

STATE OF VERMONT



HIRING & ONBOARDING GUIDE



Introduction

The State of Vermont is embarking on a five-year strategic plan. As part of this effort, some of the Agency of Administration's goals are: increased productivity, employee engagement, retention and supporting a culture of continuous improvement.

In order to achieve those goals we are implementing a statewide employee onboarding process that includes New Employee Orientation, standardized training courses, professional development pathways and key communication points for managers to check in with their new hires.

We have developed a Toolkit that will simply and effectively take managers AND their new hires through the first 180 days and beyond:

- Dedicated area on DHR Website that is a “one stop shop” for hiring managers to reference as a “roadmap” to onboarding
- Companion Guide for Onboarding (pdf)
- Dedicated area on DHR or new Career Website that is a “one stop shop” for new hires to reference (I just accepted an offer, what happens next?)
- Standardized statewide training curriculums that will focus on Legal and Cultural Issues
- Planning resources for checklists, timeline guide, sample schedules for first day, week, month(s)
- Tools for interviewing to assure a quality hire (better retention and engagement)

You can find a [helpful checklist](#) that will take you through all the steps outlined in this guide.

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1

Approval to Recruit

Pre-Hire

To recruit for a vacant position, you will need to make sure you have the Hiring Manager role in the Recruitment and Hiring System – [SuccessFactors Recruiting](#). If you have never logged in to the SuccessFactors system, you must select “[First Time Login](#).”

If you have designated supervisory or managerial status, you will have the hiring manager role in SuccessFactors Recruiting. You will know if you have hiring manager status if there is a “tile” on the SuccessFactors homepage labeled Recruiting. If you do not have this status, you must submit a request through email: [Talent Acquisition Services](#) or call 828-6700, option 1, option 4.

Prior to initiating recruitment, it is best practice to review the job specification and minimum qualifications to ensure accuracy. If changes need to be made, your HR Administrator will assist you.

The first step in the hiring process is to obtain the necessary approval to recruit from appropriate leadership. This would be a good time to engage with your HR Administrator and the Talent Acquisition Team for guidance and assistance. Once the requisition is created, the approving authority will be notified through SuccessFactors.

To review **job specifications**, go to: [Job Specifications](#).

For information on the minimum qualifications, job specification language, and classification of positions, reach out to your HR Administrator and review details and forms on the classification web page: [Classification](#).

See Appendix for glossary and web resources.



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Job Posting and RIF Clear

Pre-Hire

Classified and non-seasonal temporary open/vacant positions must be posted online on the DHR Career website. This includes all positions for which an agency or department wishes to recruit internally for promotional or transfer opportunities as well as open/competitive positions. All position vacancies that a department intends to fill **must be posted on the DHR Career website for a minimum of ten (10) business days**. Note: you may extend the recruitment period or go back out for recruitment if necessary.

Generally, a position (whether classified, exempt or temporary) will have a position ID number, title, and a corresponding job specification. As such, much of the job posting information is pre-established. State of Vermont job specifications are located here: [Specifications](#).

You will work with your Talent Acquisition Specialist to craft a brief yet compelling **job overview**/lead paragraph that will grab candidate interest. A well-crafted overview can make a difference between catching the focus of a busy candidate and losing interest altogether.

When position is posted in on our Career site, you gain added exposure. The posting appears on the State of Vermont Career page and is pushed out to multiple job boards, and Indeed.com at no cost to you. DHR will also post opportunities on DHR's social media channels including Twitter and Facebook page as well as the State of Vermont's LinkedIn Page.

If you are interested in advertising your position, there are resources available to assist you in planning outreach, writing your ad copy and coordinating placement of the ad. For more information on advertising support, and the coordinated advertising program, please go to: [Advertising](#) or contact your [Talent Acquisition Specialist](#).

You may also consider other independent venues, such as professional associations, newsletters, LinkedIn, etc.

Things to think about in the job overview:

- The lead sentence should be an active, strong sentence that will communicate, from the applicant's point of view, either how the employee will contribute or what they are likely to gain from taking the job.
- The brief description of the job should be written in plain language that will let the potential applicant recognize what the job is about, its basic functions, what program does the position work for, etc. Less is more, so use only a few sentences.
- Answer the question: "Who are you looking for?" This might be an abbreviated statement of the minimum qualifications, preferred qualifications or specific skills desired.

