

Garnoc, Josephine

From: Everett, Karen
Sent: Friday, September 18, 2015 2:16 PM
To: Garnoc, Josephine
Subject: FW: Sandra Moore - Accepted CN II position with Infusion Center starting on 10/12/15

ID# 139375
BH# 141864

From: Ludwig, Dana
Sent: Thursday, September 17, 2015 9:28 AM
To: Garnoc, Josephine; Everett, Karen; Eldson, Susan M; Aumack, Nickie
Subject: Sandra Moore - Accepted CN II position with Infusion Center starting on 10/12/15

Hello Josie,

Sandra Moore has accepted a contingent CN II with the Infusion Center starting on 10/12/2015

Sandra's new hire information is as follows:

Physical Date: 10/7/2015

Start date: 10/12/15

Onboarding @ PNC: October 12, 2015 from 8:00 am – 4:30 pm

Phone: 313-929-7644

Address: 771 North Oxford, Grosse Pointe Woods, MI 48236

DOB: 5/21/1952

Employee ID #: Karen will provide once obtained in Oracle

E-mail: sm92383@aol.com

Nursing Degree: Henry Ford Hospital of Nursing - 1983

RN License Number: 4704145272

American Heart Association – Healthcare Provider BLS: needs to obtain before start date

When you have a moment, would you please contact Sandy to welcome her to your team, discuss department start date/time, etc.? Additionally, each new employee is required to be assigned a Friend at Work.

Please let me know if you have any questions. Thank you and congratulations on the new addition to your team!

Dana Ludwig

Human Resources

Beaumont – Grosse Pointe

Beaumont Health

Phone: 586-498-4981

Fax: 586-498-4956

Dana.ludwig@beaumont.org



FRIEND

© AT WORK

Beaumont Hospitals®

Friend at Work Program

Friend Application

If you are interested in participating in Beaumont's Friend at Work Program, please fill out the attached application. The purpose of the program is to welcome new hires by matching them with experienced employees. The friend is expected to introduce the new hire to co-workers and to orient them informally to Beaumont within their first week in the department/unit. The friend should serve as a resource for the new hire as he/ she adjusts to their new position.

The friend is expected to initiate contact with the new hire prior to his/her first day and during his/her first week, then schedule a break and a lunch together. The friend should check in with the new hire at least every other week for the subsequent three months and maintain some communication thereafter.

Please complete the information below and submit to your Supervisor.

Name _____ Date of Hire _____

Unit/Department _____ E-mail _____

What shift(s) do you work? _____

What is your title/position? _____

What is your hometown (if different than the tri-county area)? _____

List any additional information that you would like to provide that you feel will help us match you with a new employee (i.e. hobbies, education/career goals, family life, etc.).

Signature _____

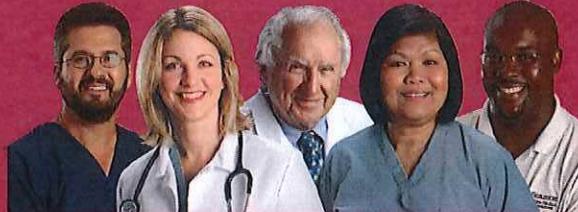
Date _____

My new employee.

myWork Experience

Creating an environment
where your new employee can be
and do their best.

Beaumont®



Manager's Guide to Onboarding at Beaumont

A Letter To Leaders from Beaumont's CEO:

Dear Colleagues,

Research shows that a new employee's experiences during their first days and weeks on a new job can set the course for success or failure. An important component of this experience is the relationship the new employee develops with his/her supervisor.

To help you to ensure that your new employee successfully acclimates to Beaumont and their new job, Human Resources has worked with Beaumont leaders and new employees to create a new onboarding program which incorporates the latest in best practices in the health care industry and beyond. From the point of job offer through the first year of employment, Beaumont's onboarding program is designed to provide emotional support, as well as to systematically ensure accurate and consistent information is provided to your new employee every step of the way.

As competition for the health care work force continues to mount in Southeastern Michigan, it becomes even more critical for Beaumont to successfully recruit and retain valuable employees. I appreciate your support, as a Beaumont leader, of this very important program and thank you for the time you personally invest in the success of each and every new employee.



*Kenneth J. Matzick
President and CEO*

A handwritten signature in black ink, appearing to read "KJM" followed by "Matzick".

Kenneth J. Matzick
President and Chief Executive Officer
Beaumont Hospitals

Table Of Contents

Introduction2
Onboarding at Beaumont3
Components of Onboarding4 - 5
Frequently Asked Questions – New Employee Orientation6 - 7
Manager's Onboarding Checklist8 - 9
Onboarding Program Map10 - 11
Department Orientation Summary Form12 - 13
Important Conversations to Have With Your New Employee14
Identifying Early Wins/Contribution Opportunities15
Friend at Work Program16
• Guidelines for Selecting a Friend at Work17 - 18
• Friend at Work Program – Friend Application19
• New Employee Profile form for the Friend at Work Program20
• Implementing the Friend at Work Program in Your Department21
• Friend at Work Checklist22 - 23
• Suggested Questions to Discuss with Friend at Work24
Key Offices and Facilities...Suggested Tour25 - 26
New Employee Survey27
• Example of Survey Letter and Survey27 - 29

Introduction

What Is Onboarding?

Onboarding is the process of bringing a new employee into an organization and ensuring for their successful assimilation. It starts with the job offer and continues throughout the first year of their employment.

The Mission Of Onboarding At Beaumont

To formally and thoughtfully support new employees through their first year at Beaumont by standardizing and coordinating all the "onboarding" tasks into a practical framework or "roadmap" – required to successfully integrate and assimilate new employees into productive and engaged members of the Beaumont team in the shortest possible time.

Program Objectives

- To create a consistent system wide program to educate, engage and socialize the new employee to the Beaumont team.
- To help immerse new employees into the culture of the organization, and to facilitate understanding and appreciation of the complex health care environment and their role in supporting the Beaumont Mission and Vision.
- To lower the risk of unsuccessful or disappointing transitions, minimizing disruption at the operational level and reducing costs associated with new hire turnover.
- To leverage technology to improve access to information, increase efficiencies and reduce costs.
- To integrate accountability for those responsible for the onboarding process.

