



Charles County Department of Emergency Services
STANDARD OPERATING PROCEDURES

Section 100 - Management and Administration

Human Resources - 101.00		
S.O.P. # 101.28 & # ES.06.004	Employee Onboarding Process	PAGE: 1 OF 4
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ATTACHMENTS: New Employee Information Technology Checklist; New Employee Orientation Checklist; Onboarding Planning Tool; Orientation Follow-Up Evaluation; DES Form - Comm. 1		

101.28.01 PURPOSE

The purpose of this policy is to establish standard operating procedures on onboarding new full-time and part-time employees to the Department of Emergency Services (DES).

101.28.02 POLICY

Formalizing and standardizing the onboarding process for DES sets expectations for the department and the employee, and outlines responsibilities of the personnel involved in the process.

101.28.03 DEFINITIONS

- Onboarding:** A formal organizational process designed to welcome new employees, orient them to the position and organization, and enable them to become productive and engaged in a shorter time period. Effective onboarding familiarizes new employees with the department processes and procedures and enables them to become effective more quickly.
- Academy:** A formalized training process for new employees. The Communications and EMS Divisions host a formal, multi-week training academy which new employees must successfully complete in order to continue employment with Charles County Government. The Academy includes introduction to policies and processes, paperwork, orientation, and training.

101.28.04 PROCEDURE

These procedures will outline the steps in the process, from before the new employee's first day, to his/her one year anniversary.

- Pre-Employment Screenings** - The Emergency Services (ES) Administrator completes or coordinates the pre-employment screenings for all full-time and part-time candidates. The ES Administrator will contact the selected candidate(s) to coordinate these screenings and will keep the hiring managers posted on the progress of the pre-employment checks. Required screenings include:



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- a. **EMTs & Paramedics:** Reference checks, physical exam, drug screen, driving record check, background check, and psychological evaluation. All pre-employment checks must be complete before an official offer of employment is made.
 - b. **Animal Control Officers and Public Safety Dispatchers:** Reference checks, drug screen, driving record check, and background check conducted by Sheriff's Office. Official offer of employment may be made contingent upon successful completion of the Sheriff's Office background investigation. When this occurs, the division should follow up with the Sheriff's Office approximately six months after the employee is hired to ensure completion of the background check. Animal Control Officers will also undergo a psychological evaluation.
 - c. **All other positions in DES:** Reference checks, drug screen and driving record check if the job description requires a valid driver's license. All pre-employment checks must be complete before an official offer of employment is made.
2. **Authorization to Hire** - When the ES Administrator completes the Authorization to Hire in NeoGov for a full-time position, the last approver will be the Human Resources (HR) Administrative Support Specialist. This will prompt HR to make the official offer, create the new hire letter and Payroll Change Notice, and notify DES the person has been hired. HR will mail a packet of information to new full-time employees. The packet includes the official offer letter; benefits information; the I-9 form; and tax forms. The new full-time employee will complete those forms and submit them to HR at New Hire Orientation. DES handles the process for part-time positions, and will mail the I-9 form and tax forms to the new part-time employee. DES should also collect the forms from the part-time employee and forward them to the Payroll office.
 3. **Start Date** - While completing the Authorization to Hire, the ES Administrator will coordinate with the division on a preferred start date for the new employee(s). Given that most new employees must provide two weeks' notice to their current employer, and the time needed to coordinate a Training Academy, the start date will typically be three to four weeks from the date of the Authorization to Hire. New employees usually start with the beginning of a payroll pay period.
 4. **Pre-Hire Contact** - The ES Administrator will notify DES staff, including the direct supervisor, that the person has been hired. In some divisions, the Training Captain may serve as the direct supervisor while the employee is in the Academy. The direct supervisor / Training Captain will reach out to the new employee, either by phone or email, to:
 - a. Welcome new employee,
 - b. Conduct brief introductions/getting to know you talk;
 - c. Discuss dress code;
 - d. Confirm time and location to report, parking, any other logistics;
 - e. Answer any questions the employee may have.