This is also a good time to review the minimum qualifications with your Talent Acquisition Specialist, and any other issues before the position is posted.

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Job Posting and RIF Clear

Pre-Hire

Temporary Position Recruitment Process

*Special note: With the enactment of the federal Affordable Care Act, all temporary positions must also be posted through SuccessFactors Recruiting unless they are direct hires (i.e., seasonal temp rehired from one season to the next). Below is a brief description of the temporary position process. If you are “direct hiring” a temp you will need a State of VT Temporary Employment Application that conforms with “Ban the Box” and DHR, or approved delegate, will need to certify that the individual meets the minimum qualifications for the position; after which, you can then jump to **Step 5: Making an Offer** and will need to complete the remaining steps.*

For all temporary position recruitments, hiring managers will have the following two options available (Note: These options align with Department of Human Resources’ Policy 4, Section 4.02 for Temp hiring):

- SuccessFactors Recruiting System
 - This is the same process followed for all classified, permanent and limited service positions
- Direct hiring – applicable when there is no actual recruitment
 - No posting, no advertising
 - Hiring manager has an individual candidate that they desire to hire (For example, a call back of a seasonal worker from last year, possible retirees, etc.)
 - The applicant will still need to be certified by DHR that they meet the minimum qualifications of the position job specification
 - The policy on providing a formal written job offer (drafted by DHR) is required

No offer of employment to a temporary employee may be for more than 1,280 hours of work per calendar year.

The recruitment and hiring process for exempt positions, and interns also varies slightly. For assistance with recruitment for these position types, please reach out to your HR Administrator.

Reduction in Force (RIF) Clearing

Prior to a classified position in a bargaining unit being posted for internal and/or external recruitment, it must first be RIF (Reduction In Force) Cleared (RIF Clear) by DHR. *RIF Clear* is the process by which a vacant classified bargaining unit position is reviewed by the DHR Talent Acquisition Team to determine whether the position must be offered to someone with mandatory reemployment rights to the vacancy, prior to posting a job requisition. This is done by DHR once they receive the official request to recruit paperwork from the Department, and prior to the position being posted formally for recruitment in the SuccessFactors Recruiting system. RIF Clearing takes place up to the time in which you are prepared to make a final job offer. You will only be notified by DHR if there is a RIF candidate, otherwise DHR will continue to process your request to recruit. If there is a qualified and interested RIF candidate, you will be notified by DHR and will need to contact the RIF candidate within three (3) days to discuss/offer them the position.

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Screening

Pre-Hire

Viewing Applicants

Once the position has been posted and the application deadline has passed (at minimum 10 business days), you will begin to see candidates appearing in the “Hiring Manager Review” status. When they are in this status, this means that Talent Acquisition has performed an initial screening and determined that the candidate has met the minimum qualifications. If you used the VTHR system in the past there is a major change here: **You will not receive a “routed list” of candidates through email.** Candidates will be moved forward through the system for your review as they apply and are reviewed by Talent Acquisition, and you will be notified in your SuccessFactors dashboard of new candidates for your review. **Note:** You can view candidates in “Recruitment Review” Status, but you cannot take any action on them (contact, interview, etc.) until they are moved into Hiring Manager Review status.

To view applicants, log in to SuccessFactors and click the “Recruiting” Tile on your dashboard or select “Recruiting” from the dropdown menu that says “Home” to the right of the Vermont logo to see all your open positions. You can then select the position for which you would like to review candidates. Once you have reviewed them, you may sub-categorize them within the hiring manager review status, reject them or move them forward in the process (interview status.) **Any candidate you are not moving forward with should immediately be put in the “Not Selected” status so they are notified in a timely manner.**

Screening

The Success Factors system and/or the Talent Acquisition Team will screen out any of the applicants who clearly did not meet the minimum qualifications for the job. However, the hiring supervisor will need to confirm that the remaining candidates meet the minimum qualifications of the job.

At this point, you will determine the additional criteria that you will use for screening/ranking the rest of the applicants. To help you determine any additional criteria, you may wish to review the preferred qualifications specified in the job description, and of course any additional qualifications you may have included in your job posting.

Consider the qualities, skills and/or education that might make a candidate a good fit for the job, and what is required for the job versus trainable. This will help you and the interview team in reviewing the applications and determining your top applicants you wish to interview.

