

## Supporting an employee in a new role

### Things to think about

Making on-boarding a good experience

Supporting the employee in their new role

Fostering a performance and growth mindset from day 1

Transmitting the public sector values and culture

### Key actions

#### Plan and structure the on-boarding process

##### Before the new starter commences:

- Nominate a 'buddy' to care for the new starter
- Talk to your HR team about on-boarding requirements and any supports available through the Human Capital Management (HCM) System including training
- Identify a list of key contacts and arrange initial meetings for your new starter
- Review the new starter's role application and any available capability assessments, to gain an idea of immediate development needs
- Schedule regular catch-ups

##### Weeks 1-4: clarify role and development expectations

- Work through the role description and business plans with the new starter to identify their work objectives and focus capabilities
- Refer to the behavioural indicators for each required capability level in their role description to clearly describe your expectations and provide guidance on how they should behave day-to-day in their new role

### Points to remember

- The behavioural indicators are **indicative**: the emphasis on particular behaviours will vary according to the organisational focus and key accountabilities of each role. Some indicators may not be relevant to the role
- Make sure your new starter understands the levels of capabilities and the behavioural indicators applicable to their role. Employees do not have to achieve Highly Advanced proficiency in every capability. Support them to apply the capabilities at the levels identified in their role description, and allow them opportunities to develop
- Establish regular catch up and coaching sessions
- Creating a development plan during the on-boarding period will help to foster a mindset of continuous development and growth.

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## Key actions continued

### Weeks 5-9: consolidate and develop

- Meet regularly to discuss the new starter's work and any problems or barriers they have encountered. Provide feedback, coaching and guidance based on your discussions and your observations of them at work
- Begin to discuss their capability development needs and together make a plan for the development activities they should complete in the first 3-6 months to help them apply and strengthen their capabilities and perform their role effectively.
- Continue to use the Capability Framework as a neutral starting point for discussing work behaviours and development needs.

### Building your new starter's connections

- Identify the key people your new starter needs to meet – other managers, a buddy, other team members. This initial list may expand during on-boarding.
- Consider how you can facilitate networking opportunities to connect your new starter with key subject matter experts in the organisation, so they can access people with the capabilities they may need to strengthen. Can you establish a peer mentoring or job shadowing arrangement to assist their development?
- Encourage your employees to join a NSW Public Sector Community of Practice relevant to their work, to build a network of collaborators throughout the public sector and to hear about capability building experiences on offer.

### Use tools to organise activities

- Find out from your HR team what resources are available to support employee on-boarding and development activities.
- If your agency has a Human Capital Management (HCM) system, use it to track the new starter's completion of on-boarding steps including progress against their development plan and to provide the new employee with easy access to capability development resources and collaboration opportunities.

## Points to remember

- The development plan can be adapted and extended according to need
- Regular catch ups and coaching sessions will assist the new starter to perform effectively in the role
- Building your new starter's connections will facilitate their work and also foster collaborative behaviours

## Toolkit

- Capability Discovery Tool
- NSW Public Sector Communities of Practice resources
- Career Pathway Template
- ICT Career Pathway Framework (for ICT professionals)
- Senior Executive Fundamentals
- Personas for Executive, Leaders and Individuals in the State of Workforce Reform Report
- Aboriginal Employment and Development Program
- Aboriginal Career and Leadership Development Program
- Capability Assessment Scoring tool (CAST): part of TALEO. Call iworkforNSW support: 1800 562 679
- Agency developed resources