Save the Children-USA: OnBoarding for new hires

Save the Children-USA (SC-US) is committed to responding to any emergency that endangers the well-being of children.

According to a senior manager at Save the Children, *"new employees provide an opportunity for the organisation to cultivate and propel its growing workforce to a higher level".* Save the Children believes that a robust OnBoarding programme will help them meet their goals by strengthening the engagement of its workforce.

Engaged employees are defined as "*employees who know what is expected of them, have the materials and support needed to perform, understand the importance of their work, and believe they have opportunities to learn and grow at Save the Children and receive recognition and praise for their results".*

Rather than a single "orientation" event, the OnBoarding programme is designed to promote the induction, assimilation, familiarization and knowledge sharing of new employees into the organisation over an extended period of time. This process improves retention and raises the level of engagement of new employees into Save the Children, with the ultimate goal of enhancing the impact and performance of each employee.

The OnBoarding programme primarily consists of three components.

- **Peer Sponsor** – A peer sponsor from the new hire's department is assigned to help the new employee get acquainted with their new work associates and surroundings.
- **New Employee Orientation Program** (NEO) - This is a one day session that provides an overview of the role, mission and structure of the organization.
- **New Employee Lunch and Learn Sessions** – Additional modular sessions provide a closer look at the specific divisions, business units and initiatives of the organisation which supplements the one day New Hire Orientation Program.

An important aspect for success of OnBoarding is the participation of the Senior Management Team in both the introduction and implementation of the programme. Senior managers need to regularly participate in and sponsor OnBoarding events as a part of the New Employee Orientation or Lunch and Learns to demonstrate the importance of OnBoarding and their commitment to it.

The process requires that all stakeholders play an active role in the process. The OnBoarding programme has 4 key stakeholders: the new hire, the peer sponsor, the hiring manager and human resources. Each has a set of responsibilities to accomplish in the OnBoarding process.

Another important part of the program is the concept of colleague affiliation. The OnBoarding Program is designed to encourage new employees to meet each other and forge relationships.

Save the Children is beginning to see how the programme achieves improvement in: reducedturnover; reduced hiring costs; quickened internalization of cultural attributes; standardized content and process; enhanced new hire's navigation of the organisation; and, accelerated contribution of new staff to the organisation.