Your Role In Assuring Your New Employee's Success

Historically at Beaumont, orientation or "onboarding" has meant attending hospital orientation and then participating in an orientation process at the department level. There was little if any coordination or relationship between the two... This program recognizes that onboarding is a shared responsibility of a team which includes Human Resources, the manager and the Friend at Work. Your role is to help your new employee:

- Manage their anxiety/enthusiasm, fear/excitement and confidence/insecurity that comes from being a new employee.
- Build successful relationships with peers, management and if applicable their direct reports.
- Understand how they can best contribute to the department/team's success and ensure that everyone is contributing to theirs.
- Provide the tools, resources and training to help the new employee learn and understand their role and responsibilities.
- Identify and celebrate early successes to help new employees gain confidence and establish credibility.
- Provide ongoing feedback relative to performance on tasks as well as soft skills and relationships.

Onboarding At Beaumont

Onboarding at Beaumont starts when the candidate accepts our offer to join the Beaumont team and continues throughout the first year of employment. It is designed to be a continuous process rather than a one time event. We recognize how important the first year is, especially the first few months on a new job! Our goal is to give the new hire the information and the support they need to learn, make friends, feel comfortable and be successful in their new role.

Traditional orientations focus on policies and procedures. At Beaumont, our program is designed to help the new hire to:

- Develop a sense of belonging.
- Build ties of loyalty and commitment.
- Understand the culture at Beaumont.
- Understand the health care climate.
- Master their new role.

Beaumont has developed a systematic approach to ensure accurate and consistent information is delivered to new employees on a timely basis. Onboarding includes:

- **Reference Guide to Beaumont Hospitals** booklet.
- **myNew Job - Guide to Onboarding at Beaumont**.
- Online tools and resources.
- New Employee Orientation program.
- Department orientation.
- Friend at Work program.
- New Hire Surveys.

Together, these help to ensure that new employees have the tools and information they need to become successful members of the Beaumont team.

Starting with the small, but important things...

- What affects them personally?
Where do they park; when do they get paid; where is the cafeteria?

Building to their daily experience at Beaumont...

- What affects them in their new department?
What will they be doing; who will they work with; what are the goals and priorities of their new department?

To understanding the big picture...

- What affects them as a member on the Beaumont team?
What is the mission and vision of Beaumont; what is their role in supporting them?

Components Of Onboarding

Beaumont has developed a systematic approach to ensure accurate and consistent information is delivered to new employees on a timely basis. The components of onboarding include:

Reference Guide to Beaumont Hospitals

This booklet was designed to give new employees the essential information they need to get started at Beaumont. Starting with Beaumont's mission, vision and standards...who we are, the rest of the booklet is organized around the benefits of being a Beaumont employee....my Beaumont Advantage. The reference guide is conveniently located on the Human Resources web site under myWork Experience, myNew Job.

myNew Job – Guide to Onboarding at Beaumont

This booklet is designed to help new employees understand the onboarding process, their role and responsibilities, as well as their supervisor's role to help them to acclimate to Beaumont and their new job. It includes a checklist which outlines the steps they are responsible for during their first weeks and months of employment. The guide to onboarding is located on the Human Resources Web site under myWork Experience, myNew Job.

Online Tools and Resources for New Employees

While the majority of the onboarding process includes person to person interaction, part of orientation is available online through a new hire portal on Beaumont's home page www.beaumonthospitals.com under "Careers at Beaumont". This site provides new hires with important information and a special "How can we help?" feature which provides new employees the option to get answers to their questions via an online tool. On Inside Beaumont, Beaumont's intranet, employees have access to a wide range of information including policies, benefits and new hire information through myWork Experience, myNew Job. New employees must complete their mandatory education requirements online through the Beaumont University link during their first days of employment.

Online Tools and Resources for Managers

The Human Resources web page on Inside Beaumont includes a link entitled Resources for Managers. By clicking on this link managers are able to access Human Resources forms, policies and other resources to help them with the onboarding process as well as other aspects of their jobs.

New Employee Orientation

New employees are scheduled to attend Hospital orientation either on their first day on the job or shortly thereafter. This program is designed to be an interactive workshop which facilitates learning about Beaumont, getting to know other new employees, and understanding their role on the Beaumont Team.

Department Orientation

All departments are responsible for developing an orientation program which includes information specific to the department and the job. The time spent in department orientation varies, but is intended to help new employees to understand their role and responsibilities and to help them to become acclimated to their team and work area. A sample Department Orientation Summary is included in this book on pages 12 and 13.

Friend at Work Program

Components Of Onboarding continued

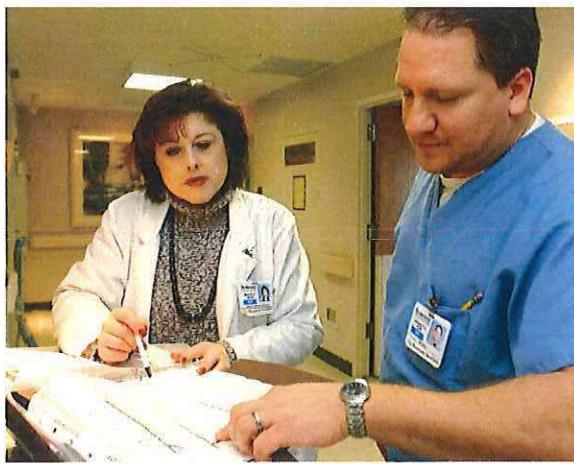
At Beaumont we understand that the transition to a new job and a new organization is easier if you have a friend at work to help. For that reason we have developed a Friend at Work program which pairs new employees with other employees to answer questions and to help with the adjustment process that typically occurs in the first weeks on a new job. The Friend at Work will help the new employee to become familiar with the department, introduce them to other Beaumont employees, take them on a tour of the facility, share lunch with them on their first day in the department, and just generally help them to get to know Beaumont better.

New Employee Surveys

We want to know what new employees think about their onboarding experience, as well as how their first year at Beaumont is going. For that reason, we periodically survey new employees at 90 days and one year and use the information to help make improvements in the onboarding process. The data is aggregated with responses from other new employees so individual responses are not shared. This feedback is vital to our efforts to continually improve the onboarding process for new employees and directly impacts Beaumont's efforts to reduce new hire turnover and the costs associated with this turnover.

