



# Onboarding Toolkit for Supervisors





## VA Veterans Onboarding Program

Welcome to the VA Veterans Onboarding Program! As a supervisor, you will play a key role in building a foundation of success for Veterans and Military Service Members across VA. The Veteran Employment Services Office (VESO) created this comprehensive onboarding program to help you equip new Veteran employees with the skills and support they need to thrive at VA.

Preparing Veterans for long-term careers at VA requires collaboration from HR professionals, supervisors, onsite sponsors and Veteran mentors. This Onboarding Toolkit provides you with the information you will need to participate in the onboarding program. The toolkit materials are listed below, along with a description of how you can use each document to support your role in the field test.

- **Supervisor Guide to Onboarding Veterans and Military Service Members**  
Review this guide to understand the background, timeline and materials to help you onboard new employees.
- **Fact Sheet**  
Refer to this fact sheet for quick tips on helping the new Veteran employee acclimate to VA.
- **Flyer**  
Share this flyer with your staff and colleagues to spread awareness of the onboarding program.
- **Key Stakeholder Overview**  
Use this briefing to understand your specific role, responsibilities, and tools available to you.
- **Talking Points**  
Refer to these simple messages when colleagues inquire about the program or review them to understand more information about the program.
- **Email Templates\***  
Use these templates when onboarding a Veteran or Military Service Member.
- **Supporting Program Tools\***
  - Onboarding Checklist for Supervisor
  - Onboarding Roles and Activities
  - Agenda for Check-In Meeting
  - VA Websites
  - Point of Contact (POC)
  - Guided Conversation
  - Job Expectation Meeting
  - Planning for Success

Thank you for your support of VESO's efforts and our Veteran employees.

*\*Refer to the Supervisor Guide to Onboarding Veterans and Military Service Members for more specific instructions about how and when to use these materials.*

# *Supervisor Guide to Onboarding Veterans and Military Service Members*



## Message from the Veteran Employment Services Office (VESO)



**VETERAN EMPLOYMENT  
SERVICES OFFICE**

The Department of Veterans Affairs (VA) established the Veteran Employment Services Office (VESO) to focus solely on recruiting, retaining and reintegrating qualified Veterans into the VA workforce.

VA wants to be the employer of choice for Veterans and Military Service Members (in the National Guard or Reserves). The VA Veterans Onboarding Program will help facilitate the transition to a career at VA.

As supervisor, you play an important role by creating an onboarding experience that affirms to our Veterans and service members that they have made the right career choice.

You can make a significant difference in how quickly your new employee becomes productive while directly affecting employee engagement and retention. Using the resources from the VA Veterans Onboarding Program will make your job easier as you welcome new employees into your daily operations.

First impressions of our organization—both good and bad—are made the first day. Think back on your first day at VA. What do you remember?

You can help shape another meaningful VA career. Thank you for supporting those who serve our country, both in uniform and at VA.



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## Introduction

Getting new employees off to a good start can make a big difference in their feeling welcome and in their job effectiveness. An onboarding program helps new hires get up to speed much more quickly and reduces the costs associated with on-the-job learning.

## VA Veterans Onboarding Program

The VA Veterans Onboarding Program is more than simply equipping new hires with the tools and resources to perform the job. It's about creating a positive experience that starts before the new hire comes in the front door.

In a short time the new hire will become familiar with policies and procedures and will begin to understand VA culture, performance expectations and the day-to-day responsibilities for the department or unit.

The VA Veterans Onboarding Program provides you with information and resources to successfully bring onboard a newly hired Veteran or Military Service Member. This program focuses on the first six months of employment.



### Why Is Onboarding Important?

Successful onboarding directly affects employee retention. Statistics show that employees need the most support during the first 18 months of employment. Making a strong first and lasting impression is essential.

The VA Veterans Onboarding Program is important because it can:

- Reduce turnover and retraining costs.
- Help the new hire transition quickly and become productive sooner.
- Affect employee retention and overall job satisfaction.
- Build a cohesive team.

As supervisor, you have the most contact with the new employee and a unique opportunity to affect the new hire's decision to stay at VA.

### Supervisor Role and Responsibilities

You play a critical role throughout the entire onboarding process. To ensure a smooth and efficient transition, you will need to dedicate time in your already busy schedule. The planning time you invest today will return dividends in the future and ultimately save you time, reduce potential confusion and errors and increase employee productivity and morale.

Your role is essential in supporting VA's mission to retain a workforce of Veterans serving Veterans. The onboarding program consists of a series of simple tasks listed on the [Supervisor Checklist](#).

To make it easier for you and your team, each role has its own onboarding checklist. Each individual role is clearly defined on the [Onboarding & Mentoring Roles and Activities](#) tool so that all you need to do is what a good leader already does—praise progress and provide guidance when needed.

Your goal is to create an onboarding experience that reaffirms the new employee's decision that VA is a great place to work. You want to ensure a positive first impression and to engage the new hire from the start.

### Tips for Success

- Learn the correct pronunciation of his or her name.
- Build some fun into the first few days.
- During the first week, check in with the new hire as often as possible.
- Express an enthusiastic welcome and help the new hire feel that he or she has made the right choice.
- Talk about the qualities or skills that most impressed you and those who made the hiring decision.
- Discover what motivates the new hire.
- Give the new hire some responsibility for onboarding and for self-paced learning.
- Create and maintain a positive and friendly environment in the workplace.
- Keep the new hire's family in mind. A new job means adjustment for the entire family, especially if they have relocated. Do what you can to ease the transition and help them feel comfortable in the community.



## Before the New Hire's First Day

What you do to prepare for the first day sets the tone for the entire onboarding process. Aside from organizing the work space, selecting an onsite sponsor is one of the most important tasks. Keep in mind the first impression you want to create for the new employee when choosing an onsite sponsor.

### Onsite Sponsor Selection

The onsite sponsor is appointed by you and partners with the Veteran or service member during the first 30 days to help orient him or her into VA. The onsite sponsor helps the new hire become more comfortable in his or her new role in less time.

The person you select will be the one who answers basic questions about the office and office procedures as well as the one who supports, advises and encourages the new hire. Carefully review the [Onsite Sponsor Checklist](#) to better understand the role and activities involved.