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5. **Pre-Arrival** - Before the employee begins work, the division will submit work requests for any set-up the employee will need, such as Information Technology (IT) Work Request for email or other account access and Building & Trades Work Request for desk or work station set-up. The division representative will complete the New Employee IT Access Checklist (Attachment A). When an employee leaves Charles County Government, the division representative or direct supervisor will ensure all computer access/accounts are deactivated by contacting the appropriate people.
6. **First Day** - The employee will report to work at the designated time and location. The direct supervisor, or a person in the chain of command, should be ready to greet the employee and provide a tour of the work site and introductions to available staff members. The department should be prepared for the employee and expecting his/her arrival in order to help the new employee feel welcome. The supervisor should show the new employee the basics of their work environment such as the kitchen / break area, restrooms, printer/copier use, telephone use, and how to log in to the computer (if applicable). If the new employee will not be in a training academy, the supervisor should assign one or two simple tasks to the employee, so he/she feels productive on the first day. Tasks could include: completing forms or a checklist, speaking to one other employee about their work, reviewing safety information, reviewing his / her job description, or completing one or more online training sessions.
7. **Training Academy** - If the employee is in the Communications or EMS Division, he/she will start a Training Academy the first day of employment (Communications Division should reference DES Form - Comm. 1 for a detailed checklist of items to review on the employee's first day). Length and content of the Academy depends on the Division and job duties. Full-time employees are expected to attend the entire Academy; part-time employees attend portions of the Academy. Newly hired Animal Control Officers are expected to successfully complete the East Coast Animal Control Academy within the first 12 months of employment (or the first Academy session available after hire date).
8. **Orientation Peer** - The division will also assign an **Orientation Peer** to the new employee, to help the employee become acclimated and answer routine questions. The Orientation Peer will be a more seasoned employee who is in the same position, or the employee's partner. The new employee's supervisor focuses on performance management, while the role of the Orientation Peer is to help the new employee become socialized and integrated into the work team.
9. **New Hire Orientation** - New full-time employees attend New Hire Orientation, which is held every other Wednesday from 8:00 am to 2:30 pm in the Department of Human Resources (HR). The employee will be scheduled by HR to attend New Hire Orientation, which covers County policies, required forms, insurance and benefits information, a Safety Orientation, and a computer / Information Technology (IT) Review of the Use & Security Policy. A copy of the new employee's new hire letter is sent to DES.
 - a. New part-time employees will attend the afternoon portion only of New Hire Orientation (the safety orientation and IT Use & Security Policy).



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10. **First Week** - The division where the employee is working should complete the New Employee Orientation Checklist (Attachment B) during the employee's first week on the job. This form will remain part of the employee's on-site employee file for DES. The supervisor / division may also need to complete the Employee Equipment Form to ensure all necessary equipment is issued. See Attachment C for the Onboarding Planning Tool covering the employee's first year and roles of involved parties.
11. **Orientation Follow-Up Evaluation** - The ES Administrator will send an evaluation form to the new full-time / part-time employee at one month; six months; and one year of service (Attachment D). The form will give the new employee opportunities to provide feedback on his / her experiences, and help the department refine onboarding practices.
12. **Division-Specific Orientation** - Each division of DES has its own procedures, tools / equipment, and orientation processes. Division-specific forms should be completed by the direct supervisor or division contact person.
13. **Informal Appraisals** - The direct supervisor or Training Captain will perform an informal performance appraisal with the employee at or around his / her three month and six month anniversary with the County, which may be incorporated into training milestones in the Academy (for Communications and EMS) and completed by the Training Captain for the division. The appraisal should be completed as close to the three and six month mark as possible, and should not be late. The supervisor will review the employee's goals, progress, and opportunities for improvement.
14. **Annual Performance Appraisal** - Prior to conducting the annual performance appraisal, the employee will complete a Self-Appraisal Form and submit to the supervisor. The direct supervisor will conduct the employee's annual appraisal at or around the employee's annual anniversary. The appraisal should be as close to the anniversary date as possible, and should not be more than two weeks late.

100.01.05 SOME OTHER RELEVANT MATERIAL

This SOP supplements, but does not replace, the Charles County Government Personnel Policies & Procedures Manual.



Attachment A New Employee Access and Set-Up

Employee Name: _____ First Day of Employment: _____

Position Title: _____ Division: _____

Full-Time: _____ Part-Time: _____

*Items are in alphabetical order. Please initial in the supervisor column once you have obtained or arranged for the item for the new employee and have the employee initial in the next column; or check the n/a box if the item does not apply to your division. **Some of these items will not apply for some employees.** Instead of this form, the Communications Division will use DES Form – Comm 1 for the Public Safety Dispatchers only. Communications will use this form for all other new Communications employees.*

Supervisor Initials	Employee Initials	N/A	Item
			AS400 access
			Authorized buyer for ordering office supplies
			Authorization from Procurement to enter/approve requisitions
			CAD access
			Ebud access (through Budget Division of DFAS)
			Email access
			Emergency Hours/Operation Orientation
			Emergency Services identification #
			Employee # (from Payroll)
			eScheduler access
			Everbridge Employee Notification Account for EMS
			MDE ADORE access
			Media Requests access
			Mobile device issued or employee is using his/her own; employee reviewed policy
			Portable radio
			Power DMS access
			Radio system orientation
			Schedule access
			Social Media administrator access to post on County pages
			Telephone voice mail access
			Vehicle – employee has been issued work vehicle and keys
			VESTA telephone system access

When an employee leaves DES, please be sure to contact the appropriate people to have the above-listed access deactivated.