Manager Survey

At the conclusion of an employee's 90 day probationary period, managers will be asked to complete a short survey regarding the new hire. As Human Resources' relationship with the manager is a partnership, we want to assure we are working with you to select the highest quality candidates for your open vacancies. This survey will help us to do that.



Frequently Asked Questions About Orientation

From the *myNew Job - Guide to Onboarding at Beaumont*

When do I attend New Employee Orientation?

Centralized orientation typically occurs on the first day of employment unless otherwise indicated in your offer letter.

Do I have to attend New Employee Orientation?

Yes. According to Beaumont policy, every new employee, including contingents, students and volunteers must complete orientation within their first thirty days of employment. Orientation is designed to cover information you would not otherwise receive training or information on. Consider it an investment that will likely save you time in the long run. JCAHO requires that all employees attend a centralized orientation.

Will my Manager support me to take the time needed for orientation?

Yes. Your Manager is an active member of your orientation team and fully understands the importance and investment of setting aside time for you to go through this process.

What time should I arrive for New Employee Orientation?

Registration and refreshments begin at 7:30 a.m. New Employee Orientation begins promptly at 8:00 a.m.

Where is New Employee Orientation held?

Orientation is held at the Beaumont Rehabilitation and Health Center (Barnum) located at 46 Purdy Street, Birmingham, MI 48009, first floor.

Do I really need a Friend at Work?

Every new employee can benefit from having an inside track on things. The key to a successful Friend at Work experience is for your Manager to do an effective job at identifying the most appropriate Friend given your specific orientation needs. Having a Friend at Work will:

- Give insight into the organization.
- Give tips on how to build relationships with co-workers.
- Open lines of communication with other employees while respecting confidentiality.
- Provide a resource for questions.
- Help you feel at home in your new environment.
- Save you time by pointing out useful resources and the best people to ask to get certain things done.
- Offer encouragement.

How do I sign up for a Friend at Work?

A New Employee Profile Form was mailed to you with your offer letter. (A sample of this form is shown on page 17 of this guide.) Simply complete the form and bring it with you to Human Resources when you stop by to turn in your new hire paperwork. This form is also available online at www.beaumonthospitals.com on the New Hire Portal.



Frequently Asked Questions continued

How do I learn who my Friend at Work is?

Your Friend at Work is assigned prior to your start date. If possible, he/she will contact you prior to your first day. If timing does not allow for this, your manager will introduce you to your Friend at Work on your first day in the department.

How do I access the online tools and resources?

Online tools and resources can be accessed by logging on to the New Hire Portal on Beaumont's Web site: www.beaumonthospitals.com. The New Hire Portal can be found in the site directory, under Careers at Beaumont.

How can I provide feedback on my orientation experience?

All new employees will be given the opportunity to participate in our new hire survey process at the completion of their first ninety days and again at one year of employment. However, we encourage you to be as open and honest about your feedback along the way. The sooner we hear your feedback or concerns, the sooner we can address the issues.



Manager's Onboarding Checklist

Phase 1: Pre-boarding (pre-employment)

Objective

The purpose of this phase is two-fold: First, to engage the new employee immediately after accepting a job offer with Beaumont Hospitals – reaching out to the new employee to reassure them they have made an excellent career decision and building on the excitement that comes with accepting a new career opportunity. This includes providing them with a complete "Welcome Package" containing various greetings, company information, an overview of the orientation process and other helpful information.

Secondly, to plan behind the scenes for the new employees arrival so he or she feels welcome and has the tools, information and resources they will need to be successful readily available when they arrive. The following checklist is intended to ensure all new employees receive consistent information in a timely manner. Prior to the new employee's arrival, please make sure to complete the activities on the following pages.

Before New Employee Arrives

- Call the new employee to confirm start date/time and answer any questions they may have about their new job.
- Assign a Friend at Work based on the New Employee Profile.
- Send announcement to new employees' work group prior to their arrival.
- Send other announcements as appropriate (managers, etc.)
- Coordinate with the Friend at Work to schedule a breakfast or lunch with the new employee on their first day in the department.
- Confirm with the Friend at Work any activities planned to help the new employee feel welcomed.
- Ensure meetings are scheduled with key contacts throughout the organization, as appropriate.
- Make sure the new employee's work area is clean and they have the tools, equipment (PC, telephone, software, etc.) needed to do their job.
- Establish the schedule, work assignment and expectations for the new employee.
- Arrange for preceptor to train new employee on roles and responsibilities of their new job.

Phase 2: Onboarding

Objective

To provide the new employee enough information so that their basic needs are met and they can focus their attention on learning and performing the new job.

Day 1

- Employee attends New Employee Orientation – unless scheduled later.

Manager's Onboarding Checklist continued**Day 2**

- Meet and greet the new employee as they arrive in the department.
- Introduce the new employee to their team members, including their Friend at Work and training preceptor(s).
- Schedule time for the new employee and their assigned Friend to go to lunch and take a tour of the facility.
- Help the new employee settle in and provide overview of job responsibilities and expectations.
- Meet with new employee to define departmental orientation learning and developmental objectives.
- Be available to answer any questions the new employee may have.
- Ensure the new employee completes mandatory education requirements online in Pathlore.
- Meet with the new employee at the end of the day to see how things went.

First Week after Arrival

- Meet with the new employee to discuss schedule, work assignment and expectations.
 - Provide detailed description of the job, and department policies and procedures.
- Check to see how departmental orientation/training is progressing with the new employee's preceptor/trainer.
- Coordinate with the Friend at Work to ensure the new employee's needs are being met.

Two to Twelve Weeks after Arrival

- Periodically meet with new employee to discuss their progress through orientation.
- Continue to touch base with the Friend at Work to see how things are going.
- Check progress of training/orientation periodically with new hire's preceptor/trainer.
- Contact Human Resources should you have any concerns regarding your new employee.
- Complete Department Orientation Checklist.
- Review performance with new employee at 90 days.
- Encourage new employees to participate in the New Employee Survey.
- Complete online Manager Survey.

Twelve Weeks and Beyond

- Continue to meet with your new employee periodically to review progress and address any concerns.

One Year

- Complete annual performance appraisal.
- Encourage new employee to participate in New Employee Survey.
- Celebrate!

