Now that you have hired your new employee you need to ensure that the new hire receives a comprehensive onboarding for long-term success. Onboarding is the new hire process that highlights the company's culture and the performance aspects of the job. The intent of an effective onboarding program is to introduce the new employee to the job, coworkers, management, and the organization and to learn the skills and behaviors required to function effectively within the culture of the company.

The types of Onboarding programs vary from informal meetings to formal presentations. The following processes are part of successful onboarding programs:

Before the first day of work, the new hire receives packets of information about the company, including an introduction and welcome letter with information on the company's mission and values. Also in the packet should be an employee handbook, standard employee forms, insurance, payroll and benefit forms and other pertinent information as necessary.

On the first day of work, the new employee is greeted and welcomed personally by the manager or another designated member of the organization.

A welcome to the company with a "roundtable" meeting is important. This roundtable introduces the new employee to pertinent members of the team.

Many companies provide lunch with key employees so they can meet the new addition to the team. This setting provides an informal "getting to know you" session and makes the new employee feel welcomed.

Some organizations provide a peer mentoring program to orient new employees to their work environment—this method is considered advisable. The mentor oversees the training for a set period and provides ongoing support to a new employee. The mentor also shows the new hire where they will be working—and ensures it is fully functional.

The company provides beginning training for the position (or assigns someone to train the new hire – this could be the person who is leaving the job or someone who does the same type of work).

Finally, ensures that continuing education is provided for the new hire to grow in the framework of the company.

A good employer will take things slowly the first week and not overwhelm the new hire with too much information about the company and the job. Many new hire programs throw too much information at the new hire on day one or the first week. The needed information will come with time as the new hire becomes accustomed to the position during the transition period.

Succession/Career Planning

Succession Planning provides for a company's continuing talent needs while career planning gives employees opportunities to identify their goals and develop themselves to achieve those goals. Without a full developed career planning program, you don't have succession planning. Succession planning enables the company to fill key positions by developing the growth of employees throughout their tenure with the organization. Career Planning is done by developing employees through specific and targeted learning job rotation and training.

The benefits of a good succession planning program, along with career/planning program, will minimize turnover while developing talent available to meet the organization's future challenges.

As defined by the Office of Public Planning, a government site, Succession Planning:

"recognizes that some jobs are the lifeblood of the organization and too critical to be left vacant or filled by any but the best-qualified persons. Effectively done, succession planning is critical to mission success and creates an efficient process for recognizing, developing, and retaining top leadership talent." (Succession Planning Process, n.d.)
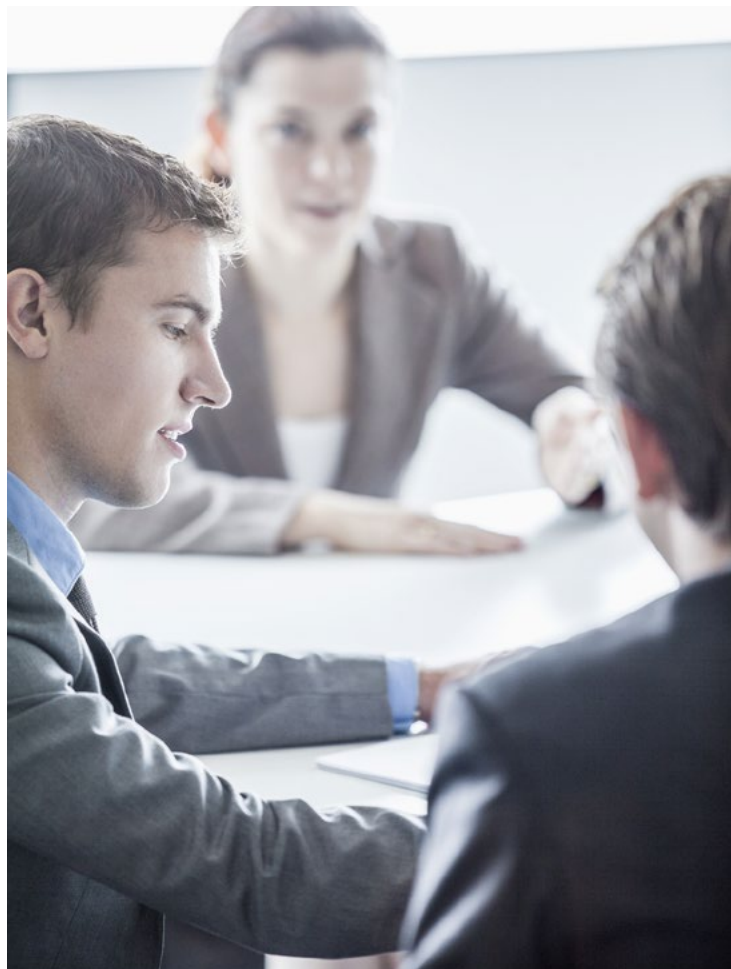
Career Stages