It is important that you and the interview team keep notes and document these criteria, so you can justify what sets your top candidate(s) apart from the others. If any information is missing, or you have any questions on a candidate while reviewing their application, you will want to note this, so you can bring it up at the appropriate time. **All application review screening/ranking notes become part of the official hiring file and may be requested if a hiring decision is grieved; this file needs to be kept by the hiring manager for seven years following the recruitment.**

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Interviews

Pre-Hire

Planning and Preparation

DHR strongly recommends that interviews be structured and conducted by an interview panel, as this is more reliable, valid, predictive of future success, and legally defensible in the event of a subsequent legal challenge to the recruitment process by an unsuccessful applicant. It should be made clear to all panel members what is expected of them and how the hiring decision is going to be made (i.e. consensus, consultation, ranking, majority, or some other means.)

- A *structured interview* is a preplanned series of job-related questions that help you gather more information about the candidate's skills. The same questions are asked of each candidate, the same panel is used to interview each candidate, detailed notes are taken, and responses to questions are evaluated and ranked.
- An *interview panel* is generally comprised of three members. It should be diverse and have a predetermined chairperson (generally the hiring manager or supervisor for the position).

Interview questions should be prepared well before the interview and must be job-related. It is important that they be tailored to evaluate the candidate's fit with the job requirements. A review of the position description and overview is crucial to developing the right interview questions and evaluating how the candidate may perform in the job.

There is a wealth of information on interviewing in the interviewing section of our website. Your Talent Acquisition Specialist is also available for consultation. Finally, the Talent Acquisition team offers regular Interviewing and Hiring classes as well as customized on-site classes for Departments.



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Making an Offer & Paperwork

Prepare to Hire

Once the interviews, panel discussion, and reference checks have identified the top candidate, you will need to move them to “Pre-Offer” Status in SuccessFactors. From there, DHR will instruct the candidate to go back into system and provide additional information on their application.

The *candidate* needs to complete steps below prior to the job offer.

1. **New Hire Affidavit for Tax Compliance** (N/A if current State employee.) The candidate answers questions in the system and your HR Administrator will route that information to the Tax Department to determine whether that the candidate is in compliance with Vermont State Taxes.
2. **Criminal History Conviction Declaration** The candidate will also answer questions in the system related to their criminal history declaration. Your HR Administrator will review to confirm they are eligible for hire or not. This provides opportunities for candidates to explain any answers to their background and will discuss with the hiring manager if there is an issue. A criminal background does not automatically exclude any applicant. Instead, the hiring manager must assess whether the applicant’s history warrants exclusion based on the nature of the position and the connection between any convicted offense and the position.
3. **Nepotism Waiver** If the candidate is related to a current Department employee, the hiring manager will need to request a nepotism waiver. Draft a memo through your division director and Appointing Authority/Commissioner to the DHR Commissioner explaining the relationship of the current employee and candidate, the work proximity (work/office locations, direct work contact, and opportunity to influence the work of each other) between the two individuals, and the qualifications of the candidate. This should be provided to your HR Administrator for routing and approval along with a copy of the organizational chart. You will need to receive approval from DHR (in the form of ‘Conditional Approval to Hire a Relative’) prior to considering or making an official job offer. Refer to policy 5.2 in the HR Policy and Procedures manual for more details [DHR Policy and Procedure Manual](#).

Note: some departments require additional background checks. If those checks are to complete, but candidate is moved to “Ready to Hire”, please leave them in that status until your department level checks are complete. Your HR Administrator will be able to guide you through the background check process.

Employment Offer and Paperwork

After receiving confirmation that the candidate is in good standing with the Tax Department, that their criminal history declaration form is acceptable, that there are no nepotism issues, and if required, any additional background checks have been concluded successfully, you may verbally and conditionally offer the candidate the position.

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Making an Offer & Paperwork

Prepare to Hire

When offering the job to the candidate, provide **official title** of the position and **Paygrade at Step 1**. Additionally, you should provide the **starting hourly wage** for clarity.

Sample language:

"I am calling to offer you the position of Administrative Services Coordinator I, Pay grade 21 Step 1 with a starting rate of \$20.60."