Onboarding Program Map

	Post Offer - 2 Weeks Pre-Hire	Post Offer - 1 Week Pre-Hire	Start Date - 30 Days
Human Resources	Mail offer letter, New Hire Packet, Welcome Packet (includes Onboarding Guide) and benefit materials in envelope marked: Important Benefits Information	Input new hire information into Oracle	
Hiring Manager	Operationalize new hire checklist for managers (in <i>Manager Guide</i>)	Call new employee to discuss schedule, welcome, etc.	Meet with employee on Day One to welcome employee to the team
	Identify and order equipment and office supplies	Pair new hire with Friend and meet with Friend to introduce to new employee	Introduce employee to other employees in the department
	Identify and request computer access for all systems	Send e-mail to staff, managers, etc. announcing new employee	Initiate department orientation including the completion of Pathlore mandatories
	Identify and request communication devices		Meet with employee to review progress
Friend At Work		Call new hire at home to introduce yourself and explain your role	Lunch with the new employee
Employee	Complete all new hire paperwork	Complete pre-employment physical	Enroll in benefits and 403(b) plan
	Review new hire portal	Obtain employee I.D. badge	Meet Friend at Work
	Submit questions using the <i>How Can We Help?</i> form on the new hire portal	Review Welcome Packet which includes the Beaumont Reference and Onboarding Guides	Meet with Manager to review progress
		Submit questions using the <i>How Can We Help?</i> form on the new hire portal	Begin Manager Orientation process (if applicable)
		Review benefit materials. Contact Benefits with questions online or via hotline: 248.551.0712	Attend New Employee Orientation

30 - 60 Days**90 days****360 Days**Send New Hire and
Manager Surveys

Send New Hire Survey

Complete Manager
Survey from HRComplete performance
appraisalMeet with employee to
review progressMeet with employee to
review progressCelebrate 1st year
anniversaryCelebrate completion of
employee's probationary
periodCelebrate completion of the
employee's probationary
periodMeet with manager to
review progressMeet with manager to
review progress

Complete New Hire Survey

Review HR Web site
on *Inside Beaumont*

Complete New Hire Survey

Celebrate 1st year
anniversary

Department Orientation Summary

Name: _____ Department: _____

Position: _____ ID#: _____

Date of Hire: _____

Status: Reg Temp Contingent Agency New Hire Transferred Employee

Corporate Mandatory Education:

New Hire Orientation provides employees with critical information about Beaumont's mission, vision, culture, continuum of care, standards and expectations. In addition all new employees must complete their mandatory education requirements online in Pathlore. This should occur on the first day in the department or before the new employee has contact with patients or patient information.

Departmental Mandatory Topics and Initiatives:

Topics to be reviewed in Departmental Orientation with all staff. Space has been provided for you to identify other topics specific to your department. You may find that a few topics are not applicable to your area. (*) means that the topic is deemed mandatory by the Corporate Mandatory Education Committee.

TOPIC	Date Reviewed	Reviewer
Department Processes/Policies/Procedures and Other Topics as Appropriate:		
• History, mission and scope of the department	_____	_____
• Department policies	_____	_____
• Department organization chart – Who's Who	_____	_____
• Departmental philosophy, goals & objectives	_____	_____
• Uniform/Professional Image	_____	_____
• Timekeeping/Attendance/Scheduling	_____	_____
• Emergency Preparedness (unique to your area) *	_____	_____
• Telephones/Communication/Scripting	_____	_____
• Appropriate Equipment Training *	_____	_____
• Domestic Violence and Abuse for Caregivers *	_____	_____
• Right to Know *	_____	_____
• Smoking Policy	_____	_____
• On-the Job Injuries	_____	_____
• Forensic Staff Orientation	_____	_____
• Department Compliance Plan *	_____	_____
• Patient Safety *	_____	_____
• Tour of the department	_____	_____
• Opportunities for education, i.e. BU Career Guide and BU Course Catalog	_____	_____
• Suggested courses or on-line modules *	_____	_____

Department Orientation Summary continued

TOPIC	Date Reviewed	Reviewer
-------	---------------	----------

- Patient Satisfaction/Press Ganey Scores
- Physician Satisfaction
- Service Recovery
- Employee Satisfaction Survey/Action Plans
- PDCA Process Improvement*
- Customer Satisfaction
- _____
- _____
- _____
- _____

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Equipment Training

(Please list equipment that you orient your staff to)

- Appropriate Job Specific Training
- _____
- _____
- _____
- _____

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Communication:

- Department/Staff meetings
- Communication Board (Troy)
- Inside Beaumont News
- Newsletters
- Inside Beaumont (web site)
- Publications
- Information Systems/Passwords
- _____
- _____
- _____

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Public Information & Wayfinding topics to assist visitors, patients and families

- _____
- _____
- _____
- _____

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Please note: you may use the blanks to fill in items that are unique to your department to assist you in keeping a list of topics that you cover with new employees. Also, some of these may not be applicable to your department.

* This form is available online on the Human Resources web site under Manager Resources.

Important Conversations To Have With Your New Employee

The new hire's successful assimilation to Beaumont is dependent on their relationship with you...their manager. For that reason we have developed an onboarding process that builds in time to meet and talk with your new employee. The following is a list of suggested questions or conversations that you may want to have with your new employee.

- What are goals you would like to accomplish in this position?
- As your leader, what things can I do to help you accomplish those goals?
- What are your expectations of me as your leader?
- What expectations do you have of a work environment?
- What motivates you to perform well?
- How do you like to be rewarded and recognized for a job well done?
- What type of leadership style do you work with best?
- What is your preferred method of communication? E-mail? Notes?
- What factors do you think will make you successful in your new job?
- Are there any resources you have identified you need to perform your job?
- Are your job responsibilities clear? If not, what can I do to make your job responsibilities more clear?
- What challenges/barriers are you facing as a new employee? How can I help you work through those challenges?
- Do you feel you are adjusting to the culture and work styles of the leadership at Beaumont?
- Do you feel you are adjusting to the culture and work styles of your peers?
- Do you have access to all the necessary systems to complete your job?
- Are there any resources you have identified you need to complete your job?
- Are your goals and expectations of this position being met?
- In this position, are you contributing at the level you thought you would be?
- What are positive things you can identify about your experience as a new employee?
- What can I do to make your experience as a new employee better?
- Can you identify any projects or initiatives you would like to participate in?
- Your expectations of the employee.