There are several stages of a person's career development. According to Denham (2010) The 5 Career Stages include:

1. **Growth:** The early years, 4 to 13 years old, when a child becomes aware of the future and decides that they want to be a fireman or a Lego engineer.

2. **Exploration:** early teen to mid-twenties when occupations are explored via education or on-the-job training.

3. **Establishment:** mid-twenties to mid-forties – establishing a career.

4. **Maintenance:** mid-forties through mid-sixties – holding on to a job or keeping up with the job with education and training.

5. **Disengagement:** mid-sixties on – deceleration in career and planning for retirement. (Denham, 2010)

Difference between Performance Management and Performance Appraisals

- Performance Management – Process used to identify, encourage, measure, evaluate, improve and reward employee performance

- Performance Appraisal – Process of evaluating how good employees perform their jobs and then communicate that information to employees

- Performance management ▶ Performance appraisals ▶ Performance Feedback ▶ Performance Rewards and Development

Performance appraisals allow a manager to access the overall performance of the employee, for the benefit of the employee and the organization. The annual evaluations enable management to monitor standards, set and agree on expectations and objectives and delegate responsibilities and tasks. They also establish individual goals and training needs along with a schedule for completion.

A good performance appraisal method should effectively communicate to the employee the areas that he/she is excelling at, as well as the areas that may require improvement.

Appraisals are much easier, and especially more relaxed if the manager meets each of the team members individually and regularly for one on one discussions throughout the year.

Managers should not wait until the annual appraisal to sit down and talk work performance with an employee.

Performance Appraisals provide:

- An analysis of an employee's recent successes and failures, personal strengths and weaknesses and suitability for promotion or further training.

- An environment that helps to improve an employee's performance and thereby improve the organization itself

- The ability to review each's performance against objectives and standards for the evaluation year agreed at the previous appraisal meeting

- A tool essential for career and succession planning - for employees, crucial jobs and the organization as a whole

- Assessments provide communication between management and the employee on performance, motivation, attitude and behavior development, and help align employees' performance to the organizational goals. A regular formal review of an individual's performance and a plan for future development

Whatever form they take Performance Appraisals are vital for managing the performance of people and organizations.

Staff and management sometimes see performance reviews as a necessary evil that they must endure. But performance appraisal can be a valuable tool that helps a manager get the most out of their employees, and that can help an employee to grow and improve their skills and abilities.

From the short-term to the long-term Performance measurements provide a tool to:

- Clarify and define priorities and objectives

- Motivate through goals and targets

- Motivate through achievement and feedback

- Determine training and learning needs

- Identify personal strengths and direction

- Identify career and succession planning - personal and organizational

- Provide team roles and skills

- Provide managers with understanding and relationship

- Resolve confusions and misunderstandings

- Reinforce values, aims, strategies, and priorities of the company

- Delegate responsibilities, employee growth, and development

- Provide manager development - all good managers should be able to conduct appraisals well - it's a fundamental process

Performance Appraisal Methods

Many different Performance Appraisal Methods can be used to rate an employee's proficiency. The following methods are identified by from "Performance Management and Appraisal" by Sage Publishers. They are:

- Critical Incidents Method

- Management by objective (MBO).

- Narrative Method or Form

- Graphic Rating Scale Form

- Behavioral Anchored Rating Scale (BARS) Form

- Ranking Method (Performance Management and Appraisals. n.d., pp. 296-298)

For complete detail on Performance Appraisal Methods read the full article- Performance Management and Appraisals by Sage Publications .

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