Assuming the candidate accepts the position, answer any additional questions they have and discuss start date. For external candidates, **the start date must be at least ten business days in the future** to ensure the new employee's accounts have been set up for email, network access and timesheet/ payroll. Internal state employees can only transfer positions at the start of a new payroll period.

In the event your candidate declines the offer due to starting pay you may be able to "Hire Into Range." See "Hire into Range" section below.

Once your candidate has **accepted** the offer verbally (Note: if you are pursuing Hire into Range, you should not do this step until you have a final decision), you will need to move them to the "offer" stage in SuccessFactors. From there, DHR will:

- Create offer in system
- DHR will send a notice through system to candidate instructing them to go into SuccessFactors and review and accept or decline the offer

The System will notify the hiring manager via email both when the offer has been sent to candidate and when it was accepted (or declined). The *candidate* will need to log into SuccessFactors and officially accept/decline the job offer. If they accept, DHR will instruct them to log back into SuccessFactors to supply further information for hiring that will be required for VTHR to process the hire (SSN, DOB, etc.)

Now that you have a candidate who has accepted the position, you will want to notify the other applicants of their status. You should personally contact interviewed candidates via phone or email and others through the system and move all non-selected candidates to "not selected" status in SuccessFactors.

Communication throughout the hiring process with top candidates, as well applicants who were not selected for the position, will result in a positive applicant experience.

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Making an Offer & Paperwork

Prepare to Hire

Hire into Range

The purpose of the [Hire-Into-Range policy](#) (12.2) is to provide for exceptions to the compensation plan for the initial hiring of certain individuals. At times there may be a compelling reason to make an exception to the basic principle that employees are hired at the entry rate established for the job.

These compelling reasons include:

- There is a shortage of qualified applicants for the position.
- A candidate has special qualifications, training, or experience that while are not necessarily a requirement of the job, have some unique value to the organization.
- A candidate possesses exceptional and outstanding qualifications that exceed those of other applicants and to such an extent that not hiring that particular employee will be detrimental to the State.

If you would like to pursue the Hire into Range option, contact your HR Administrator for advice and guidance.

Note: You may not make a written job offer to the candidate until there is a final Hire into Range decision.



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Prepare to Hire

Prepare to Hire

Coordinate Appropriate Resources

Supervisors must coordinate with the appropriate Department/Agency personnel to ensure that their new employee has the proper access and equipment to begin work on their first day. The following actions should be initiated as soon as your employee accepts the offer of employment.

- **Personnel Action Request (PAR)** *If applicable:* For new hire/transfer (Important note: PAR/Manage Hire process should take place at least 10 days prior to start date!)
- **Work location:** Inspect the work location for basics such as desk, chair, computer and waste basket. If there are missing items coordinate with your administrative coordinator or business office to assist in the acquisition of furniture.
- **Job Expectations:** Prepare a list of job expectations with an explanation of how this position ties back to the state's strategic priorities. [State of Vermont Strategic Plan](#). [Governor's Strategic Priorities](#).
- **Building Access:** Request keys if applicable. Start the paperwork for badge access.
- **User Access Request:** Prepare a request form for IT access to the necessary application, network folders, SharePoint sites and email account. Requesting this well in advance of start date will result in your new employee's ability to review online policies, take online classes, and receive email on their first day.
 - Special IT requests should be requested at this time as well:
 - Special software applications (this may require license purchase)
 - Access to networked fax machines and printers
 - Specialized IT equipment necessary for the position
- **Phone:** Order or reallocation of a cell or desk phone.

Send New Hire Announcement

Prepare a new hire announcement so that other employees/departments are aware and can join you in welcoming the employee. Send your message to the appropriate department representative to send out an announcement.

Below is a sample e-mail communication:

On <start date>, <Employee Name> will be joining us in the position of <Position Title>. In this role, he/she will be responsible for <list some key duties>. <Brief overview of background and experience if appropriate>.

Please help us welcome <Employee's Name>!

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Welcome New Employee

Prepare to Hire

Send the employee an email (or letter) to welcome them and set expectations for their first day at work. Below is a sample of what to include.

Dear_ <<name>>_,

We are all very excited that you have decided to join the State of Vermont and look forward to your start on <<date>>!

Here at the State of Vermont, You and Your Work Matter, so to make sure you are ready for your first day I have included some information that will help you be well prepared. Please take a moment to review and reach out if you have any further questions.

