

# UNFPA ONBOARDING GUIDELINES

FOR UNFPA MANAGERS

Making every first day a great one



Project team: Maria Hadzic and Nana Yaa Nikoi  
Graphic Designer: Jennifer Kakaletis

We would like to acknowledge and thank all those who contributed in various way to develop the content of this Onboarding Guidelines Brochure for managers.

This document is the property of UNFPA and is intended for use only by UNFPA staff and only within the office. Although the information is not confidential, some of the content may be proprietary or privileged and must not be disclosed, distributed or copied by any means - electronic, mechanical, photocopying, recording or otherwise - to any third part without the prior written permission of UNFPA.

Copyright © UNFPA, New York - 2015  
Division for Human Resources  
All rights reserved

# FIRST IMPRESSIONS MATTER

## DID YOU KNOW THAT...

**4%** of new staff leave a job after a disastrous day?

---

**22%** of staff turnover occurs within the first 45 days of employment?

---

**MOST** new staff decide whether they feel “at home” in the first three weeks at a new job?

---

**90%** of new staff make their decision to stay at an organization within the first six months?

---

There is no second chance to make a good first impression on a new staff member. How we welcome newly recruited staff to our teams and offices is critical to affirming their decision to accept the job offer and join us.

# WHAT MAKES ONBOARDING SUCCESSFUL?



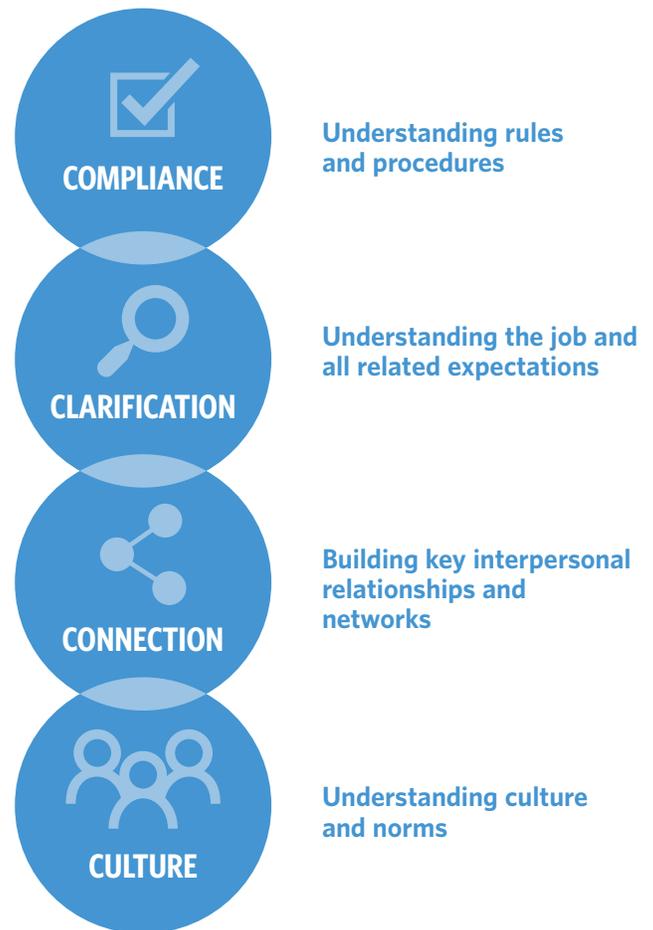
Effective onboarding by a new staff member's immediate office is key to make him/her feel welcome. It also shortens his/her time to achieve full productivity and successful performance. In addition, it serves a critical role in ensuring his/her engagement and retention.

Onboarding is not just a one-time event; it's a **process** stretching over several months of a new staff member's employee cycle. The **six key stages** of onboarding are shown in the process chart above. **Four elements** are strongly correlated to a new staff member's adjustment in their new organization: compliance, clarification, connection and culture (see figure at right). A successful onboarding process covers all of these elements.

These guidelines provide you with tips and checklists to help bring on board new staff consistently – with a view to helping them:

1. Learn the rules and procedures of their new job;
2. Understand their job and what is expected of them at work;
3. Build helpful professional relationships in their new workplace; and
4. Understand and work effectively in their new environment.

## 4 KEY ELEMENTS OF ONBOARDING



## ONBOARDING LINKS

- UNFPA Induction Web Page:  
<https://portal.myunfpa.org/web/welcome-programme/home>
- Rafiki:  
<https://portal.myunfpa.org/web/unfpa-induction/start/rafiki>

# KEY ROLES IN ONBOARDING

## THE MANAGER

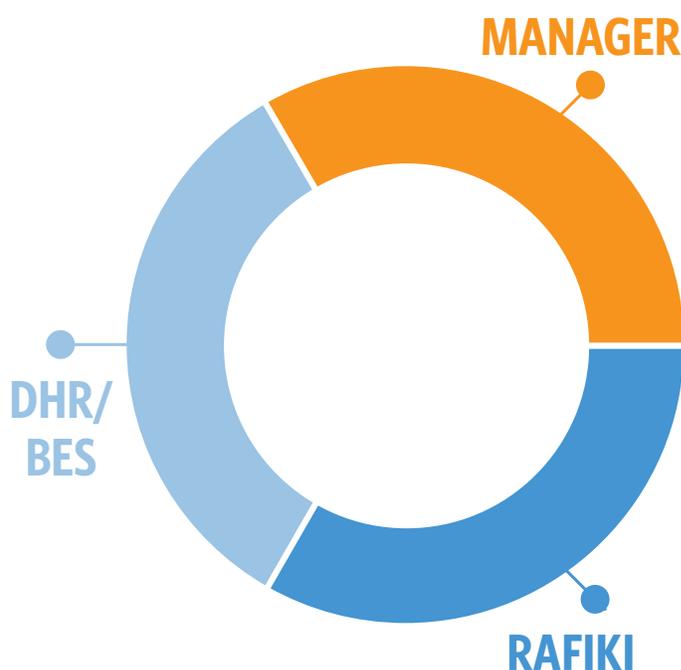
The Manager holds **primary** responsibility for the induction of newly recruited staff. However, the manager can count on the support of the Division for Human Resources (DHR) focal point, MIS and the Rafiki in this process.

