

Issue Date

05.01.2018

Quality, Accreditation and Risk
Management Department

Title:	Onboarding Program	Index Number:	SQE-HRD-016 (Func. - Categ. - Sr.No.)
Function:	Staff Qualification and Education	Category :	Human Resources Department
Scope of application :	All AUBMC job families except Nursing Job Family	Original Date:	Next Review Date:
		13.11.2017	13.11.2019

1. Policy

- 1.1. The Human Resources Department at the American University of Beirut Medical Center (AUBMC) shall coordinate the Onboarding Program for new comers at AUBMC.
- 1.2. The Nursing job family (Inpatient, Outpatient), and employees on temporary basis shall be excluded from the Onboarding Program.
- 1.3. The Human Resources Department shall coordinate "Onboarding Training Sessions" for all managers and supervisors.
- 1.4. Three parties shall be involved in the Onboarding Program: The new comer's Supervisor, The Buddy and the Human Resources.
- 1.5. The assigned Buddy in coordination with the Supervisor shall demonstrate willingness and commitment to his/her role with the full devotion to facilitate the onboarding process of the new employee.
- 1.6. The Buddy shall shadow and guide the new employee during his/her three months' probation period.
- 1.7. The Head of Department, in coordination with the Supervisor and the assigned Buddy, shall monitor the new employee's progress and competence level to ensure effective transition into practice.
- 1.8. The onboarding process shall start once the candidate signs the job offer and shall end upon the completion of one year of employment.

2. Purpose

- 2.1. To facilitate the effective integration of the new employee within AUBMC system where he/she is given the chance to be guided and supported by a competent buddy in order to become a productive and efficient team member within a short period of time.
- 2.2. To ensure that the new employees are motivated and retained.

- 2.3. To provide current employees with an opportunity to become assigned buddies in order to enhance their professional development.

3. Definitions

- 3.1. **Buddy:** is a colleague who is in charge of providing advice, guidance and support to the new employee. The Buddy is in charge of encouraging the new employee, making him/her feel welcome in the new work environment and addressing any concerns the new employee might have.
- 3.2. **Candidate:** is a person who applies for the job and is selected.
- 3.3. **New Comer:** A candidate who accepts the job offer.
- 3.4. **Manager/Supervisor:** is the direct reporting line of the new employee.

4. Procedures

4.1. Role of Manager/Supervisor

4.1.1. The role of Manager/Supervisor in the Onboarding process shall be divided into Six stages:

a. Stage One: Pre-Arrival

- i. Send “**New Employee Announcement Internal Email**” to the department (**Appendix 7.1**).
- ii. Start building contact with new employee through contacting him informally.
- iii. Book his/her own calendar for a meeting with the new employee on his/her first day.
- iv. Ask colleagues to book their calendars for New Employee meetings.
- v. Coordinate with the Department of Human Resources to assign a buddy and inform him/her of his/her role and responsibilities. (**Appendix 7.2**)
- vi. Prepare new employee's workspace and prepare supplies needed by new employee.
- vii. Order any needed equipment.
- viii. Coordinate with IT regarding setup of any equipment.
- ix. Prepare locker, costume and business cards, keys and/or access cards (where applicable).
- x. Create a first week schedule for the new employee.

b. Stage Two: First Day

- i. Introduce employee to the organizational structure of the department in addition to the department's mission and vision.
- ii. Review the job description, overall role, and expected contribution to the goals of the department.
- iii. Explain specific departmental policies and procedures.
- iv. Introduce employee to his buddy.
- v. Give employee keys and/or access cards (if applicable).

c. Stage Three: First Week

- i. Explain the performance management system at AUBMC.

- ii. Activate the Performance Plan and set the corresponding standards and goals.
- iii. Introduce the employee to training and professional development activities available at AUBMC.
- iv. Introduce the employee to the career ladder relevant to his/ her position.
- v. Debrief with employee after his/her meetings.
- vi. Give initial assignment.
- vii. Ensure employee meets with department members to get a briefing on their roles and duties.
- viii. Schedule a meeting with the employee to address any concerns and receive his/her feedback.

d. Stage Four: First Month

- i. Discuss with the new employee his/her feedback about onboarding so far.
- ii. Share with the employee a preliminary feedback about his/her performance and give the necessary recommendations.
- iii. Follow up with the new employee's buddy to receive feedback and address any issues.
- iv. Ensure the new employee evaluates the Onboarding Program by filling out the one month Onboarding Evaluation.

e. Stage Five: Within Third Month

- i. Conduct probationary review with new employee.
- ii. Update the employee's performance plan (standards, goals, competencies) and development goals.
- iii. Ensure employee fills out the three months Onboarding Evaluation.
- iv. Ensure employee fills out the three months buddy survey.
- v. Ensure employee has attended the New Employee Orientation as well as the other mandatory sessions.

f. Stage Six: After One Year

- i. Conduct a yearly Performance Appraisal.
- ii. Celebrate the new employee's achievements.
- iii. Ensure employee fills out the one year On Boarding Evaluation.