- Please plan to arrive at <<address, floor, etc.>> at <<HH:MM am/pm>>
- You can park at_____
- Upon your arrival, please ask for <<manager or a delegate>>
- On you first day, you will attend a New Employee Orientation session that will start at <<time>>. After Orientation you will be brought back to my office <<or wherever they should go>>
- Please make sure you have the proper identification to complete your I-9 form.

Again, congratulations and welcome aboard!



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Orientation Activities

Onboarding

New Employee Orientation (NEO)

At the State of Vermont, we invest in our people and support them in and outside of the office. As new hires start their career with the State, we know they will be curious about their benefits, policies that affect them, and more. The State of Vermont New Employee Orientation (NEO) was designed to ensure a smooth transition for new employees with the State of Vermont. In this orientation, they are provided with information and resources to prepare them for their journey through the on-boarding process, including:

- An introduction to health benefits
- Information about other benefits the State offers
- A review of important employee responsibilities and policies
- An overview of VTHR Employee Self Service
- An overview of the New Employee Center in VTHR where they will review and enter key personal and pay information, as well as enroll in benefits
- Mandatory training on the laws, policies and culture of state government. Training must be completed within the first 180 days of employment.

LIST OF CLASSES:

- Preventing and Addressing Sexual Harassment – classroom/2 hours
- Civility and Unconscious Bias in the Workplace – classroom/2 hours
- Diversity Online- online/15 minutes
- Ethics in State Government: Decisions and Dilemmas- online/ 15 minutes
- Emergency Procedures for the Individual State Employee – online/2 hours 25 minutes
- Continuous Improvement 101 – online/30 minutes
- Office Ergonomics – online/20 minutes
- Defensive Driving Course – online/2 hours

Consider the mandatory trainings as you put together the new employee's schedule.

Note:

DHR will send communications to you and your employee as a reminder to complete mandatory trainings. For a complete list of automated DHR communications, see the appendix at the end of this document.



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Selecting a Buddy

Onboarding

While your role as Supervisor is critical to establishing and managing performance expectations, there may be another individual on your team who could serve as a resource for information and offer general guidance to your new employee as they come on board.

The role of the buddy is to help the employee become acquainted to the department/unit in an informal capacity. It is someone who will serve as a good role model to the new employee and is familiar with day-to-day operations. If the supervisor desires, the buddy can help, as appropriate, with other onboarding activities as well. The buddy should be assigned by the supervisor prior to the new employee's arrival. Some suggested roles for the buddy:

- Provide a friendly contact to ask questions that will arise during the first few weeks of employment.
- Serve as a contact and follow-up with the new employee for the first one to three months to help him or her become acclimated.

Some other roles the buddy may help with:

- A tour of the office/building.
- Show the employee the Agency intranet (if applicable).
- Eat lunch together (optional).
- Introduce the new employee to others in the department with whom he/she may have frequent communication with.
- Accompany the employee to a meeting for the purposes of introductions and role clarity.

The role of buddy is a voluntary role and voluntary on the part of your current team member. If you have questions, please contact your HR Administrator for guidance.

[Buddy Checklist](#)



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Onboarding Plan and Schedule

Onboarding

The following timeline is intended as a general overview and guide for the employee's first year. The checklists will assist you in preparing for an effective onboarding experience. It is formatted to allow for you to add any additional tasks or information unique to the employee or position.

	Timing	General Activities
Welcome: Day 1		Tour (building/office), New Employee Orientation, introductions, workstation-set-up, job overview
Orientation Week: 1-3	Week 1	Initial assignments and training schedule, schedule orientations, time entry and payroll overview
	Week 2	Review relevant Agency/Department policies
	Week 3	Continue clarification of work roles and responsibilities
Acclimation: Months 1-5	Month 1	Review performance objectives and training progress
	Month 2	Review work plan and progress on tasks
	Month 3	Informal performance review meeting; verify employee has access to needed tools/resources
	Months 4-5	Check in with employee on work projects and understanding of department policies, create employee development plan
Integration Months 6-12 and beyond	Months 6-12	Complete probationary period performance evaluation (due on or before 6-month anniversary date or extension end date), review any changes to job responsibilities

Day One - Welcome

Below is a sample schedule for an employee's first day.