After you select the onsite sponsor, discuss your expectations with him or her. Take the time to help the onsite sponsor understand the role and the importance of what they do. Additional onboarding resources for the onsite sponsor can be found on the [VA Veterans Onboarding Program](#) website.

### Onsite Sponsor Selection Criteria

The onsite sponsor should be a peer to the new employee and act as a role model by exemplifying the following qualities:

- Successful in position and a high performer
- Patient and supportive
- Skilled communicator with solid interpersonal skills
- Willing to help and trustworthy
- Capable of maintaining confidentiality
- Proud of the organization
- Committed to the mission, vision and values of VA



## Communication

Remember that first impressions about the organization have already begun with the interview and contact from HR. Sending a welcome message to the new hire sets the right tone. You should also inform the staff when the new hire will start. Review the sample welcome messages to the new hire, onsite sponsor and to your staff to determine, if applicable.

A brief biography of the new hire may be included in the onsite sponsor and staff communications.

You will set clear performance expectations for your staff by emphasizing the importance of supporting the new hire.

The email to the new hire introduces the onsite sponsor. Coordinate sending your welcome message to the new hire with the onsite sponsor's welcome message. You will want to send your email to the new hire before the onsite sponsor sends their welcome message.



## Point of Contact List

Develop a list of the staff and other key people you want the new hire to meet. Provide the onsite sponsor with a copy of the [Point of Contact](#) (POC) list prior to the first day. Talk to the onsite sponsor about the importance introducing the new hire to people on the list.

The new employee can use the [Guided Conversation](#) template as a meeting planner. Identify key people on the POC list who you expect the new employee to meet with and use the agenda to guide the conversation. The new employee will quickly develop an understanding of how the work contributes to the success of the organization.

## Setting Performance Expectations

Plan the first few weeks of meaningful work assignments before the new employee's first day. As a result, you will be prepared to engage the new hire and to generate enthusiasm to contribute and a willingness to learn early on. You want to help him or her be productive as quickly as possible.

Use the [Job Performance Expectation Meeting](#) template to plan ahead. Assemble the following materials:

- Position Description
- Training Requirements
- Performance Goals and Expectations

Provide the new hire with a copy of the materials before the meeting to ensure that there is enough time to review the documents.

As you plan, think about how you can link work and learning tasks together to set a strong foundation from which to build confidence.

## Tips for Success

- Plan ahead and create a strong welcome experience.
- Reaffirm that the new hire made the right decision to join VA.
- Reinforce the match between the new hire's skills and the business need.
- Build a long-term relationship.

## VA for Vets Resources

As you plan to onboard the new hire, explore the online resources available at the *VA for Vets* website ([VAforVets.VA.gov](https://VAforVets.VA.gov)) for you and the Veteran or service member.

### Veterans As Mentors Program

*VA for Vets* established a [Veterans As Mentors](#) (VAMs) program to help newly hired Veterans and Military Service Members transition from the military to the federal civilian workplace. The mentor provides cultural mentoring and transition assistance to the new hire. The mentoring relationship may last up to six months.

## New Hire's First Day

As you know, the goal of the first day is to ensure that the new hire feels welcome—that he or she forms a good first impression, is comfortable and feels engaged. Because the first day is filled with orientation activities, and the onsite sponsor is the main POC, you may not have much contact with the new hire.

Inform the new hire and onsite sponsor of your availability for lunch and when and where you will check in with him or her at the end of the first day. Schedule the time and location for the first meeting.

## New Hire's First Week

New hires are eager when starting a new job. They are motivated to learn, to experience, to contribute and to find out what new challenges lay ahead. Capitalize on this excitement by introducing initial work assignments during the first week.

Find out what motivates the new hire to succeed. He or she is most open to new ways of doing things at this stage. Take advantage of this moment by teaching him or her how to best complete assigned tasks.

### Onboarding Check-In Meetings

Effective onboarding is about keeping in touch with the new employee. Make it easy for the new hire to tell you what is on his or her mind and how they are doing. Create a time and private place to meet regularly.

Weekly, biweekly and 90-day check-in meetings are recommended. Make the meeting formal by scheduling a time and by providing an agenda. Use the Check-in Meeting template and the suggested questions to help you plan each meeting.

Facilitate a 30-minute weekly check-in meeting within the first month, a biweekly check-in meeting within the second month and a one-hour meeting at the end of 90 days.

By scheduling frequent check-in meetings, you will build trust with and instill confidence in your new employee. During these meetings, praise progress and clarify expectations.



## First Month

New hires want to know how to succeed by demonstrating the behavior that the organization needs to meet its goals. He or she is looking for cues from you. These cues can lead to job satisfaction and stronger performance as the new hire gains stability and grows in the position.

At the start of a new task, the new hire needs clear direction and support. An appropriate level of direction and support will influence attitude and behavior. Ensure the new hire understands his or her role and expectations and that he or she feels like part of the team.

### Goals and Expectations

Goals for the new hire are established during the first month through formal performance planning.



Schedule a separate [Job Performance Expectation Meeting](#) with the employee to explain the goal-writing process. During the meeting, provide clear guidance to help the employee effectively write performance goals.

Make sure the new hire understands the relationship between his or her job and the success of the organization. Discuss overall job responsibilities, performance goals and expectations with the new employee. Review organizational charts and relevant policies and procedures.

Explain that you will provide ongoing performance improvement feedback in preparation for the six-month performance review check-in meeting.

### VA Websites

Review the [VA Websites](#) template to add any additional web-based resources you want the new employee to use for on-the-job learning.

Discuss the tool with the new employee and provide clear direction on how much time her or she can devote to this method of learning.

Allow the new employee time to explore the onboarding materials. This practice will ultimately help you and the new hire with career planning and development.

## Second and Third Month

At this point, you can see how planning pays off. You have set the tone for a successful onboarding experience. Now use what you have prepared and implement the activities on the checklist.

Review the [Planning for Your Success](#) at VA resource. Schedule a meeting with the new employee and explain the difference between the Performance Plan and the Individual Development Plan (IDP). Make sure the new hire understands how these tools are used in your organization for performance planning and career development. Discuss the performance goal-writing process.

### 90-Day Check-In Meeting

Schedule a one-hour meeting at the end of the first 90 days to provide preliminary performance feedback. Take time to reflect on previous meetings and try to build on your success. Use the suggested questions in the [Check-in Meeting](#) template to structure your agenda.