Attachment B New Employee Orientation Checklist

Employee Name: _____ First Day of Employment: _____

Position Title: _____ Division: _____

Full-Time _____ Part-Time: _____ **Some of these items may be completed in the Training Academy.*

Introductions and Tour

	Introduction to immediate supervisor and orientation peer
	Tour of building/facility
	Tour of employee's work space/station
	Remind full-time employee of New Hire Orientation – refer to new hire letter for details

Computer and Paperwork Requirements

	Collect division-specific paperwork from employee
	Make copy of employee's Emergency Contact Form for maintenance at DES
	Set up computer accounts (if applicable); ensure employee can access
	Ensure employee obtained identification badge from Building Security Officer
	Explain time sheet process to employee; recording time; overtime and compensatory time

Position Requirements

	Review job description with employee; encourage and answer questions
	Review expectations with employee – work hours, dress code, job duties
	Describe performance appraisal process – informal evaluations at 3 & 6 months, then annual
	Work with employee to set goals, milestones, and deliverables
	Explained Narcotics Policies & Procedures – if applicable

Tools and Equipment

	Provide employee with the tools, equipment, and supplies needed to do the job
	Arrange for employee to be issued uniforms
	Complete and sign off on Employee Equipment Form
	Reviewed cell phone policy and obtained employee's signature
	Ensure employee has all necessary access badges, keys, etc.

Please note n/a if an item does not apply to the employee. When this form is complete, please scan it and save it in Staff Files and/or in the employee's file.

Attachment C - Onboarding Planning Tool

WHO/WHEN	Pre-Employment	Prepare		Welcome/Orient		Connect/Integrate		
	Before offer	Upon hire decision	Close to start date	First day(s)	First week(s)	First month(s)	Months 3-6	Months 7-12
Human Resources (HR)	<ul style="list-style-type: none"> Receive Authorization to Hire for full-time employees 	<ul style="list-style-type: none"> Make official offer of employment to full-time (FT) employees; finalize start date Submit Payroll Change Notice to Payroll for FT Mail New Hire Letter to FT employee; email copy to DES Director & Assistant to the Director 	<p><i>**Unless otherwise noted, the items in this chart apply to both full-time (FT) and part-time (PT) employees. If the items applies only to one or the other, it will be noted.</i></p>		<ul style="list-style-type: none"> Provide New Hire Orientation to the employee, usually his/her first Wednesday with the County. FT employees attend all day; PT employees attend the IT & Safety portions Arrange for FT employee to get County ID badge from Building Security Officer 	<ul style="list-style-type: none"> Arrange new employee's introduction to the County Commissioners Include employee's name and title in County Employee News 		<ul style="list-style-type: none"> Arrange for employee to receive Year of Service Award for completion of first year with the County
Assistant to the Director and/or ES Administrator	<ul style="list-style-type: none"> Conduct pre-employment screenings Coordinate start date Submit Authorization to Hire 	<ul style="list-style-type: none"> Give division copy of new hire letter (FT employee) Work with direct supervisor to make the official offer to part-time employee 	<ul style="list-style-type: none"> Order office supplies, if needed Identify office location, if applicable 	<ul style="list-style-type: none"> Ensure HR has names and titles of new employees to include in introductions to the Commissioners and Employee News Collect I-9 and tax forms from PT employee 	<ul style="list-style-type: none"> Ensure employee was able to log on to computer & equipment is functioning properly Arrange for PT employee to get County ID badge from Building Security Officer 	<ul style="list-style-type: none"> Send employee the Orientation Follow-Up Evaluation to complete 	<ul style="list-style-type: none"> Ensure 3 & 6 month appraisals are completed in a timely manner Send employee the Orientation Follow-Up Evaluation 	<ul style="list-style-type: none"> Ensure annual appraisal is completed in a timely manner Send employee the Orientation Follow-Up Evaluation to complete
Direct Supervisor and/or Division – <i>Responsible for performance management</i>	<ul style="list-style-type: none"> Review completed pre-employment screenings to verbally approve submission of the Authorization to Hire/official offer of employment 	<ul style="list-style-type: none"> Request IT equipment and authorization for computer access, etc.* Identify orientation peer Block off time on calendar to spend with employee on his/her first day Add employee to any standing meetings he/she may be attending Create DES employee file 	<ul style="list-style-type: none"> Announce hire via Power DMS to department Place welcome call or send welcome email to employee with logistical information Create schedule for first few weeks Prepare employee's office/work area; submit work requests if needed 	<ul style="list-style-type: none"> Introduce new employee to staff Explain role, responsibilities, & expectations Conduct tour(s) of facility/facilities, including restrooms, office equipment, etc. If applicable, Training Captain coordinates Academy 	<ul style="list-style-type: none"> Identify & address goals and learning needs Give overview of department/division If applicable, arrange for ride-alongs with other divisions and partner agencies Work with appropriate DES personnel to assign the employee uniforms 	<ul style="list-style-type: none"> Review goals Perform 3-month informal appraisal Check in frequently with the employee; provide and solicit feedback often/several times a week Ensure employee is registered for relevant training 	<ul style="list-style-type: none"> Perform 6-month appraisal If there are performance issues, the supervisor should notify the (FT) employee at this time that his/her probation might be extended 	<ul style="list-style-type: none"> Perform annual appraisal; employee will complete Self-Appraisal Ensure employee is registered for relevant and required training Communications & AC: confirm status of CCSO background check Celebrate first year!
Orientation Peer – <i>Acts as a resource / colleague</i>		<p>*For EMS, the Training Captain will make these arrangements</p>		<ul style="list-style-type: none"> Introduce employee to local co-workers Can assist with tour 	<ul style="list-style-type: none"> Orient to local IT systems and resources Orient to other work sites, stations, etc. 	<ul style="list-style-type: none"> Check-in at least weekly with employee to answer questions 		<ul style="list-style-type: none"> Continue to assist the employee by acting as a resource