- 8:00 Welcome by supervisor
Getting settled in work area and get basic office supplies
- 8:30 – 9:30 Review of department and unit organizational charts
Explain roles of key personnel and team members the employee will be interacting within their role
- 9:30 – 10:30 Tour of office and introduction to co-workers
Discuss emergency procedures, exits and first aid stations
Meeting room locations
Restrooms and staff break areas
Discuss parking and building access

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Onboarding Plan and Schedule

Onboarding

10:30 – 10:45	Break
10:45 – 12:00	Discuss major job duties and performance expectations, introduce buddy Review with the employee any regularly scheduled meetings he/she will participate in Add employee to meeting distribution and e-mail lists.
12:00 – 12:45	Lunch with supervisor and/or buddy
1:00 – 1:30	Overview of working in department
1:30 – 2:30	NEO - HR benefit and policy webinars
2:30 – 2:45	Break
3:00 – 4:30	Wrap up Check-in to answer questions Discuss orientation schedule for Week One and beyond Review list of required trainings/orientations and timeline for completion

When preparing for an employee's first week and beyond, please consider the following:

- Coordinating one-on-one small group meetings with team members or utilizing "content experts" in or outside of your unit to assist you with orienting the employee.
- Designating time for the new employee to review online materials.
- Allow time alone at his/her work area so they can digest all of the new information they are learning and allow time for them to develop questions and organize their notes. Not all time for a new employee needs to be "scheduled."

Note: Employee will receive a welcome letter from DHR. See appendix at the end of this document for a full list of automated communications

Week One - Orientation

Computer, Accounts, Phone, Intranet, Other Resources

Account Access/Setup:

- Confirm appropriate accounts have been requested, review log-in passwords, procedures, password maintenance
- Outlook, messaging, calendar, address book, online directory
- Conference room access and scheduling
- Review shared folder access
- Ensure proper software is installed
- Phone Setup (if applicable)
- Phone system overview, voicemail

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Onboarding Plan and Schedule

Onboarding

Position Information, Work Rules

- Review job description, work plan, training requirements and expectations.
- Provide a general overview of the unit/division/department mission and how the employee fits
- Discuss work schedule, breaks and lunch.
- Provide a general overview of payroll timing, expenses and time reporting
- Check in with the employee at the end of each day to answer questions and review work for the next day and remainder of the week.
- Discuss How this position ties back to the state's [Strategic Priorities](#).

Division/Unit Specific

- List any other job-related requirements to be completed by the end of week one.

Week Two

- Review in more detail the payroll process: completing timesheet, overtime, sick time, leave time, holidays and the probationary period. Additional information can be found on the VTNR Employee-Self Service page: [VTNR Employee Self Service](#)
- Monitor progress with employee on the status of their training signups and plan for completion.
- Provide a more in-depth review of department policies, procedures and practices relevant to their role.
- Schedule weekly or monthly check-in meetings with employee.
- Ensure on-the-job training with another team member has been arranged.

Week Three

- Continue to clarify employee's role, responsibilities and expectations.
- Ensure employee is beginning to build network and working relationships with people they will be working with as well as an understanding of the interrelationship between divisions
- Identify any additional on-the-job training that may be required.

Division/Unit Specific:

- List on checklist any other job-related requirements to be completed in the first few weeks.

Month One - Acclimation

- Review and clarify performance objectives and expectations. Make any adjustments to the work plan and outline new assignments. Use this opportunity to assess your employee's progress. Gather feedback from the employee as to how they are feeling in their job and whether or not they need any additional resources to be successful.
- Check with the employee on the completion of any required training. Confirm that employee has all of the tools, system access and software they need.
- Continue on-going discussions with employee regarding interdepartmental relationships.

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Onboarding Plan and Schedule

Onboarding

Month Two

- Continue to develop employee's integration into the workplace and culture. Allow time for information sessions with employee and other key members in the division/unit.
- Ensure employee is becoming comfortable with their team and is collaborating with others when necessary.
- Continue to assess work plan progress and introduce new responsibilities as applicable

Month Three

- Confirm that required training is complete.
- Schedule an informal performance meeting with employee. Share insight and feedback with employee regarding their strengths and address areas for improvement. Solicit feedback from the employee about what is working for them and what is not.
- Review any work plan adjustments for the next three months. Define what success means to you and your new employee. Ensure job responsibilities and expectations are clearly defined and effectively communicated.
- Confirm that employee has all the tools, system access and software they need to successfully perform their job.
- Engage Human Resource Administrator for guidance, if you are having any concerns. about employee performance that may need to be addressed.