4.2. Buddy Criteria

- 4.2.1. Has been employed at AUBMC for at least two years.
- 4.2.2. Fully understands AUBMC culture and environment.
- 4.2.3. Exemplifies AUBMC's values.
- 4.2.4. Is willing to be a buddy.
- 4.2.5. Has the time to be accessible and available to the new employee.
- 4.2.6. Is familiar with the new employee's role and work unit.
- 4.2.7. Is a solid performer (PA > 3).
- 4.2.8. Possesses strong communication and interpersonal skills.
- 4.2.9. Shows patience and empathy.
- 4.2.10. Is well regarded and trusted by colleagues.

4.3. Role of Buddy

- 4.3.1. The role of the Buddy in the Onboarding process shall be divided into Five stages:

a. Stage One: Pre-Arrival

- i. Meet with his manager to clearly define his role and with the Department of Human Resources to clarify his responsibilities.

- ii. Know more about the new employee (Get his/her resume, check LinkedIn, etc.).
- iii. Get in touch with the new employee and/or answer his/ her queries where appropriate.

b. Stage Two: First Day

- i. Schedule a formal meeting with the new employee to introduce himself and explain his role as a buddy.
- ii. Take the employee on a department tour.
- iii. Introduce the new employee to his/her colleagues.
- iv. Take the new employee on a tour that includes **“Important Locations”**.
(Appendix 7.3)

- v. Distribute the onboarding brochure for the new employee.

c. Stage Three: First Week

- i. Assist the new employee in handling the HIP, ID, fingerprint activation, AUB user activation and bank account issues.
- ii. Escalate concerns or problems to the manager in case he is unable to deal with them.

d. Stage Four: First Month

- i. Schedule weekly meetings with the new employee.
- ii. Check in with the employee in between regularly scheduled meetings to see how things are going and if he/she has any questions.
- iii. Continue introducing the employee to others.
- iv. Escalate concerns or problems to the manager in case he is unable to deal with them.

e. Stage Five: After Three Months

- i. Meet bi-weekly with the new employee for half an hour.
- ii. Be available for conversations and email.
- iii. Invite the employee to relevant AUBMC business or social events and introduce him/her to others.

4.4. Role of Human Resources Department:

- 4.4.1. Prepare the Pre-arrival administrative procedures.
- 4.4.2. Communicate the exact joining date.
- 4.4.3. Send the welcome email 14 day prior to the new employee joining date.
- 4.4.4. Remind the concerned supervisor to send the internal departmental announcement mail 2 days prior of the new employee joining date.
- 4.4.5. Send the one month and three months onboarding survey.
- 4.4.6. Send the three month buddy survey.
- 4.4.7. Continuously send the onboarding reminders until the completion of the new employee's first year of employment.
- 4.4.8. Coordinate the Performance management cycle for the new employee.
- 4.4.9. Ensure the new employee attends the mandatory HR orientation.
- 4.4.10. Review the performance appraisal and decide on contract status.
- 4.4.11. Make sure that the Supervisor is not the Buddy at the same time.
- 4.4.12. Secure the approval of the Human Resources Director in case of any deviation from the above mentioned criteria 4.4.12.
- 4.4.13. Review the one month onboarding survey and meet with the new employee if any disagreement on specific criteria is observed.
- 4.4.14. Review the three month onboarding survey and meet with the new employee if any disagreement on specific criteria is observed.
- 4.4.15. Review the three month buddy survey and meet with the new employee and his/her assigned buddy if any disagreement on specific criteria is observed.

- 4.4.16. Initiate the payment for the buddy.
- 4.4.17. Exclude any direct reporting supervisor assigned as buddy from the payment entitlement.

4.5. Criteria of payment

- 4.5.1. The Buddy shall receive fifty dollars (50 USD) upon the Human Resources revision of the three month buddy survey.

5. Responsibilities

5.1. Manager/Supervisor:

- 5.1.1. Assigns the Buddy.
- 5.1.2. Makes sure that the on boarding stages are implemented.

5.2. Buddy:




- 5.2.1. Guides and support the new employee.
- 5.2.2. Implements the Onboarding plan set for the new employee.