## Fourth through Sixth Months

Ensure the employee has integrated successfully into the culture, is motivated and performing at a full working level. Continue to build on your success by implementing the activities on the checklist.

Consider discussing career development opportunities during one of the monthly check-in meetings. [MyCareer@VA](#) delivers engaging career development tools to help employees explore and establish a long-term career path at VA. Help coordinate the development of the [IDP](#) with the new employee.

Make sure the new hire is familiar with any annual training or certification requirements for his or her VA position.



### Six-Month Check-In Meeting

Use the suggested questions in the [Check-in Meeting](#) template to plan your six-month meeting. Provide more direct feedback on performance elements and standards. Set clear expectations for the coming months. Consider discussing the overall experience and whether the new hire's impressions match his or her expectations.

## Summary

The VA Veterans Onboarding Program ensures new employees are quickly on their way to establishing productive and satisfying VA careers. You will make a difference in the first six months and shape another meaningful VA career.

Thank you for supporting those who serve our country, both in uniform and at VA.

At the end of the VA Veterans Onboarding Program, VESO will send you and the new hire an onboarding feedback form. You are strongly encouraged to complete the form.

If you have questions about the program, please contact VESO at [vaveteranonboarding@va.gov](mailto:vaveteranonboarding@va.gov).





## VA Veterans Onboarding Program

### Supervisor Fact Sheet

The VA Veterans Onboarding Program helps newly hired Veteran and Military Service Member employees transition from military service to the federal civilian workforce. As a supervisor, you can ensure that new hires have the skills and support they need to thrive at VA.

#### Prepare for Onboarding

Help the new hire feel welcome on the first day by preparing for his or her arrival.

- **Confirm** the employee's start date with the HR professional.
- **Assign** an onsite sponsor who is friendly and knowledgeable about VA. The onsite sponsor will help familiarize the new hire to VA during the first week.
- **Reach out** to the new hire by sending a customized welcome message.
- **Outline** assignments so that the new hire can begin acclimating to his or her new position and work load.

#### Welcome Your New Team Member

Make the first impression a positive one by welcoming the new hire to the team on his or her start date.

- **Welcome** the new hire and consider having lunch with him or her.
- **Meet** with the new employee at the end of the day to touch base. Provide an overview of the organization's culture and encourage the new hire to ask questions.

#### Set Realistic Expectations

During the new hire's first week, outline upcoming projects and explain how he or she can contribute.

- **Discuss** overall job responsibilities and expectations. Review the organization's hierarchy, mission, policies and procedures.
- **Introduce** initial work assignments and deadlines. Give the employee opportunities to demonstrate his or her skills and abilities as soon as possible.

#### Establish Measures of Success

Fostering a supportive environment for the new hire during first few months of employment will enable you to provide clear direction and help the employee build a long-term, meaningful career at VA.

- **Check** progress and periodically provide performance feedback.
- **Suggest** career development opportunities and training requirements.
- **Present** the performance appraisal process and help the new employee develop his or her individual development plan (IDP).
- **Schedule** a six-month performance review meeting. Offer formal comments on his or her professional successes and make suggestions for improvement.

Remember that onboarding does not end after the first day but is a continuing process until the employee is fully acclimated to VA.

Access the *VA for Vets* website for guides, checklists, letters and helpful tips at [www.VAforVets.VA.gov/onboarding](http://www.VAforVets.VA.gov/onboarding).

# WELCOME

## Veterans and Military Service Members !

### Launching Your Civilian Career at VA

VA wants to ensure you have the skills and support you need to succeed here. As part of the Veterans Onboarding Program, you will receive orientation, mentoring and training tailored to help ease the transition from military service to the civilian workforce.

### Onboarding and Mentoring Resources

Your support team is available to help you launch a successful civilian career at VA:

- **HR Professionals** to conduct orientation
- **Onsite sponsors** to guide you through the first few week of employment and introduce you to new coworkers
- **Supervisors** will review performance expectations with you and help you achieve your individual career development goals
- **Mentors** will answer questions and help you adjust to the VA culture
- **Training** resources are available to help you shape your career path and succeed at VA

Visit the *VA for Vets* website at [VAforVets.VA.gov/employees](https://VAforVets.VA.gov/employees) for additional information and resources.