Months Four - Five

- Continue to schedule weekly time with your new employee to address questions, gather information and review training opportunities as employee becomes more acclimated in their role.
- Assess if employee has become familiar and comfortable in understanding the basic policies and procedures of the unit/division/department.
- Provide continued feedback and acknowledgement on employee's performance and deliverables.
- Confirm end-date for probationary period, and schedule review meeting. Consult with Human Resource Administrator if an extension is warranted. The probationary period evaluation is due ON or BEFORE their six-month, or extended probationary period, anniversary date. Please follow [Human Resources Policy](#) and use appropriate forms when conducting an evaluation.
- [Update Personal/Professional Development Plan](#)

Division/Unit Specific:

- List any other job-related requirements to be completed in months 1-5.

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Onboarding Plan and Schedule

Onboarding

Month Six - Integration

- Review any changes or updates to job responsibilities and communicate performance expectations for the future.
- Focus on employee development:
- Identify job duties that could be strengthened or enriched to support growth and development in current position.
- Determine training needs which could enhance performance and expertise. Options may include:
 - [State Sponsored Training](#)
 - [Tuition Reimbursement Program](#)
 - Reading materials, training videos or developmental on-the-job assignments.

Beyond Twelve Months

- Continue to schedule regular one-on-one meetings with employee (even just 15 minutes to check in).
- Regularly review opportunities for training and development.
- Maintain a personnel file for performance documentation, throughout the annual rating period.
- Schedule calendar reminders for annual performance review: the annual performance evaluation will be due one year from the completion of the employee's probationary period.
 - Review and Update Personal/Professional Development Plan with employee.

Division/Unit Specific:

- List any other job-related requirements that need to be completed in the next 6-12 months or beyond.



A

Appendix

Glossary

SuccessFactors: The system the state uses for recruitment activities.

VTHR: The system the state uses to track employees; manage employee benefits; and pay state workforce.

VTHR Operations: The division within the Department of Human Resources that manages the operations of the VTHR system.

PAR – Personnel Action Request form used to request updates to an employee’s data in the VTHR system. Typical data changes are job transfers, new hire, termination, retirement, job location change, upgrade, etc.

LINC: The CornerStone OnDemand Learning Management System.

Web Resources

SAP SuccessFactors Login: <https://humanresources.vermont.gov/talent-acquisition/successfactors-recruiting/successfactors-first-time-login>

SAP SuccessFactors First Time Login Instructions: <https://humanresources.vermont.gov/talent-acquisition/successfactors-recruiting/successfactors-first-time-login>

SAP SuccessFactors Recruiting Web Help and Resources: <https://humanresources.vermont.gov/talent-acquisition/successfactors-recruiting/successfactors-help-and-user-guides#managers>

SAP SuccessFactors User’s Guide: <https://humanresources.vermont.gov/talent-acquisition/successfactors-recruiting/successfactors-help-and-user-guides#managers>

Job Specifications: <https://humanresources.vermont.gov/staffing/classification/job-specifications>

Classification: <https://humanresources.vermont.gov/classification-position-management>

HR Representative Locator: <https://humanresources.vermont.gov/about-us/contact/hr-field-representative-locator>

Talent Acquisition Locator: <https://humanresources.vermont.gov/content/recruiter-assignment-department>

Recruitment Advertising: <https://humanresources.vermont.gov/talent-acquisition/advertising-and-social-media-options>

Pay Dates/Pay Periods Calendar: <https://humanresources.vermont.gov/payroll/ess>

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Appendix

DHR Automated Communications List

Day 1: Welcome Letter sent to Employee (Supervisor is copied on email)

Day 21: Employee receives Benefits Enrollment Reminder

Day 30: Employee receives DHR Onboarding Survey

Day 30: Supervisor receives reminder to do a check-in with employee

Day 90: Employee receives second DHR Onboarding Survey

Day 90: Supervisor receives reminder to do a check-in with employee

Day 165: Supervisor receives reminder to do a check-in with employee prior to end of Probation

NOTES: