

# Tips for effective on-boarding

Part of the challenge for organizations with new diverse hires is gauging the appropriate amount of assistance to offer. Be ready to assign your highest-performing diverse professionals to serve as mentors, coaches and sponsors, both inside and outside the firm.

Below are some tips on how to make new employees feel truly welcome and included in your firm.

**Introduce your new employees before they arrive.**

It's natural to introduce your new employees to fellow associates upon their arrival, but it helps if the hiring manager also shares something about new employees prior to their arrival. Through email, announce your new hires and give their backgrounds, roles and responsibilities, so that everyone knows what to expect. It also helps to add your new employees to internal company announcements, sending a clear message that they are welcome and that a lot of effort went into preparing their new work environment.

**Identify onboarding buddies for new employees.**

To help your employees navigate the firm culture, assign them a well-respected and knowledgeable onboarding buddy. This person should be responsible for helping your new employee get introduced to key personnel in the organization and for being a person whom the new employee can contact should he or she have any general organizational questions.

**Set clear, realistic expectations for new employees.**

New employees should have a written outline of their job function, responsibilities and performance expectations, which should be reviewed at 30-, 60- and 90-day intervals.

**Train new employees.**

Give your new employees time to not only absorb the new culture and take all necessary training. Skipping key introductory training is a recipe for missteps later in their tenure with the firm.

**Share unspoken rules and expected workplace etiquette.**

While every employee wrestles with being effective in all areas of their lives, there are sometimes extenuating circumstances that should be considered when working with diverse employees. For many diverse students and professionals entering the accounting profession, they may be the first in their families to be exposed to such a workplace environment. As such, they may need clear examples of what is acceptable behavior. Some instances where concrete guidance might be helpful include:

- What does casual business attire mean?
- How should I dress to meet clients?
- What constitutes being on time?