# Veteran Onboarding and Mentoring Program Key Stakeholder Overview

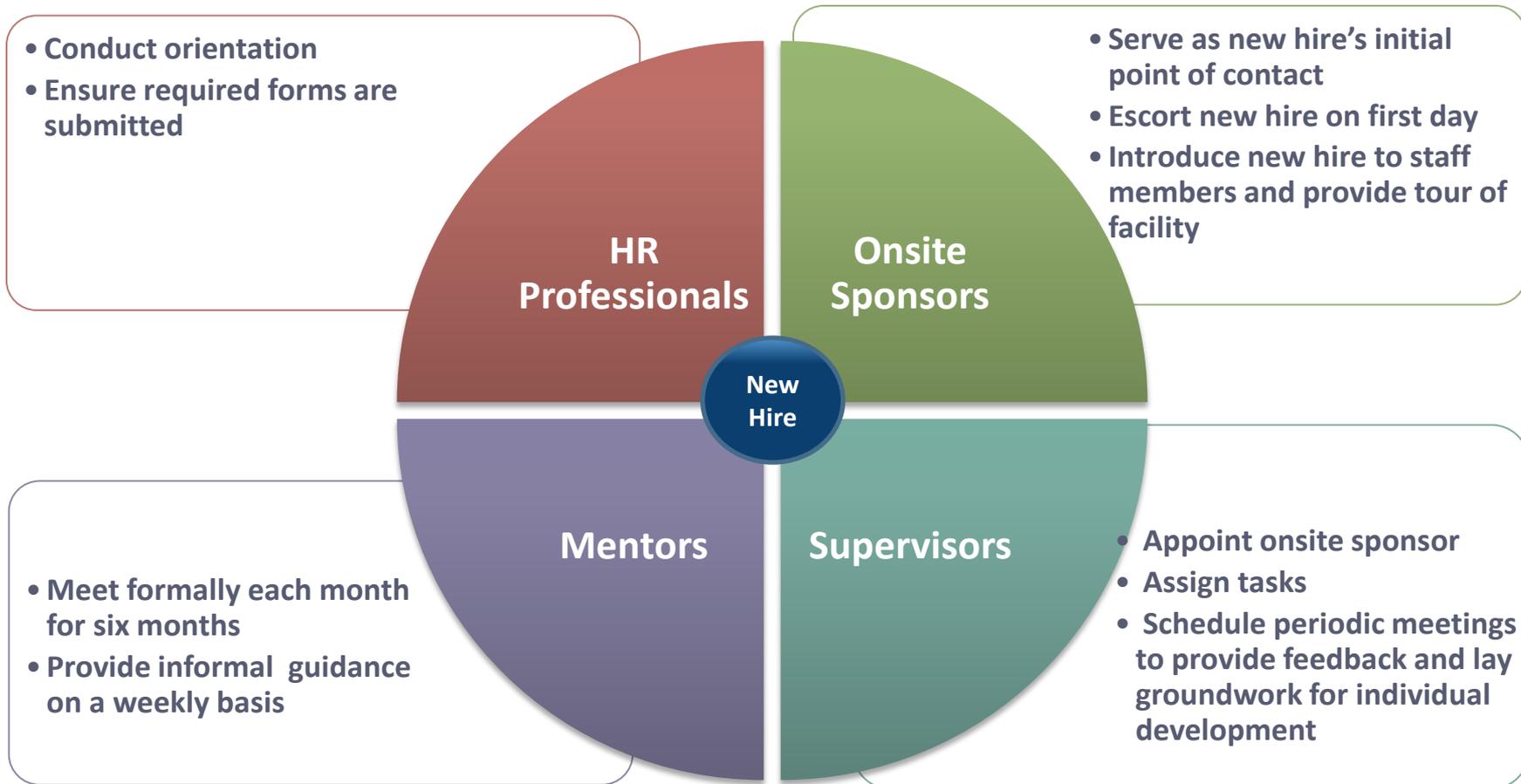


U.S. Department  
of Veterans Affairs

# Onboarding Program Overview

- The Veteran Employment Services Office (VESO) is launching the Veterans Onboarding Program, a comprehensive effort to ensure new Veteran and Military Service Member employees have the support they need to thrive at VA. The program will:
  - Provide support and resources for newly hired Veterans and Military Service Members during the first six months of employment
  - Complement existing orientation programs at VA field offices
  - Help Veterans successfully transition from the military to the federal civilian workforce
- **Key stakeholders** that will implement the program include HR professionals, supervisors, on-site sponsors and mentors. This presentation will review not only the roles and responsibilities of key stakeholder participation, but will outline the specific tools developed to assist key stakeholders

# Onboarding and Mentoring Program Roles and Activities

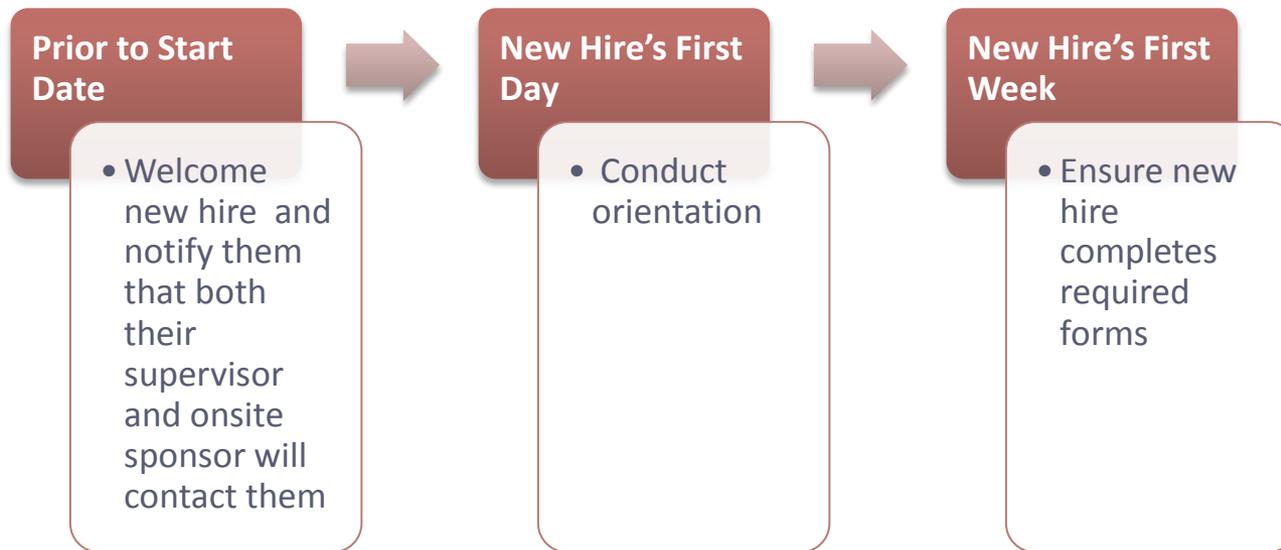


# HR Professionals



- Provide new hires with an overview of VA policies and procedures

## Roles and Responsibilities



# HR Professionals (cont'd)



- Tools to help you:

## Guidance Documents

- Quick Reference Card for HR Professionals

## Templates and Samples

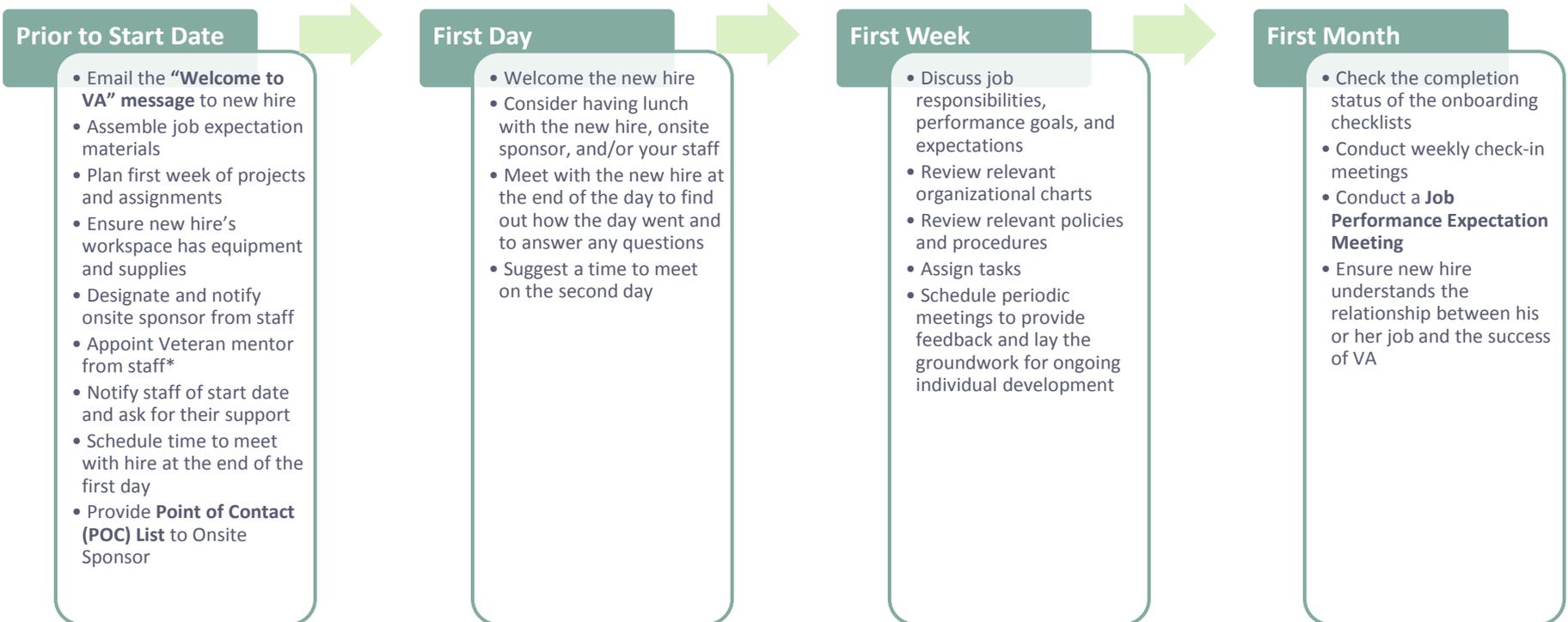
- Sample Orientation Outline



# Supervisors

- Set performance expectations and help new hires achieve their development goals

## Roles and Responsibilities



# Supervisors (cont'd)



- Tools to help you:

## Guidance Documents

- Onboarding Roles and Activities
- Supervisors Guide to Onboarding Veterans and Military Service Members
- Onboarding Checklist for Supervisors

## Templates and Samples

- Job Performance Expectation Meeting Template
- Agenda for Check-in Meeting Template
- Welcome Message to New Hire Sample
- Supervisor Message to Onsite Sponsor Sample
- Supervisor Message to Staff Sample

## Other Tools

- POC List
- Onboarding Feedback Form for Supervisors
- Self-Directed Learning VA Websites
- Guided Conversations Agenda



# Onsite Sponsors



- Serve as the initial point of contact at VA and help new hires get situated

## Roles and Responsibilities



# Onsite Sponsors (cont'd)



- Tools to help you:

## Guidance Documents

- Onboarding Roles and Activities
- Onsite Sponsor Guide to Onboarding Veterans and Military Service Members
- Onboarding Checklist for Onsite Sponsors

## Templates and Samples

- Welcome Message to New Hire Sample

## Forms

- Onboarding Feedback Form for Onsite Sponsors

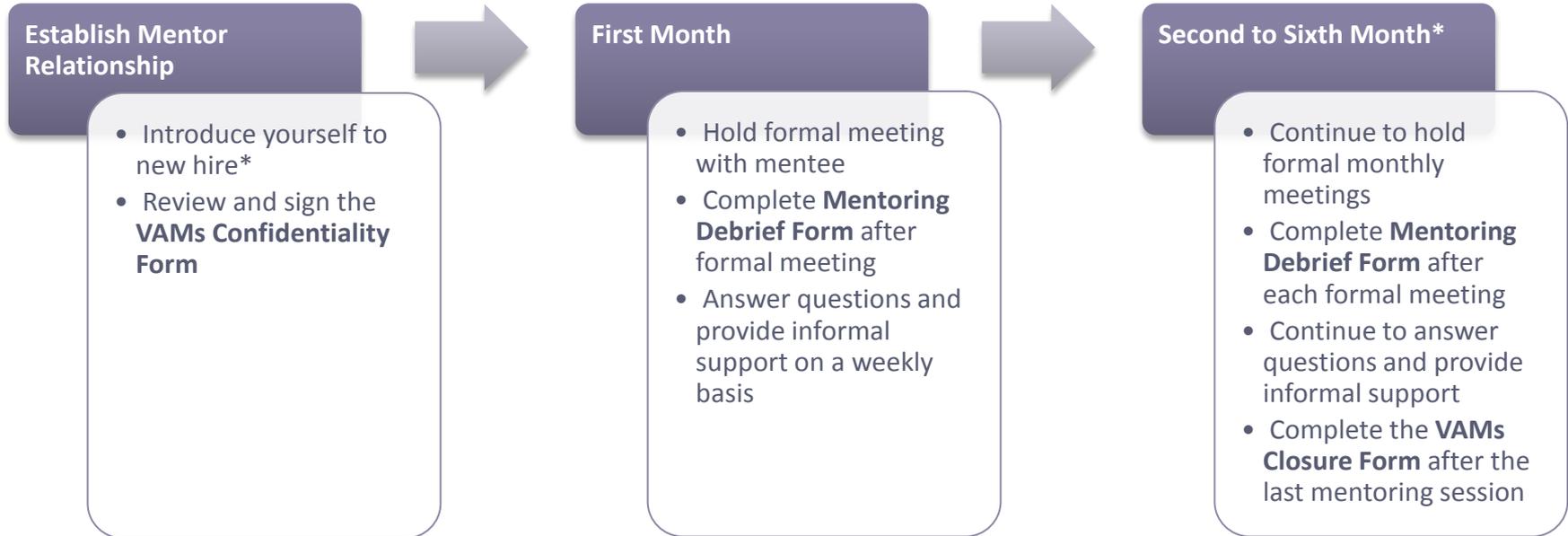


# Veteran Mentors



- Ease the transition from military to civilian workforce and help understand the culture of VA