Identifying Early Wins/Contributions Opportunities

As a manager your role is to help your new employee to be successful. The measure of the employee's comfort and confidence directly contributes to the ease of their assimilation to Beaumont. The following is a list of suggestions that you may employ to help your new employee to be successful in the shortest possible period of time.

- What projects or initiatives are available for the new employee to participate in?
- What existing committees could the new employee join?
- What continuing educational opportunities can I offer? Beaumont University? Schools of Allied Health?
- What key contacts can I introduce the new employee to?
- What can I do to make myself more accessible to the new employee?
- What can I do to encourage and coordinate interaction with new employee?
- What can I do to encourage the employee to build relationships with leadership and peers?



Friend At Work Program

Beaumont's onboarding program is designed to orient new employees to the mission, vision and values of the organization, the challenges facing Beaumont, the financial environment in healthcare and the initiatives and strategies Beaumont is implementing to remain a provider and employer of choice. Our Friend at Work Program is designed to help new employees to socially acclimate to the organization and employees who transfer socially acclimate into their new department. The role of the Friend is to provide social support during their first few months at Beaumont, help them to connect with peers and colleagues and help them to navigate the environment. By participating in this program we expect the new employee will feel a part of the Beaumont team.

What is a Friend at Work?

A Friend at Work is ... a friendly face that could very well become their first friend at Beaumont. The role of the Friend at Work is to ensure new employees feel welcome by introducing them to other employees, answering questions and providing guidance throughout the first three months of employment.

More specifically, the key responsibilities of the Friend at Work is to:

- Help explain the unwritten rules.
- Define cultural norms.
- Give insight to the organizational structure of the organization.
- Give tips on how to build relationships with colleagues.
- Open lines of communication with other employees.
- Be a resource for questions or concerns.
- Help the new employee feel at home by helping them navigate the environment.
- Provide recognition for milestones.
- Offer encouragement.

What it is Not

A Friend at Work is not meant to take the place of the new employee's supervisor, preceptor/trainer or Human Resources Representative. The role of the Friend at Work is meant to compliment these other important roles during their first days and months at Beaumont.

Guidelines For Selecting A Friend At Work For Your New Employee

The quality of personal relationships with colleagues is an important driver of retention. Because new employees often face a difficult transition that threatens their commitment to the organization, this program has been created for you to utilize with newly hired employees to help minimize their anxiety and feelings of isolation when they begin employment. The goal of the "Friend at Work Program" is to help new hires socially acclimate into the organization and to reduce first year turnover.

Criteria to Become a "Friend"

Below are listed some criteria for you to consider when recruiting and selecting employees who may have volunteered to become friends:

- Does the employee demonstrate an understanding of the organizations' vision, mission and standards?
- Does the employee demonstrate behaviors consistent with the Beaumont standards?
- Does the employee have the desire to participate in the program?
- Does the employee have an enthusiastic attitude?
- Does the employee understand the goals and objectives of the Friend at Work Program?
- Is the employee non-judgmental?
- Is the employee knowledgeable and resourceful?
- Is the employee in good standing?
- Has the employee been employed at least one year?
- Is the employee employed in the same department as the new employee?

Roles and Responsibilities of "Friends"

The primary responsibility of the friend is to assist with the new employee's social acclimation into their surroundings by providing social support during the initial adjustment to the hospital. Responsibilities may include:

- Contacting the new employee prior to his/her first day.
- Place welcome item in new employee's mailbox.
- Post photo of new employee with bio on bulletin board.
- Post welcome signs within the department.
- Arrange a welcome gathering.
- Give a departmental tour.
- Give a tour of the campus/facility.
- Introduce new employee to others on unit.
- Introduce new employees to employees on other units.
- Accompany new employee on coffee breaks and lunch.
- Include new employee in outside work activities
- Celebrate the new employee's milestones (completion of probationary period, degrees, passing RN boards, registries, birthday, etc.).
- Follow-up with employee on a periodic basis.



Guidelines For Selecting A Friend At Work For Your New Employee

Guidelines for Pairing "Friends" and New Employees

Prior to the date your new employee starts in your department, you'll need to assign the new employee to a friend. New employees will be asked to complete a profile form which will assist you with matching them to a Friend. A copy of the form is included in this guide on page 20. A similar form has been developed for current employees who are interested in applying to be a Friend at Work. A copy of this form is included on page 19. For your convenience, both forms can be downloaded from the Human Resources web site. Look for them under Manager Resources.

The following are some guidelines for you to use when pairing your employees:

- Match interests and compatibility.
- Consider pairing employees in different job classifications.
- Keep in mind employment status of friends (because of schedule variations between full and part time status, you may want to pair two part time friends with a full time new hire).
- Keep in mind shifts and schedules worked when pairing friends and new employees.
- Utilize seniority within the department to make decisions when there are more friends than new employees.

Friend Orientation and Resources

To optimize the success of the Friend at Work program, new friends and their managers will have several resources at their disposal including, online tools such as Friend at Work orientation materials and toolkit, classes through Beaumont University, as well as the Friend at Work Guide. The Friend at Work toolkit is available on Inside Beaumont on the Human Resources web site under Manager Resources. These will communicate the purpose, role and expectations of friends and provide information, tools and resources that will help them to be effective friends.

Reward and Recognition

Rewarding and recognizing those employees who volunteer as friends will go a long way in helping to engage other employees in the program. Because of the extra time commitment from your employees, it is important to reward and recognize their contributions to the successful social integration of your new hires. The toolkit contains some ideas on how you can reward and recognize the employees who volunteer to be friends.

Friend At Work Program – Friend Application

From myFriend at Work - Friend's Guide to Onboarding at Beaumont

If you are interested in participating in the Hospital's Friend at Work Program and have been employed for at least a year, please fill out this application. The purpose of the program is to welcome new hires by matching them with experienced employees. The friend is expected to introduce the new hire to co-workers and to orient them informally to the Hospital within their first week in the department/unit. The friend should serve as a resource for the new hire as he/she adjusts to their new position.

The friend is expected to initiate contact with the new hire prior to his/her first day and during his/her first weeks on the job including scheduling a break and a lunch together. The friend should check in with the new hire at least every other week for the subsequent three months and maintain some communication thereafter. Please refer to the myFriend at Work Guide for an overview of the roles and responsibilities of a friend.