5.3. Human Resources:

- 5.3.1. Trains all the Managers/Supervisors on the Onboarding Program/policy.
- 5.3.2. Ensures that selected buddy meets criteria.
- 5.3.3. Coordinates and communicate with Supervisors and Buddies continuously.
- 5.3.4. Continuously reviews the on boarding policy/ Onboarding program and makes the necessary modifications when needed.

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6. Signatures

Prepared by			
AUBMC Human Resources Department			
Reviewed and Concurred by	Name	Signature	Date
Human Resources Director - Medical Center	Ms. Roudaina Haddad		13-11-2017
Chief Quality and Compliance Officer	Petra Khoury, Pharm D		14-11-17
Approved by	Name	Signature	Date
Interim Medical Center Director and Chief Medical Officer	Ziyad Ghazzal, MD		3/1/2018
Deputy EVP/Dean			

7. Appendices

- 7.1. New Employee Announcement –Internal Email.
- 7.2. Buddy Criteria.
- 7.3. Important Locations.

8. References

- 8.1. *Adapted from Jean Barbazette, Successful New Employee Orientation published by Pfeiffer & Associates, copyright Jean Barbazette, 1994 www.thetrainingclinic.com
- 8.2. www.dartmouth.edu/~hrs/manager/toolkit/hiringonboarding/onboarding_engaging.pdf September, 2009 Page 7 of 7
- 8.3. MIT New Employee orientation & Onboarding – welcome.mitmedu 8/12/13
- 8.4. Supervisor's Guide to Onboarding a New Employee
- 8.5. SHRM's Foundation Effective practice guidelines series- Onboarding new employees- Talya N. Bauer, Ph.D.

American University of Beirut

Human Resources Department- Medical Center

New Employee Announcement-Internal Mail

INTENT TO APPLY FOR ONBOARDING PROGRAM

To: [Staff in new employee's department]

From: [Employee's supervisor]

Date: [One week before new employee's start date]

Subject: Welcoming [New employee]

I'm very pleased to announce that [new employee] will be joining us as [job title] on [start date]. [New employee] will be responsible for [insert information about what he/she will be doing].

[New employee] has recently joined us from [information about recent relevant employment background].

Please join me in welcoming [New Employee] to our team!

You can reach [new employee] at:

[Office location]

[Phone number]

[Email address]

Best regards,

[Name of Direct Supervisor]

American University of Beirut

Human Resources Department- Medical Center

Buddy Criteria

The successful buddy is an employee who:

- Has been employed at AUBMC for at least two years
- Fully understands AUBMC culture and environment
- Exemplifies AUBMC's values
- Is willing to be a buddy
- Has the time to be accessible and available to the new employee
- Is familiar with the new employee's role and work unit
- Is a solid performer (PA > 3)
- Possesses strong communication and interpersonal skills
- Shows patience and empathy
- Is well regarded and trusted by colleagues
- An individual can volunteer to be considered as a buddy or the employee might be recommended by others. The new employee manager and in cooperation with the Department of Human Resources can make the final choice based on the selection criteria.

Buddy Responsibilities

Assists the new employee acclimating to AUBMC, a buddy serves as a valuable resource by building a trustworthy relationship and maintaining confidentiality.

Responsibilities include:

- Guiding the employee especially during his first week.
- Providing additional information and clarifications regarding policies, procedures, and benefits.
- Familiarizing the employee with AUBMC's culture, norms, and unwritten guidelines.
- Introducing the employee to his colleagues in the department and throughout AUBMC.
- Accompanying the employee out for lunch with colleagues whenever possible to ensure his/ her integration within the team.
- Encouraging the new employee.
- Taking the employee on an expanded tour of the workplace and campus.
- Answering questions and referring the employee to the appropriate resources.

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Important Locations

Among the tasks of the new employee's buddy is a tour around the new work space to help establish a level of comfort while providing the chance to meet new colleagues. Important areas to cover include:

- Restrooms
- Break/Lunch rooms
- Kitchen, including any department procedures/norms
- Closest dining hall, coffee/tea location, and vending machines
- Supply room/ closet, including any department procedures/norms
- Photocopy, fax machine, and scanner (including instructions on use)
- ATMs, Bank branches nearby
- Local lunch options and locations
- College Hall (NSSF medications reimbursement)
- Cashier Office - College Hall (inquiries about salary, reimbursement)
- Employees' Syndicate Office – AUB
- HIP Office - Dale Home

If there are other locations that the employee will frequently need to visit, please make sure to include them on the tour.