## Roles and Responsibilities



# Veteran Mentors (cont'd)



- Tools to help you:

## Guidance Documents

- Veterans as Mentors Guide to Mentoring
- VAMs Checklist

## Forms

- VAMs Mentoring Debrief Form
- VAMs Confidentiality Agreement
- VAMs Closure Form
- Onboarding Feedback Form for Veteran Mentors

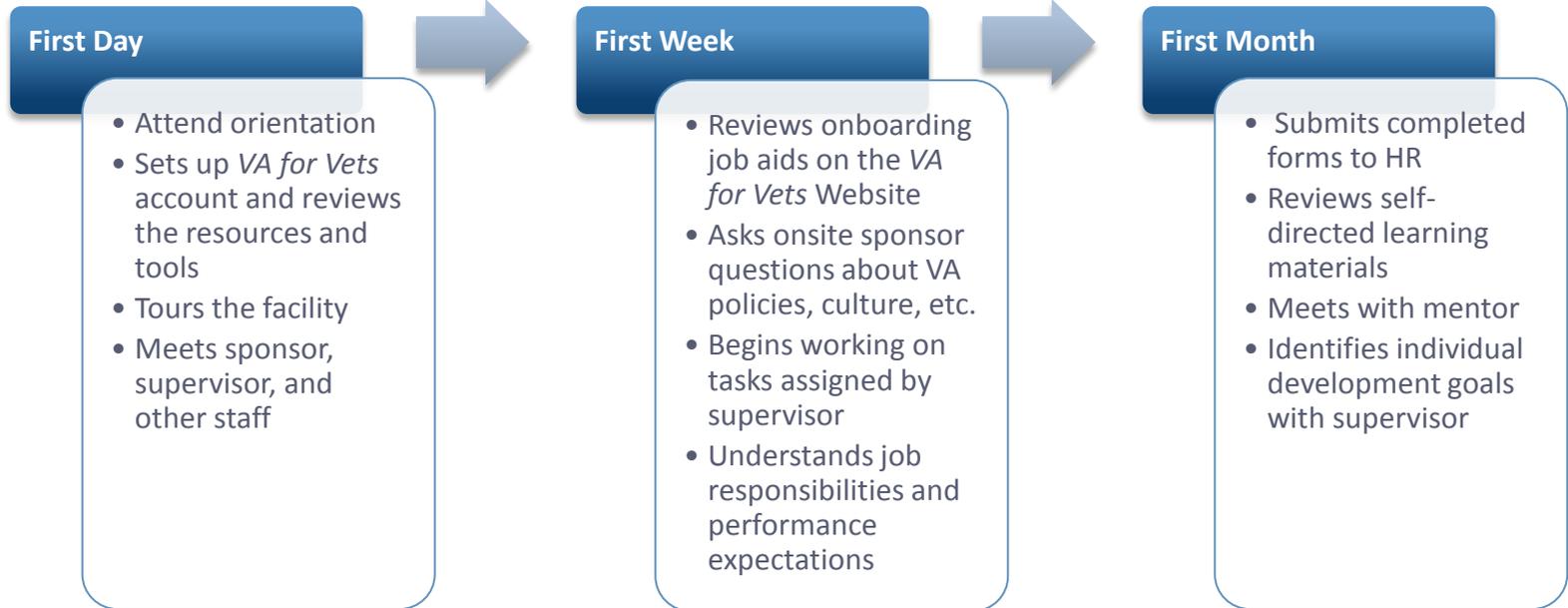


# New Hires



- Support the mission of VA

## Activities



# New Hires (cont'd)



- Tools to help them:

## Guidance Documents

- Onboarding Roles and Activities
- Onboarding Checklist for Veterans and Military Service Members
- Planning for Success at VA Job Aid
- VAMs Fact Sheet

## Forms

- Individual Development Plan
- Onboarding Feedback Form for Veterans and Military Service Members



# Thank You



- Thank you for supporting Veterans and fostering a Veteran-friendly work environment.
- To learn more about the Onboarding and Mentoring Program, visit:
  - [VAforVets.VA.gov/Onboarding](https://VAforVets.VA.gov/Onboarding)





## VA Veterans Onboarding Program

### Overview Talking Points

- The Department of Veterans Affairs (VA) values the Veterans and Military Service Members who have chosen to continue their public service as federal employees.
- To ensure that these new employees have the skills and support they need to thrive at VA, the Veteran Employment Services Office (VESO) is launching a comprehensive onboarding program.
- The VA Veterans Onboarding Program is a talent management tool that enables Veterans and Military Service Members to successfully transition to the federal civilian service.
- This program begins when a job offer is accepted and continues over several months as the new employee is introduced to VA's mission, vision and values and becomes socialized to the Department's culture.
- Through onboarding, employees will more fully understand and feel connected to the VA's organizational strategy and culture.
- The measure of success for the *VA for Vets* onboarding program is fully engaged and productive Veteran employees who build long-term VA careers, feeling valued and recognized for their contributions to the team.





## VA Veterans Onboarding Program

### Welcome Message Sample Email

#### Supervisor to Staff

Dear [STAFF/TEAM/DEPARTMENT MEMBERS],

I am delighted to announce that [NAME] is joining our organization as [JOB TITLE] in [name/unit/branch]. [Insert brief background history of new hire.] Please do everything you can to make [him/her] feel welcome.

During the onboarding process, [ONSITE SPONSOR NAME] will be assigned as onsite sponsor. Many of you will be supporting [ONSITE SPONSOR NAME] in helping [NAME] become another productive member of our team.

Please make a point of welcoming [NAME] to our [team/branch/unit] on [his/her] first day, [DATE].

Best,

[SUPERVISOR]



## VA Veterans Onboarding Program

### Welcome Message Sample Email

#### Supervisor to Onsite Sponsor

Dear [ONSITE SPONSOR],

On [DATE], [ORGANIZATION] will welcome a new Veteran hire, [NAME]. [He/she] will join our staff as [TITLE], supporting [PROJECT]. [Include most recent military/work experience, if applicable.]

As the nation's advocate for Veterans, VA looks to ensure that [NAME] transitions smoothly to [his/her] new position and the Department. Thanks to your experience and upbeat attitude, you have been selected to serve as [NAME]'s onsite sponsor and work with [him/her] during the first month of employment. You will:

- Welcome [NAME] on [his/her] first day.
- Introduce [him/her] to our staff.
- Provide basic information about our facility.
- Answer questions.