Please complete the information below and submit to your Department Manager

Name _____ Date of Hire _____

Unit/Department _____ E-mail _____

What shift(s) do you work? _____

What is your title/position? _____

What is your hometown (if different than the tri-county area)?

List any additional information that you would like to provide that you feel will help us match you with a new employee (i.e. hobbies, education/career goals, family life, etc.).

Signature _____ Date _____

Friend At Work Program

From myNew Job - Employee's Guide to Onboarding at Beaumont

New Employee Profile Form

As a new employee, you have the opportunity to participate in Beaumont's Friend at Work program. The purpose of the program is to welcome new employees by matching them with experienced employees. Your friend will introduce you to coworkers and informally orient you to your new workplace. Your friend should serve as a resource for you as you adjust to your new position at Beaumont.

If possible your manager will match you with a friend that shares similar professional and personal interests. Your friend will contact you prior to your first day in the department, meet informally with you during your first day in the department and go to lunch with you. Your friend is also committed to communicating with you periodically throughout your first few months at Beaumont.

Please complete the information below and submit to Human Resources with the remainder of your new hire paperwork.

I do wish to participate in the Friend at Work program.

I do not wish to participate in the Friend at Work program.

Name _____

Unit/Department _____

Home and/or cell phone # _____ Email _____

What shift(s) will you be working? _____

What is your title/position? _____

Are you new to the metropolitan (tri-county) area? Yes No

If yes, where is your hometown? _____

List any additional information that you would like to provide that you feel will help us match you with a current employee (i.e. hobbies, education/career goals, family life, etc.).

Signature _____

Date _____

Implementing The Friend At Work Program In Your Department

- Utilize PowerPoint presentation to roll-out the program to your department. Available online on Inside Beaumont, Human Resources web site under Manager Resources.
- Communicate Friend selection process to staff.
- Solicit volunteers to serve as friends by having the volunteers complete a Friend Application.
- Acknowledge your appreciation to all employees who have volunteered.
- Select the friends, following the criteria developed to become a friend.
- Communicate friend selections to staff.
- Enroll friends and yourself in the "Friend at Work Orientation" through Beaumont University.
- Upon receipt of the New Employee Profile forms (completed by the new hires) from Human Resources, pair a friend with the new employee following the guidelines for pairing friends.
- Communicate pairings to your staff.
- Meet with friends and distribute tool kit.
- Introduce the friend and the new hire to one another. Monitor progress throughout the first 90 days.
- Once the friend has completed the process with the new hire, reward and recognize the friend and preceptor.

Other Tips

- Include education on the Friend at Work Program in your department orientation.
- Make it a priority on an ongoing basis to solicit individuals in becoming friends.
- Keep an active file of those individuals interested in becoming a friend.
- Implement the Friend at Work Program for transferred employees.

Friend At Work Checklist

From myFriend at Work - Friend's Guide to Onboarding at Beaumont

The success of the orientation process relies on numerous orientation team members working collaboratively to make the new employee's transition to Beaumont as seamless and enjoyable as possible. Below is a detailed checklist that clearly outlines the activities and steps you need to take throughout the orientation process as a Friend at Work.

Pre Hire

During the time prior to the new employee's first day, after the job offer is made, your objective is to immediately reach out to the employee, introduce yourself, welcome him/her to Beaumont, and reassure him/her he/she has made the right decision.

The following are your key responsibilities prior to the new employee's first day of employment:

- Contact the new employee at home to introduce yourself and briefly explain your role.
 - Confirm answers to some key questions.
 - Provide your contact information.
 - Address any concerns the new employee may have.
- Plan a department welcome gathering.
- Prepare a welcome sign to post in the department after the new employee starts.

Post Hire

Subsequent to the new employee's first day, your objective is to provide the new hire with enough information and access to coworkers so that his/her basic needs are met and he/she can move his/her attention to performing work.

Day 1

- Plan to meet the new employee on their first day in the department, introduce them to co-workers and take them to lunch.
- Provide an overview of your role and how the relationship will work. Make certain to ask what the new hire's expectations are of you.
- Provide a tour of the hospital/facility.
- Provide a tour of the department.

First and Second Weeks

Friend At Work Checklist continued

Make certain to address all of the frequently asked questions, outlined in this guide under **"Suggested Questions to Discuss with New Hires"**.

- Debrief the hospital orientation session with the new employee to see how it went and address any follow-up questions the new hire may have.
- Host department welcome gathering.
- Introduce the new employee to other staff and physicians she/he will have regular contact with.
- Meet periodically with the new employee to determine how they are acclimating to the organization and their work environment.
-

Third Week thru Three Months

Continue to be available to address any questions or concerns the new employee may have.

- Celebrate/acknowledge the employee completing his/her probationary period.
-

Suggested Questions To Discuss With Your Friend At Work

From myFriend at Work - Friend's Guide to Onboarding at Beaumont

For any new employee, the first few days on the job can be a mixture of excitement and apprehension. It is typical for new employees to go through a process of evaluation; questioning whether they made the right decision to join Beaumont and seeking positive signs that support their move. During these critical weeks the Friend at Work Program is intended to provide a high level of support and guidance to ensure every new employee feels welcomed, supported, valued and able to perform their best work.

Below is a list of suggested questions to discuss with your friend at work.

- Where should I park?
- How can I contact my Friend at Work?
- Where are the restrooms?
- Where is the closest time clock?
- Where is the locker room (if applicable)?
- Where do I put my lunch and my personal items?
- Is there a designated area for religious reflection?
- Where is the cafeteria or vending machines?
- Where is the ATM machine?
- How can I access Beaumont's internal website, Inside Beaumont?
- How do I request time off?
- What are the meetings I should attend?
- Who in the department or organization is considered a good role model?
- What are the unwritten rules?
- How do I complete my mandatory education requirements?
- What is the scripting for answering the phone?
- Whom do I contact for my benefits, computer, paycheck, etc.?

Key Offices And Facilities...Suggested Tour

As you know, Beaumont's campus isn't just a hospital. It's a whole network of health care facilities and offices spread throughout several buildings and dozens of departments. The following is a suggested tour of the campus to help make the new employee's transition to their new job easier.

