Halton Region
Early Years and Child Care Workforce Strategy

Human Resource Supports
Onboarding Summary

August 2021

Welcome to Halton's Early Years and Child Care Human Resource Supports

Halton Region, in collaboration with the Workforce Strategy Advisory Committee is pleased to announce the launch of four new tools to support human resources in the early years and child care community. These tools will be helpful to support employers with recruitment.

We welcome you to explore the tools listed below:

1. Interviewing Resource Guide

This resource provides:

- Details on interviewing best practices in all phases of the interview process
- Tips on Human Resource practices from Halton professionals

2. Competency Guided Interview Questions

This resource provides:

- Interview questions and activities across ten core competencies identified as important for early childhood educators
- Definitions and examples of core competencies

3. Leading Practices in Onboarding- Onboarding Summary

This resource provides:

- foundational information regarding policies, procedures and practices;
- tips for creating a welcoming atmosphere;
- guidance on how to set expectations early and often; and
- support for employers in helping the new employee to understand organizational culture and values.

4. Organize your Onboarding Process- Onboarding Checklist

This resource provides:

- A brief checklist for employers to quickly organize their onboarding processes

Thank you for supporting Halton's Early Years and Child Care Workforce Strategy. If you have questions regarding this information, please contact Supervisor, Quality and Community Development, at childcareservices@halton.ca

Halton Early Years and Child Care Workforce Strategy:
Leading Practices in Onboarding

Introduction

Recruiting and hiring new employees takes considerable time and effort. How do you start new employees off with the best chance of keeping them? Orientation provides enough information at the beginning but, it isn't a long-term strategy.

As a comprehensive plan to support new employees, onboarding is a process - not an event - taking place over an extended time. It is a long-term intentional process for:
- providing foundational information regarding policies, procedures and practices;
- providing an understanding of the employee's roles and responsibilities;
- creating a welcoming atmosphere;
- setting expectations early and often; and
- supporting the new employee to understand organizational culture and values.

Before Day One

Goal	Employer Activity	Resources	Employee Activity
Provide employee with foundational information regarding policies, procedures and practices	Send welcome email and include: • links to training to be completed prior to starting • list of information needed for payroll, benefits, licensing • electronic copy of policies and procedures, employee handbook • links to *Child Care Centre Licensing Manual, How Does Learning Happen?, Think Feel Act*, and other resources • invitation to tour centre before start date Establish start date and review all documents on day one of employment or meet with the successful candidate before their start date to review policies and ensure all paperwork requirements are completed Complete necessary paperwork, payroll documents etc.	Offer letter Job description Payroll documents Policies and procedure documents/sign off forms Onboarding and orientation checklist Online learning modules including Workplace Health and Safety training Employee Handbook Ministry of Education resources	Complete all pre-employment requirements such as Health and Safety, First Aid and CPR-C, medical documentation, Criminal Reference Check Attend orientation meeting Complete professional / online learning within required timeline

Before Day One			
Goal	**Employer Activity**	**Resources**	**Employee Activity**
	Policy review Provide policies for review and sign off Provide date for completion Set up a meeting to review documents **Technology** Complete Human Resources/payroll online system Set up email and provide email address for employee **Professional learning** Provide link to online learning including Workplace Health and Safety training and *Child Care and Early Years Act* self-test Identify required completion date	http://www.edu.gov.on.ca/childcare/pedagogy.html • *Child Care Early Years Act* (CCEYA) Online Self-Test • Child Care Centre Licensing Manual • *How Does Learning Happen?* • *Think, Feel, Act*	
Provide an understanding of the employee's roles and responsibilities	Arrange for new employee to job shadow Send email ahead of start date with shift schedule Review shift schedule, contact information, supply staff list	Employee Handbook Contact information Staffing schedule Supply staff list Parent Handbook Professional learning links Licensing documents	Review for understanding of how to implement information in all resources provided by centre Know where to access these documents Complete required activities within the required time frame
Create a welcoming atmosphere that makes a good impression	Send memo/announcement to families and team to introduce new employee Ensure team members know who is starting and when Ensure current team members know their role in welcoming the individual		

Before Day One			
Goal	**Employer Activity**	**Resources**	**Employee Activity**
	Identify a mentor to guide new employee Invite new employee to come for a tour of the centre and introduce to all employees Ensure new employee knows how to get into the centre (share door code), who to report to, and who to approach with questions or support		
Make performance expectations clear - early and often throughout onboarding process			
Support understanding of organizational culture and values	Review staff directory and organizational chart	Employee name/roles directory Organizational chart	

Day One			
Goal	**Activity**	**Resources**	**Employee Activity**
Provide employee with foundational information regarding policies, procedures and practices	Review Occupational Health and Safety, including WHMIS, Workplace Violence and Harassment policies and requirements Review Individual Support/Medical/Anaphylaxis Plans with employee Review and sign off on all policies and procedures if not completed prior	Human Resources Handbook Occupational Health and Safety Copy of all policies and procedures Individual support for Medical/Anaphylaxis plans	
Provide an understanding of the employee's roles and responsibilities	Review centre routine, roles, and responsibilities Review any other pertinent information with employee Provide employee with a schedule for required training or professional learning Have employee shadow another employee for a few days if not done prior to start date Give time for room partner to overview classroom specific routines Provide extra ratio coverage to give new employee time to settle in	Supply staff member to cover ratios (if possible) Professional learning/training plan document	Ask questions Review responsibilities, centre routine, roles Review individual plans for children

Day One			
Goal	**Activity**	**Resources**	**Employee Activity**
Create a welcoming atmosphere that makes a good impression	Greet new employee upon arrival Tour centre and remind about locations of staff room, washroom, location to safely store personal belongings Introduce to co-workers, room partner and families Provide employee with any required identification (photo, name badge) Post a welcome notice in staff room Assign a locker for personal belongings Check in throughout the day	Employee identification	Review staff schedule
Make performance expectations clear - early and often throughout onboarding process	Review staff schedule		
Support understanding of organizational culture and values			

Week One			
Goal	**Activity**	**Resources**	**Employee Activity**
Provide employee with information regarding policies, procedures and practices	Continue to provide mentoring and support on policies and procedures, paperwork Review forms (accident/medical) as needed Review curriculum development forms/process and mentor employee as they complete their first documents		
Build employee's understanding of the roles and responsibilities	Job shadow and review with supervisor Emphasis placed on relationship building with team, children and families Spend time in the classroom engaged with the employee	Curriculum development forms Program Statement Curriculum resources	
Create a welcoming atmosphere that makes a good impression	Check in regularly and invite discussion about their experience getting to know colleagues, parents, children		
Make performance expectations clear - early and often throughout onboarding process	Plan time to meet at the end of the week, outside the room, to review the first week • ask questions • look for feedback about the onboarding experience • plan some goals Conduct regular check-ins throughout the week and invite discussion about experiences Conduct informal observations throughout the week to gauge confidence and competence with children, parents, and colleagues	Sample questions for • Check-ins • Onboarding feedback	

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Week One			
Goal	**Activity**	**Resources**	**Employee Activity**
Support understanding of organizational culture and values			

Monthly			
Goal	Activity	Resources	Employee Activity
Provide employee with information regarding policies, procedures and practices	Conduct weekly check-ins; review and discuss questions regarding policy and practice	Check-in resource	
Build employee's understanding of the roles and responsibilities	Conduct weekly check-ins • Invite educator to share stories of experience • 'Tell me about the best thing that happened to you today' • Notice skills and share them 'I noticed how you…' Carry out informal observations throughout the week to gauge confidence and competence with children, parents, and colleagues Conduct check-ins with employee's team members Provide employee and team with opportunity to meet monthly to connect, share successes and problem-solve through challenges Revisit notes from prior week's meeting as well as how things are going with team members, families, curriculum form, forms (accident, medication, daily) Discuss performance issues as needed Document and refer to notes each time; keep notes in employee's file Employee attends identified training sessions		

Monthly			
Goal	Activity	Resources	Employee Activity
Create a welcoming atmosphere that makes a good impression	Conduct weekly check-ins		
Make performance expectations clear - early and often throughout onboarding process	Continue informal observations to gauge confidence and competence with children, parents, and colleagues Review goals; identify additional learning needs and update plan as needed 1:1 meeting within first month and every 4-6 weeks afterward Supervisor completes 30, 60, and 75 day review and submits to individual who manages the human resource functions Seek feedback on onboarding experience Complete monthly "Program Statement Observation and Monitoring" and have a conversation with employee about their implementation of the program statement goals in program	Performance Review Tool Program Statement Observation and Monitoring Tool	
Support understanding of organizational culture and values	Regularly share with employee how observations of their practice fit with expectations, the organizational culture and professional practice		