Attachment D

Orientation Follow-Up Evaluation

At Charles County Government Department of Emergency Services (DES) , we are committed to providing a welcoming environment for all new employees. Please answer the following questions to help us assess how effective our efforts are and where we need to improve the new employee experience.

Full-Time: _____ Part-Time: _____

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
My division was prepared for my arrival on my first day.					
I understand my job duties and what is expected of me.					
I was given the tools to do my job in the first week.					
Phone and computer access was set up for me on my first day.					
My supervisor welcomes and answers my questions.					
My co-workers are helpful when I have questions.					
My supervisor has given me feedback about my performance.					
I feel welcomed by my co-workers and peers.					
I feel appreciated and understand the importance of my work.					
I am satisfied with the learning opportunities offered.					
I understand how my work will be evaluated.					
Information I was given prepared me to be more productive.					
I am glad I made the decision to join DES.					
I would recommend DES as a good place to work.					
Overall, I am satisfied with my new employee experience.					

What have you liked the most about your experience so far?

What have you liked the least about your experience so far?

What is one thing you think we should tell new employees?

What suggestions do you have for how we can improve the new employee experience?



Attachment E - DES FORM – COMM. 1 NEW EMPLOYEE CHECK OFF LIST

Employee's Name: _____ ID # _____

Job Title: _____ Co. ID # _____

Date: _____

FORMS

- _____ Complete The History Form for the Performance File
- _____ Complete The CAD Operator Certification & Login ID Security Form
- _____ Complete & sign The Work Schedule / Authorization Form
- _____ Schedule employee to take photo CCG ID for Emergency Services Building
- _____ Activate pass key to new employee for the ES Bldg. located on Audie Lane

TO DO LIST

- _____ Provide employee with a "Rookie Manual"
- _____ Review Emergency Services Policy & Procedures Manual with employee
- _____ Review Employee recall policy
- _____ Review Leave earning & sick leave policy
- _____ Review Leave Slip & Who receives them
- _____ Review O/T Slip & Policy
- _____ Review Schedule
- _____ Review Time Sheet
- _____ Review Conference Form
- _____ Review Evaluation Form

- _____ Vehicle Familiarization Class
- _____ CPR Class
- _____ EMD Class
- _____ ETC Class
- _____ EFD Class
- _____ EPD Class
- _____ Schedule employee to take photo ID for Emergency Services Building.
- _____ Add employee to Vesta Phone system & call Center Management to add employee contact information to system

CAD Specialist to Do List

- _____ Create Personnel File Folder
- _____ Create Leave Recorded Folder
- _____ Create Leave Record in Lotus
- _____ Add employee to the CAD System Readscreen #21
- _____ Create employee **ES ID#** as a unit in the Enter/Update Unit Program (CD0057)
Station: Communication Center Personnel
- _____ Issue Employee **CAD Computer ID#**
- _____ Add Employee to the Payroll spreadsheet
- _____ Add Employee to the Individual Profile (ZZ0073) SHERIFF MIS
- _____ Enter employee in the CAD system Officer File (CD006)
- _____ Add Employee to Message Group (CD0672)
- _____ Add Employee to Text Message Group (PS0959) Personnel Pager (ALLCALL, DES & DISP)
- _____ Issue mail box key