Begin reviewing the resources for onsite sponsors on the *VA for Vets* website [LINK] to prepare for [NAME]'s arrival. Complete each activity on the Onboarding Veterans and Military Service Members Checklist for Onsite Sponsors.

If you have any questions or would like to discuss how to welcome [NAME] on [his/her] first day, please let me know.

Best,

[SUPERVISOR]



## VA Veterans Onboarding Program

### Welcome Message Sample Email

#### Supervisor to New Hire

[Date]

Dear [NEW HIRE NAME],

On behalf of the Department of Veteran Affairs, I am pleased to welcome you to [ORGANIZATION]. Thank you for continuing to serve our nation by providing the highest quality of care to Veterans and their families. As you prepare to join our team, I wanted to provide some details about your first day. On [DATE], please plan to arrive at [OFFICE LOCATION] at [TIME]. [Provide any parking/public transportation and building access instructions, as applicable.]

[ONSITE SPONSOR] will greet you when you arrive. [He/she] will serve as your onsite resource throughout the first month of employment, showing you the ropes and answering any questions you may have.

I encourage you to review the new Veteran employee resources on the *VA for Vets* website [LINK].

My staff and I are excited to have you join our team and want to ensure that you have the support you need to be successful. If you have any questions, please feel free to contact me at [PHONE] or [EMAIL] or [ONSITE SPONSOR] at [PHONE] or [EMAIL].

I look forward to seeing you on [START DATE].

Best,

[SUPERVISOR]



## Veteran Onboarding Program

### Onboarding & Mentoring Roles and Activities

This document lists the key roles and activities for onboarding and mentoring a Veteran or Military Service Member.

**New Hire:** Veteran or Military Service Member who is new to Federal civilian workforce.

**Onsite Sponsor:** Appointed staff member who partners with a Veteran or Military Service Member during the first 30 days of employment to help orient him or her into VA.

**Mentor:** Veteran volunteer who provides cultural mentoring and transition assistance to the new hire.

**Supervisor:** Involved throughout the entire onboarding process to create an experience that reaffirms the Veteran's or Military Service Member's decision to join VA.



#### New Hire

- Accepts job offer.

#### Onsite Sponsor

- Learn the correct pronunciation of the new hire's name.
- Ask your supervisor about sending a [welcome message](#) to the new hire.
- Review the Point of Contact list provided by the supervisor.
- Help supervisor set up the new office space, as requested.

#### Supervisor

- Confirm with HR the new hire's start date and orientation date, time, and location.
- Assign an onsite sponsor.
- Review the sample welcome messages to [New Hire](#), [Onsite Sponsor](#) and [Staff](#) to determine if applicable.
- Assemble job expectation materials for the new hire and plan the first week of work assignments.
- Provide the onsite sponsor with the [Point of Contact](#) list of key people the new hire should meet.
- Review the [Guided Conversations](#) agenda.
- Review the [VA Websites](#) and add any additional links to the template.
- Request computer and phone access for the new hire.
- Arrange for building pass, parking pass, and IDs, as necessary.
- Explore the [VA for Vets](#) website.
- Ensure that the workspace is set up with office supplies, nameplate, working phone, phone list, and working computer.
- Schedule a time to meet with the new hire at the end of the first day.



## Veteran Onboarding Program

### Onboarding & Mentoring Roles and Activities

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**Supervisor:** Involved throughout the entire onboarding process to create an experience that reaffirms the Veteran's or Military Service Member's decision to join VA.



#### New Hire

- Meet the onsite sponsor.
- Attend orientation.
- Take a tour of the facility with the onsite sponsor.
- Meet supervisor and coworkers.
- Review the Onboarding Roles and Activities resource with the onsite sponsor.
- Access the onboarding materials for [Veterans and Military Service Members](#) with the onsite sponsor.
- Request contact information from onsite sponsor, supervisor and HR professional.
- Check that phone and computer are working.
- Confirm what time to meet the supervisor on day 2.

#### Onsite Sponsor

- Meet the new hire at the start of the first day.
- Escort the new employee to and from orientation; consider attending with him or her (optional).
- Have lunch with the new hire, coworkers and/or supervisor (optional).
- Tour the facility with the new hire.
- Introduce the new hire to colleagues on the Point of Contact list.
- Share the Onboarding Roles and Activities document with the new hire.
- Demonstrate how to locate the [Veterans and Military Service Members](#) onboarding materials for the new employee.
- Provide relevant contact information to the new employee, including how to reach the onsite sponsor, the supervisor and the HR professional.
- Provide information about the office phone and voicemail and technical support.

#### Supervisor

- Welcome the new hire.
- Consider having lunch with the new hire and the onsite sponsor and/or staff (optional).
- Meet with new hire at end of the day.
- Suggest a time to meet the new hire on day 2.



## Veteran Onboarding Program

### Onboarding & Mentoring Roles and Activities

This document lists the key roles and activities for onboarding and mentoring a Veteran or Military Service Member.

**New Hire:** Veteran or Military Service Member who is new to Federal civilian workforce.

**Onsite Sponsor:** Appointed staff member who partners with a Veteran or Military Service Member during the first 30 days of employment to help orient him or her into VA.

**Mentor:** Veteran volunteer who provides cultural mentoring and transition assistance to the new hire.

**Supervisor:** Involved throughout the entire onboarding process to create an experience that reaffirms the Veteran's or Military Service Member's decision to join VA.



#### New Hire

- Review information about the office phone and voicemail and technical support with onsite sponsor.
- Review the [Veterans Onboarding Program](#) website and set up your [VA for Vets](#) account.
- Discuss overall job responsibilities and performance expectations with the supervisor.
- Review relevant organizational charts, policies and procedures with supervisor.
- Select a mentor through the [Veterans As Mentors \(VAMS\) Program](#).

#### Onsite Sponsor

- Encourage the new hire to review the onboarding website and to set up a [VA for Vets](#) account.
- Check with the new hire daily to answer any questions.

#### Supervisor

- Discuss overall job responsibilities, performance goals and expectations with the new employee.
- Review relevant organizational charts, policies and procedures.
- Introduce initial work assignments and discuss short-term performance expectations.