Royal Oak Campus

Office/Facility	Hours	Building	Floor/Tower	Close to:
Access Control Office 89-84492	6:45 a.m. - 4:30 p.m. Monday - Friday	Main Hospital	1st Floor/Central	Central Tower Stairwell
Corporate Compliance 55-10224		Admin. Building	2nd Floor/West	Legal Affairs
Employee Assistance Program 551-2329	8:30 a.m. - 5 p.m. Monday - Friday	Admin. Building	1st Floor/East	Across from the Tax Deferred Annuity Office
Employee Service Center	24 hours	Main Hospital	1st Floor/Central	Near the Heart Center entrance
Human Resources 55-10305	7 a.m. - 5 p.m. Monday - Friday	Admin. Building	1st Floor/West	Across from the Cafeteria
Library Information Services 89-81750	6:30 a.m. - 8:30 p.m., Mon. - Fri. 8 a.m. - 4:30 p.m., Saturday noon - 5 p.m., Sunday	Main Hospital	1st Floor/Central	Doctor's Entrance
Nursing Office 89-80933	7 a.m. - 5 p.m. Monday - Friday	Main Hospital	1st Floor/Central	Central Service Elevator
Outpatient Pharmacy 89-84097	7:30 a.m. - 6 p.m. Monday - Friday	Main Hospital	1st Floor/Central	Cashier
Spiritual Care Center 55-10239	24 hours	Main Hospital	3rd Floor/Central	Central Elevators
Dining	Hours	Building	Floor/Tower	Close to:
Administration Building Dining Room (self-service)	6:30 a.m. - 1:30 p.m. Monday - Friday	Administration Building	1st Floor/West Main	Lobby
Mackinac Dining Room	Daily from: 6:30 a.m. - Midnight and 1 a.m. - 4 a.m.	Main Hospital	1st Floor/South	South Entrance
Food Service*	Breakfast , 6:30 a.m. - 9:30 a.m. Lunch , 10:45 a.m. - 2 p.m. Dinner , 4:45 p.m. - 7:30 p.m.			
	*no food available from midnight to 1 a.m. and 4 a.m. to 6:30 a.m.			
The Baker's Deli	10 a.m. - 9 p.m., Mon. - Fri. 10 a.m. - 6 p.m., Sat., Sun. 10:30 a.m. - 2:30 p.m. holidays	Main Hospital	1st Floor/South	South Concourse
The Concourse Cafe	10 a.m. - 9 p.m., Mon. - Fri. 10 a.m. - 6 p.m., Sat., Sun. 10:30 a.m. - 2:30 p.m. holidays	Main Hospital	1st Floor/South	South Concourse
Starbucks®	6 a.m. - 9 p.m. every day	Main Hospital	1st Floor/South	South Concourse
The Coffee Shop	7:15 a.m. - 2:45 p.m. Monday - Friday	Medical Office Building	1st Floor	Credit Union One
Ben & Jerry's Ice Cream	10 a.m. - 9 p.m., Mon. - Fri. 10 a.m. - 6 p.m., Sat., Sun. 10:30 a.m. - 2:30 p.m. holidays	Main Hospital	1st Floor/South	South Concourse

Key Offices And Facilities...Suggested Tour continued**Royal Oak Campus continued**

Retail	Hours	Building	Floor/Tower	Close to:
Perfect Gift and Family Affair	7 a.m. - 9 p.m., Mon. - Fri. 10 a.m. - 6 p.m., Sat., Sun. 10 a.m. - 3 p.m., holidays	Main Hospital	1st Floor/South	South Concourse
The Flower Cart	9 a.m. - 8 p.m., Mon. - Fri. 10 a.m. - 6 p.m., Sat., Sun. 10 a.m. - 3 p.m., holidays	Main Hospital	1st Floor/South	South Concourse
Gifted (knit shop)	9 a.m. - 7 p.m., Mon. - Fri. 10 a.m. - 6 p.m., Saturday	Main Hospital	1st Floor/Central	Central Elevators

Troy Campus

Office	Hours	Building	Floor/Tower	Close to:
Employee Assistance Program 551-2329	8 a.m. - 4:30 p.m. Monday - Wednesday	Professional Office Building (POB), Suite 300	3rd Floor POB	West Hospital
Employee Service Center	24 hours	Main Hospital	Ground Floor	The Garden Cafe
Human Resources 96-46140	7:30 a.m. - 4:30 p.m. Monday - Friday	Main Hospital	Ground Floor	Public Relations
Medical Center Pharmacy (Outpatient Pharmacy) 248-828-8090	9 a.m. - 7 p.m., Monday 9 a.m. - 6 p.m., Tues. - Fri. 9 a.m. - 1 p.m., Saturday	Main Hospital	1st Floor	Gift Shop
Library Information Services 96-45400	8 a.m. - 4:30 p.m. Monday - Friday	Main Hospital	Ground Floor	Medical Administration
Nursing Office 96-45160	7:30 a.m. - 4:30 p.m. Monday - Friday	Main Hospital	Ground Floor	Human Resources
Pastoral Care 96-43405	8 a.m. - 4:30 p.m. Monday - Friday	Main Hospital	Ground Floor, located in Public Relations office	Human Resources
Dining	Hours	Building	Floor/Tower	Close to:
The Garden Cafe	Daily from: 6:30 a.m. - 7:30 p.m. Food Service 6:30 a.m. - 10:30 a.m. 11:00 a.m. - 4 p.m. 4:30 p.m. - 7:00 p.m.	Main Hospital	Ground Floor	Employee Service Center
Starbucks	6:30 a.m. - 1 a.m.	Main Hospital	1st Floor	Gift Shop
Retail	Hours	Building	Floor/Tower	Close to:
Beau-tique	9 a.m. - 8 p.m., Mon. - Fri. Noon - 4 p.m., Sat., Sun.	Main Hospital	1st Floor	Main Entrance

Other Beaumont Sites

If you work at one of the other Beaumont locations, you should arrange a tour of the building, including any key offices that the new employee should be familiar with.

Keeping In Touch...New Employee Surveys

We want to know what new employees think about their onboarding experience. For that reason, we survey each and every new employee at 90 days and again at one year, and use the information to help make improvements in our onboarding process. We need their feedback and encourage their candid response to these surveys. The surveys are conducted by an independent party on the behalf of Beaumont. Survey data is aggregated with responses from others so individual responses are not shared. New employee feedback is vital to our efforts to continually improve the onboarding process. On the following pages you will find the survey tool that we use to gather feedback from new employees. Please encourage your new employee to participate in this survey!

