

## FIRST YEAR [BETWEEN SIX AND TWELVE MONTHS]

Outcomes: *Employee is fully engaged, as shown by applying skills and knowledge, making sound decisions, contributing to team goals, understanding how his/her assignments affect others, and developing crucial working relationships. He/she has a deep understanding of the company's mission and culture. Employee has gained greater confidence in the position and has begun to take on additional assignments, as well as work with a level of autonomy.*

### Department/Individual Orientation

- Celebrate successes and recognition of employee's contributions.
- Continue providing regular informal feedback; offer formal feedback during the annual review process.
- Have a conversation with employee about his/her experience at company to date:
  - Extent to which employee's expectations of role and company align with reality.
  - Extent to which employee's skills and knowledge are being applied and ways
- Begin discussing the year ahead.

### Socialization

- Support and encourage employee participating on a committee or cross-functional team.
- Solicit employee feedback and suggestions on ways to improve the onboarding experience. Do this one on one or with a small group of new employees.

### Training and Development

- Discuss employee's professional development goals and identify relevant learning opportunities.