Kaiser Associates – Early Career Support Elements: Sample Tactics

Onboarding Phase	Element	Sample Tactics	Application Advice
Prepare	• Introduce the concept of ECS as part of the employer-employee compact	• Include information in pre-start mailing • Include content in new hire portal and discuss in wikis visited by new hires	• Don't just engineer it in; in addition make a very clear expression of what you are doing; i.e., tell the new hire that you are rewriting the compact; tell him what you are going to give and what you expect in return • Make information equally accessible for new hires regardless of their work location or where they are relocating from • Reinforce the benefit to the new hire of the decision to join the organization
	• Pre-start networking opportunities	• Welcome "call" from hiring manager and/or peer mentor • For college recruits, host networking events (happy hour, dinner) with current employees and new hires where there are several hires joining from the same location	• Allows new hires to form networks before they start, jump starting awareness on ECS • Make sure that representatives from different levels and different functions attend; make sure to instruct the veteran employees that their role is to not just pick up the tab, but to discuss the career objectives and career paths
Orient	• Share unwritten rules and explain how they relate to career progress	• Panel discussion of recent hires to share their experiences: "What I wish I knew when I started" • Designed networking opportunities with more experienced employees • Welcome discussion with peer advisor and/or mentor	• Emphasis is on the "secrets to success" of succeeding in the organization
	• Introduce the concept of a development plan	• Include content in the orientation program • Provide talking points for hiring managers and mentors to discuss the role of the development plan in the new hire's career progression; share personal experiences	• Use of personal experiences to illustrate the benefit of the development plan in others' career development • Make sure that you address the issue of flexibility; some new hires are not ready to set in stone
	• Provide a career development self-service portal	• Make career development information available to all new hires via a self-service portal	• Providing career support information online will allow all new hires the ability to access information early on, to support their ideas around their prospects for the future • But also recognize that if all that you do is put materials online, but fail to bring it to life (e.g., to make it systemic in enterprise's business processes) you will not fully realize the benefit possible

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Integrate	• Develop and utilize the development plan	• Mentors and Buddies provide guidance in writing the new hire's development plan • Review progress at the mentor meeting touch points	• Provide perspective on goal setting and how to take actions against the plan • Incorporate onboarding activities into the plan (such as future networking events)
	• Training – Virtual and classroom instruction	• Customize job skills training based on new hire level and/or function	• Provide new hires with the skills and tools to perform their jobs and make connections with others in their line of work • Provide training through a variety of modes to make it accessible to all new hires regardless of work location and constraints
	• Mentoring (continued through Excel)	• Ongoing monthly career support check-ins with the mentor or peer buddy • Diversity mentoring – allows new hires to receive career support from others with similar diverse experiences and backgrounds • Mentoring Circles – enables new hires to see the future of the organization and what their careers can look like in the future	• Incorporating a variety of tenured staff to share from their own experiences enables new hires to see the "potential" is realistically attainable • Mentors should be looking for early identification of those new hires who may be at risk for departure • Mentors need to be provided with an education and guideline materials to learn what to look for – and how to respond
Excel	• Training – Virtual and classroom instruction	• Provide internal classes and access to external training – even if external training isn't funded by the company, making new hires aware of options will support their overall development • Certification support (could be the actual support of the certification or the introduction of availability when it is necessary in one's career progression) • Quarterly e-learning events to provide all staff including virtual workers, with events customized to their needs and schedules • Recommend functional or industry conferences to attend	• Increasing the use of virtual instruction is essential with a distributed workforce • Incorporating collaboration tools into the learning environment serves the dual purpose of providing individual learning and enhancing connectedness across teams, geographies, etc.

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	• Performance Management	• Quarterly or semi-annual performance reviews with mentor and manager • Discussion with mentor and manager about the road ahead at the 12 –month mark – pre-empt at-risks, provide perspective keys to success at year two	• Emphasize the performance values and compare the new hire's experience with expectations and engage new hires in thoughtful discussion that supports their career progression • Mentor attendance provides new hires with opportunity to ask candid questions and receive advice in a "safe place" following review discussion
	• Networking	• An invitation to a personal event with a leader at the six-month mark (lunch, coffee) • One-year learning and networking event • A check-in call with HR (or onboarding team) at the six-month mark	• New hires are encouraged to make connections with others within their business and outside who may be supportive in their future career progression • Reinforces new hires feelings of being valued, supported, connected