#### Mentor

Prior to first meeting:

- Review the VAMS [Confidentiality Agreement](#).
- Arrange for your first meeting with the mentee.





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#### New Hire

- Submit completed benefit forms to HR.
- Use the [VA Websites](#) list for on-the-job learning.
- Meet with the veteran mentor to discuss and sign the [Confidentiality Agreement](#).

#### Onsite Sponsor

- Check with the new hire weekly to answer any questions.
- Complete the onboarding program feedback form.

#### Supervisor

- Check the completion status of the onboarding checklists for Veterans and Military Service Members and the onsite sponsor.
- Make sure the new hire understands the relationship between the job and the success of the organization.
- Provide a list of [VA Websites](#) to the new hire.
- Conduct a [Job Performance Expectation Meeting](#).
- Conduct a weekly [Check-in Meeting](#).

#### Mentor

First Meeting:

- Review the VAMs [Confidentiality Agreement](#) with the mentee.
- Obtain signatures on the VAMs Confidentiality Agreement.
- Ask the mentee what he or she needs to discuss.
- Complete the VAMs [Mentoring Debrief Form](#) during the meeting.



## Veteran Onboarding Program

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#### New Hire

- Discuss preliminary performance feedback with the supervisor.
- Review the [Planning for Your Success at VA](#) resource with the supervisor.
- Take additional office or role-specific training, as directed.

#### Onsite Sponsor

- Continue to check with the new hire to answer any questions.

#### Supervisor

- Provide the new hire with preliminary performance feedback.
- Discuss the performance goal-writing process with the new employee.
- Review the [Planning for Your Success at VA](#) resource with the new hire.
- Discuss additional office or role-specific training requirements, if applicable.
- Check the completion status of the onboarding checklist for Veterans and Military Service Members.
- Conduct biweekly and 90-day [Check-in Meetings](#).

#### Mentor

Future Meetings:

- Use the VAMs [Mentoring Debrief Form](#) to guide the start of your future meetings.





## Veteran Onboarding Program

### Onboarding & Mentoring Roles and Activities

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#### New Hire

- Review [MyCareer@VA](#) for more information about career planning and Individual Development Plans (IDPs).
- Work with supervisor to prepare an [IDP](#).
- Take additional office or role-specific training, as directed.
- Attend 6-month Check-in Meeting with supervisor.
- Complete the VAMs [Closure Form](#).
- Complete onboarding program feedback form.

#### Onsite Sponsor

- Continue to check with the new hire to answer any questions.

#### Mentor

Final Meeting:

- Ask the mentee to complete the VAMs Closure Form.
- Complete the VAMs [Closure Form](#).

#### Supervisor

- Coordinate the development of the [IDP](#) with the new hire (recommended).
- Consider discussing career development opportunities and performance feedback.
- Make sure the new employee is familiar with any annual training or certification requirements for the VA position.
- Check on the completion status of the onboarding checklist for Veterans and Military Service Members.
- Conduct 6-month [Check-in Meeting](#).
- Complete the onboarding program feedback form.



## VA Veterans Onboarding Program

### Supervisor Checklist

This checklist contains the onboarding activities that will help the Veteran and Military Service Member employees' transition smoothly to employment at the Department of Veterans Affairs (VA). For more details, see the Supervisor Guide for Onboarding Veterans and Military Service Members on the *VA for Vets* website (VAforVets.VA.gov).

**Directions:** Complete each activity on this checklist.

#### Before the First Day

- |  |
|--|
| <input type="checkbox"/> Confirm with HR the new hire's start date, the orientation date, time and location.   |
| <input type="checkbox"/> Assign an onsite sponsor.   |
| <input type="checkbox"/> Review the sample welcome messages to <a href="#">New Hire</a> , <a href="#">Onsite Sponsor</a> and <a href="#">Staff</a> to determine if applicable. |
| <input type="checkbox"/> Assemble job expectation materials for the new hire and plan the first week of work assignments.  |
| <input type="checkbox"/> Provide the onsite sponsor with the <a href="#">Point of Contact</a> list of key people the new hire should meet.                                     |
| <input type="checkbox"/> Review the <a href="#">Guided Conversation</a> agenda.  |
| <input type="checkbox"/> Review the list of <a href="#">VA Websites</a> and add any additional links to the template.  |
| <input type="checkbox"/> Request computer and phone access for the new hire.   |
| <input type="checkbox"/> Arrange for building pass, parking pass and IDs, as necessary.  |
| <input type="checkbox"/> Explore the <a href="#">VA for Vets</a> website.  |
| <input type="checkbox"/> Ensure the workspace is set up with supplies, working phone, phone list and working computer.   |
| <input type="checkbox"/> Schedule a time to meet with the new hire at the end of the first day.  |

#### Day 1

- |  |
|--|
| <input type="checkbox"/> Welcome the new hire.   |
| <input type="checkbox"/> Consider having lunch with the new hire and the onsite sponsor and/or staff (optional). |
| <input type="checkbox"/> Meet with new hire at end of the day.   |
| <input type="checkbox"/> Suggest a time to meet the new hire on day 2.   |



## VA Veterans Onboarding Program

### Month 1

- Check the completion status of the onboarding checklist for Veterans and Military Service Members and the onsite sponsor.
- Make sure the new hire understands the relationship between the job and the success of the organization.
- Provide a list of [VA Websites](#) to the new hire.
- Conduct a [Job Performance Expectation Meeting](#).
- Conduct a weekly [Check-in Meeting](#).

### Months 2 and 3

- Provide the new hire with preliminary performance feedback.
- Discuss the performance goal-writing process with the new employee.
- Review [Planning for Success at VA](#) resource with the new hire.
- Discuss additional office or role-specific training requirements, if applicable.
- Check the completion status of the onboarding checklist for Veterans and Military Service Members.
- Conduct biweekly and a 90-day [Check-in Meeting](#).

### Months 4 through 6

- Coordinate the development of the [IDP](#) with the new hire (recommended).
- Consider discussing career development opportunities and performance feedback.
- Make sure the new hire is familiar with any annual training or certification requirements for the VA position.
- Check the completion status of the Onboarding Checklist for Veterans and Military Service Members.
- Conduct 6-month [Check-in Meeting](#).
- Complete the onboarding program feedback form.