



The best way to acclimate a new hire to your facility, staff, patients and the entire Indian health community is to establish onboarding initiation practices set at specific times during the hiring process, such as prior to the start date; the participant's first day on the job; and during the participant's first week on the job. It's a significant task to ensure not only the continuity of care your patients expect and deserve, but also to establish a culture of comfort, understanding and belonging for the new hire among your facility and staff. This is a crucial first step in encouraging new and existing employees to consider long-term Indian health careers within your organization.

The following pages outline specific tasks and activities to follow when welcoming a new hire to your organization. The most successful hires are well acclimated at the start; introduced to key members of staff and senior management with whom he or she will be working alongside; and have a comprehensive understanding of the organization's mission and his or her role in fulfilling that mission. By following these onboarding procedures, you can ensure that your new hires are ready to take on their roles from the start and will stay committed and dedicated to your organization for the long term.

Indian Health Service | Health Professions Support | www.ihs.gov/retention
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The policy of the IHS is to provide absolute preference to qualified Indian applicants and employees who are suitable for federal employment in filling vacancies within the IHS. IHS is an equal opportunity employer.



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Prior to the Start Date

Welcoming an employee to your Indian health facility and paving the way for long-term success is easy if you set up an action plan that appropriately addresses his or her ability to succeed within the organization from the start. Your plan to integrate him or her into your facility should begin immediately following his or her acceptance of the job offer and incorporate the essential steps below.

ACTION	TO BE COMPLETED BY
<p>One of the most important documents a new hire needs is an official letter of hire from HR entailing the position, responsibilities, salary and specific hiring terms. This letter provides official documentation of employment, which is necessary for mortgage lenders, school enrollment, health insurance, benefits and utility activation, as well as other key tasks needed to settle in. Include a "Welcome" letter and an information packet containing information about the facility, community (background, traditions, observances), local site amenities (housing, transportation, schools, businesses, services, etc.) and other pertinent information about your site one month prior to the new hire coming on board. Include a Point of Contact such as a liaison or mentor at the facility.</p>	<p>CEO/Clinical Director/ Supervisor</p>
<p>Identify staff with similar responsibilities to function as the new employee's coach/mentor for work-related processes and procedures.</p>	<p>CEO/Clinical Director/ Supervisor</p>
<p>Work closely with your HR representative and arrange to have all necessary paperwork ready for the new employee's arrival.</p>	<p>CEO/Clinical Director/ Supervisor/HR Representative</p>
<p>Likewise, notify your IT department of the new hire and arrange to have all the necessary technology and telecommunications equipment set up prior to his or her arrival (computer, email, phone, beeper, etc.).</p>	<p>CEO/Clinical Director/ Supervisor/IT Department</p>
<p>Prepare the new employee's work area with any necessary office supplies prior to arrival date.</p>	<p>CEO/Clinical Director/ Supervisor</p>
<p>Add the new employee to the department and/or unit's organizational contact and routing lists within a week of reporting date.</p>	<p>CEO/Clinical Director/ Supervisor</p>
<p>Schedule the new employee's first week activities and prepare his or her agenda, including names, titles and departments/areas of key contacts with whom he or she will meet.</p>	<p>CEO/Clinical Director/ Supervisor</p>
<p>Send an introductory email to staff announcing the new employee's arrival, function and location.</p>	<p>CEO/Clinical Director/ Supervisor</p>
<p>Make plans to have lunch with the new employee or arrange to have lunch brought in to the facility for a meet and greet with the staff on the first day.</p>	<p>CEO/Clinical Director/ Supervisor</p>
<p>Identify an appropriate community/facility representative to serve as a cultural liaison for the new hire. Arrange to have the chosen liaison available to meet with the new hire during his or her first week to ensure he or she has an appropriate understanding of the community and Tribal ways.</p>	<p>CEO/Clinical Director/ Supervisor/Cultural Liaison</p>

The First Day

While a new job can be exciting for someone new to your team, it can also bring first-day jitters and an overwhelming sense of stress while trying to remember names, learn new processes and find his or her way around the facility. You can help to alleviate these concerns by putting the new hire at ease, assuring him or her that an organization chart is available to use as a “who’s who” resource and to map out each team within each department. Also, let the new hire know that you have an open-door policy should he or she have any questions or concerns. In doing so, you will immediately establish a sense of value and an understanding that your support is always available. Also, take the first day to confirm the new hire’s schedule, daily responsibilities and, if applicable, any previously agreed-upon telecommuting arrangement and then share that information with the HR department representative who’s responsible for going over the new hire’s employee orientation. It’s important to let the employee know that he or she should allow a few hours that first day to go over all of the necessary documentation and employment benefits with HR.

ACTION	TO BE COMPLETED BY
Be available to personally greet the new employee as he or she arrives. Schedule meetings, conferences and phone calls for later in the day.	CEO/Clinical Director/ Supervisor
Personally lead the new employee through a tour of the facility. Orient him or her to specific locations, such as: <ul style="list-style-type: none"> · Lunch/break room · Bathrooms · Conference rooms · Office equipment and supplies · Parking 	CEO/Clinical Director/ Supervisor
Introduce the new employee to the HR representative responsible for going over all paperwork, benefits, etc.	CEO/HR Representative
Introduce the new employee to all staff and the chosen mentor with whom he or she will work alongside.	CEO/Clinical Director/ Supervisor
Orient the new hire to all technology: <ul style="list-style-type: none"> · Phone/intercom systems · Computer system · Information technology/security · Time-management software · Meeting schedules 	CEO/Clinical Director/ Supervisor/IT Department
Introduce the new employee to the executive staff: CEO (if other than the supervisor), CMO, CFO, etc., to acquaint him or her with management and to serve as a welcome to the entire facility team.	CEO/Clinical Director/ Supervisor

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The First Week

Orientation sessions aren't just important to new employees. They're also essential to the Indian health program because they address the organization's policies and procedures, new-hire concerns and help staff members form accurate expectations about the job they've just taken on.

Performing the tasks below will ensure that your new employees are fully on board right from the beginning.

ACTION	TO BE COMPLETED BY
Meet to review and discuss the new hire's IHS orientation, including explaining the following: <ul style="list-style-type: none"> · IHS Mission · Introduction to IHS (IHS 101) · Employee ethics · Communication · Customer service 	Supervisor
Identify training and development activities needed within the first six months and sign up the new employee for appropriate classes.	Supervisor
Set performance expectations and discuss how and when the employee will be evaluated.	Supervisor
Review and discuss the employee's first week, answer his or her questions and solicit his or her feedback.	Supervisor
Introduce the new hire to the community liaison chosen to help with his or her immersion to the community. Ensure the new hire understands the local traditions, heritage, cultural observances and ceremonies.	Supervisor/Community Liaison

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Within the First Six Months

Inspiring a new employee to want to remain at your Indian health facility is an ongoing task. Retention is a process that must be actively nurtured and developed during the tenure of each employee. This includes giving your employees the attention they require and deserve, offering encouragement and support, acknowledging a job well done and ensuring that he or she has a voice within your organization and that his or her input – as well as the input of all staff members – is key to the success of your facility. In short – give your employees a reason to stay!

ACTION	TO BE COMPLETED BY
Check in regularly with the new employee to see if there are any questions or concerns. Provide feedback often – including positive reinforcement.	CEO/Clinical Director/Supervisor
Schedule a six-month new-hire evaluation.	Supervisor
Provide monthly feedback to new employees, regarding their job performance, including a formal performance evaluation in their third month.	Supervisor
Celebrate each new hire's six-month anniversary with a planned lunch or other form of recognition.	CEO/Clinical Director/Supervisor