior to the new employee’s start date. Don’t forget to add additional department specific needs to the list.

Assign Liaison

Assigning a teammate to serve as a liaison for the new employee can be helpful for bringing the new employee up-to-speed. Liaisons can assist with welcoming and training the new employee and are a valuable resource when new employees have questions. Here are some recommended liaison selection criteria:

- Employed at Mayo Clinic for more than one year
- Preferably someone who likes to train/teach
- Has the time and capacity to be accessible to the new employee
- Has a good performance history
- Is proud of the organization
- Is a peer of the new employee
- Has patience and good communication and interpersonal skills
- Has the desire to be a liaison
- Is a positive role model (well-regarded and accepted by current employees)
- Has been selected in advance and is knowledgeable in “liaison” responsibilities

Mayo Clinic Orientation is designed to engage new employees while helping them successfully integrate into Mayo Clinic and its culture. This comprehensive program covers topics on our history and heritage, current and future initiatives, core competencies, quality, safety and security along with information on a myriad of benefits and available amenities.

Supervisors and liaisons are invited and encouraged to attend the Mayo Clinic Orientation Meet & Greet to visit your new employees on their first day. Check the agenda for your location for more information.

More information for managers, including Questions to Get You Started and Questions From New Hires is available here.
Onboarding Experience for New Employees | 04

New employees need to first establish an understanding of why they chose Mayo Clinic. Meeting key team members and colleagues, and learning more about Mayo Clinic, the work unit, the team and the role help to verify the employee’s decision in choosing Mayo Clinic for employment.

**Work Unit Checklist**
Review the Work Unit Checklist with your new employee.

**Getting Around**
Showing the new employee around is key to ensuring they’re comfortable. Take the new employee to lunch and show them some key locations along the way. Introduce the new employee to the team and to any colleagues outside of the department that he or she will be working with.

**Remind your new employee of their to-dos and resources:**
- New Employee Required Education
- Community Connection
  - Online Resource Fair (RST)
- Mayo Clinic New Employee Group on Yammer
- Frequently Asked Questions

**Supervisor Check-Ins**
Set up 1:1 meetings with your new employee to check in, set expectations and see how things are going. Use this time to get to know your new employee.

**Weekly meetings for the first 30 days:**
- Discuss your management style.
- Share the vision for the department.
- Share role and responsibility expectations.
- Set up 1:1 meetings for the new employee with other key colleagues.
- Encourage your new employee to attend local Mayo events such as town hall meetings.
- Develop an onboarding plan for your new employee. Highlight key touch points and responsibilities.
- Allow the new employee to share:
  - Accomplishments of the week
  - Challenges encountered and any solutions identified
  - Education needs and opportunities
  - Goals for next week

**Bi-weekly for months 2 and 3:**
- Help the new employee to see how his or her role impacts the work unit and Mayo Clinic.
- Ensure the new employee has an understanding of his or her role in relation to others.
- Consider having the new employee shadow other positions interdepartmentally and/or extra-departmentally to learn more.
- Follow-up by asking the new employee what they learned and answering any questions he or she may have.
- Be open to feedback from the new employee and encourage them to share their input and feedback.
Integrating into Mayo Clinic’s Culture (Months 4-6)

Building relationships at work helps a new employee to integrate into Mayo Clinic’s culture and look forward to coming to work. Being valued and appreciated increases employee engagement. Demonstrating the employee’s impact on the work unit, on Mayo Clinic and on the patient can lead to a well-adjusted new employee.

Meet with your new employee, at least monthly, to reflect on his or her first six months of employment. This is an opportunity to provide feedback and to establish some development goals. For resources regarding performance management and feedback visit:
- Leadership Learning & Development, Office of Leadership and Organization Development (OLOD)
- Human Resources
- Employee Recognition Program

Feeling Comfortable (Months 7-9)

Regular check-ins with the new employee continues to be of value for building relationships and his or her confidence in the new role. The new employee really begins to feel like part of the team.

Continue to discuss your new employee’s development goals. Ask the new employee for input and feedback related to work unit processes and projects. Ensure your employee is getting everything her or she needs from you.

Belonging (Months 9-12)

Depending on the role, it can take almost a year for a new employee to feel like a confident contributor. By the end of year one, new employees should be satisfied with being part of Mayo Clinic and with being a contributing member of the team.

Annual Performance Review
Conduct your new employee’s annual review. Be sure to discuss annual goals with your new employee. Utilize SMART goals to clearly identify what is expected by when.

Keep up the Momentum
Now that your employee is a successfully contributing member of the team, ensure that you continue to meet with your employee on a regular basis regarding their development goals, projects, etc. Provide feedback on a regular basis, in addition to annual performance reviews. For more resources visit the Human Resources website.