Beaumont Hospitals®

HUMAN
SYSTEMS
DEVELOPMENT®

1661 Millerstown Rd.
Urbana, OH 43078
937-653-9315
Fax: 937-652-0300



Date

Employee Name
Employee Address
Employee Address2

Dear <Employee>:

Congratulations in completing a milestone in your career at Beaumont Hospitals. We hope that your work experience thus far has been positive. Beaumont Hospitals aspires to be the employer of choice in the health care markets we serve. This means hiring great people and creating an environment where you can be and do your best. With this in mind, we are asking you for feedback regarding your new hire experience at 90 days and again at one year.

The enclosed survey has two purposes. The first is to check in with you personally to determine how you are adjusting to your new job. We hope that you feel that you belong here, and that you are a member of our team. The second purpose of this survey is to get your sense of how we are doing as your employer. The information collected from these surveys will be utilized to make improvements in our processes for hiring, orientation and onboarding.

To encourage your open and candid feedback, all data received from new employees will be consolidated into periodic reports by Human Systems Development® (HSD®), an external company. Your identity is not revealed in the report findings.

You may complete this questionnaire by returning it in the envelope provided or it may be completed online at www.humansystemsdev.com/beaumontfeedback using the password shown below.

Thank you in advance for taking the time to complete this important survey. If you have questions regarding this process, please contact Human Resources or Human Systems Development toll free at 877-439-9315.

Sincerely,

Ronald P. Lilek
Vice President, Human Resources

Enclosure

Your Password is:

New Hire Feedback – Easing The Transition

You may complete this questionnaire by returning it in the envelope provided or it may be completed online at www.humansystemsdev.com/beaumontfeedback Enter password:

Please indicate your level of satisfaction with the following items using the response scale provided. If you have no opinion or have not experienced the situation at this point in your employment, skip the question.

Job Specific Questions

	Very Dissatisfied	Dissatisfied	Neither Dissatisfied or Satisfied	Satisfied	Very Satisfied
1. Have a clear understanding of what is expected of you at work	1	2	3	4	5
2. Your work schedule and the work scheduling process	1	2	3	4	5
3. The number of hours you are scheduled to work each week	1	2	3	4	5
4. The workload, amount of work you are expected to perform	1	2	3	4	5
5. Having the equipment, tools, and technology required to perform your job	1	2	3	4	5
6. Satisfaction with your job duties, the job you are expected to perform each day	1	2	3	4	5
7. Extent to which you have the skills and knowledge to perform your job	1	2	3	4	5

Supervisor Questions

8. Availability and responsiveness of your supervisor	1	2	3	4	5
9. Recognition, appreciation, support shown by your supervisor	1	2	3	4	5
10. Feedback on your job performance – how you are performing on your job	1	2	3	4	5
11. Interest your supervisor seems to have in helping you succeed	1	2	3	4	5
12. Management or supervision above your immediate supervisor	1	2	3	4	5

Hiring, Orientation, Training Questions

13. Felt welcomed by your manager in the first few weeks of your employment	1	2	3	4	5
14. Felt welcomed by your co-workers in the first few weeks of your employment	1	2	3	4	5
15. Beaumont Hospitals' new hire orientation program	1	2	3	4	5
16. Your department orientation	1	2	3	4	5
17. The nursing orientation (answer only if this applies to you)	1	2	3	4	5
18. Friend-at-work program (answer only if you have been assigned a friend)	1	2	3	4	5
19. The on-the-job training you received to perform your actual job	1	2	3	4	5
20. Extent to which the job you are performing now is comparable to what was described when you were hired	1	2	3	4	5

Beaumont Hospitals Related Questions

21. Information you have received about Beaumont's history, mission, core values	1	2	3	4	5
22. Information you have received about your pay, benefits, hospital rules and policies	1	2	3	4	5
23. Honesty, ethics, and fair treatment shown by Beaumont Hospitals	1	2	3	4	5
24. Chances for future progress and promotion	1	2	3	4	5
25. Patient and/or customer contact	1	2	3	4	5
26. Co-workers - work relationships with co-workers	1	2	3	4	5

New Hire Feedback – Easing the Transition continued

27. Thinking back to when you first were hired by Beaumont Hospital, what caused you to decide to come to work for Beaumont Hospitals? What did Beaumont offer that your previous employer did not?

28. Beaumont Hospitals is interested in learning more about the workforce it recruits from. Please provide us with the name of your previous employer so that we have a better understanding of hiring and recruiting trends.

_____ Name of Previous Employer

29. What has been most helpful to you as a new employee? What has Beaumont Hospitals done to help your new hire transition?

30. What problems are you experiencing that would cause you to leave Beaumont Hospitals if not corrected or addressed in the near future?

31. What suggestions do you have to improve the new hire experience at Beaumont Hospitals?

32. What other comments or suggestions do you have that would make Beaumont Hospitals a better place to work?

33. Based on your new hire experiences thus far, please indicate how long you plan to continue your employment with Beaumont Hospitals:

- A. I expect to leave as soon as I can find another place of employment.
- B. I expect to work here one to three years.
- C. I expect to work here three to five years.
- D. I expect to work here for the long term, far beyond five years.

34. Please indicate if you have recently completed or are approaching:

- A. 90 days of employment
- B. One year of employment

Please return this survey in the envelope provided. No one from Beaumont Hospitals will see your responses. If you have questions about this process, please contact Beaumont Hospitals' Human Resources at 248-423-2452 or HSD at 877-439-9315. Thank you for your participation.

Beaumont Hospitals®

Beaumont Hospital, Royal Oak

3601 W. Thirteen Mile Road
Royal Oak, MI 48073
Employee Relations 248.551.0327
Employment 248.551.0305

Beaumont Hospital, Troy

44201 Dequindre Road
Troy, MI 48098
Human Resources 248.964.5058

Beaumont Hospitals, Corporate Services

3711 W. Thirteen Mile Road
Royal Oak, MI 48073
Human Resources 248.423.2644

Benefits Hotline 248.551.0712

www.beaumonthospitals.com