The role of the manager consists of coordinating the induction process to ensure that the new staff member has the resources, the guidance and the information needed to settle in and perform their functions. The manager or a delegated staff member introduces the new staff member to his/her immediate team.

## DHR/BES FOCAL POINT

The DHR-BES focal point shall clarify information regarding the staff member's contract benefits and working conditions. The focal point is responsible for:

- Sending an information package including information about the organization, the contract and benefits.
- Ensuring the necessary information is provided to the relevant offices for issuance of building access passes both the UNFPA Office and the UN Pass.
- Providing guidance on staff rules, HR policies and procedures.
- Notifying the hiring manager of the agreed start date of the new staff member.
- Providing a welcome letter and Akwaba Welcome guide with information about the office and the duty station.



## THE RAFIKI OR "BUDDY"

The *Rafki* provides support and routine information to the new staff member in the receiving office. The Rafiki serves as a buddy during the first three to six months by providing general information about UNFPA (the organization, the duty station, etc.) as well as work and life conditions. The Rafiki also coordinates with other colleagues to arrange a welcome activity for the new staff member in the office.

Don't hesitate to get in touch with your HR Strategic Partner for guidance during the onboarding process of your new staff member.

### YOUR HR STRATEGIC PARTNERS (12/2015)

#### HQ AND LIAISON OFFICES

Nana Yaa NIKOI  
nikoi@unfpa.org

#### LACRO

Luz GONZALEZ  
lgonzalez@unfpa.org

#### WCARO

Holly WHITE  
hwhite@unfpa.org

#### APRO

Doreen CROSS  
cross@unfpa.org

#### ESARO

Paolo BERNASCONI  
bernasconi@unfpa.org

#### ASRO

Carol NETTLEINGHAM  
nettleingham@unfpa.org

#### EECARO/PSB

Maria-Katia SANCHEZ  
masanchez@unfpa.org

# PRE-ARRIVAL

Starting the onboarding process *prior* to the arrival of the new staff member is advisable. It will give him/her an introduction to the full onboarding experience, and will contribute to increasing a new staff member's levels of engagement.

## KEY PRE-ARRIVAL ONBOARDING ACTIVITIES

### PREPARE THE OFFICE SET UP

To make your new staff member feel welcome, ensure that his/her work space is ready for the first day, that a PC is secured and that e-mail and phone/extensions are set up.

More details are provided in [Annex - Induction Check List](#).

### PREPARE INDUCTION/ ORIENTATION MATERIAL

An induction folder with key information to kick start the knowledge foundation building of UNFPA will be very useful for the new staff member during the first months at UNFPA.

### IDENTIFY A RAFIKI

Identify a Rafiki who will support the new staff member during the first three to six months of arrival in the new role. As a preparation for your new staff member's first day you should start planning some first day activities, such as lunch or other informal gatherings, for your new staff member with their immediate office and the Rafiki.

### ENGAGE WITH YOUR NEW STAFF MEMBER

Don't hesitate to engage with your new staff member prior to his/her arrival. Touch base to tell them that you are looking forward to having them onboard! You can also give him/her an idea of what their first day will be like and answer any practical first day questions they may have.

# PRE ARRIVAL PREPARATION

## INDUCTION AND ORIENTATION TIPS

### FIRST DAY PLANNING

Consider including different elements into a new staff member's first day for a fun and engaging first day! Some elements to consider are **office orientation**, **meetings** and **informal gatherings**.



### INDUCTION FOLDER

Create an **induction folder** with key documents and publications to help your new staff member to start building knowledge of UNFPA, the branch/unit and his/her role within the team.

INDUCTION FOLDER		
<ul style="list-style-type: none"><li>• Job Description</li><li>• Knowledge Transfer note</li><li>• Office Organogram</li></ul>	<ul style="list-style-type: none"><li>• Office Management Plan</li><li>• UNFPA Strategic Plan</li><li>• UNFPA HR Brochure / Strategic Plan</li></ul>	<ul style="list-style-type: none"><li>• UNFPA Publications (P.S. Great source to broaden the knowledge of UNFPA!)</li></ul>

### INDUCTION CHECKLIST

The "First Four Weeks: Checklist" provides an overview of key areas to include in your new staff member's induction process. A detailed checklist can be found in the Annex of this document.

# DAY 1

## THE FIRST DAY OF YOUR NEW STAFF MEMBER HAS FINALLY ARRIVED!

By now you will have prepared first day activities together with the Rafiki or your immediate office for your new staff member and have finalized the practical work area arrangements. You are ready to welcome your new staff member on their first day.

A sample agenda is provided on the following page to give an idea of what a new staff member's first day could look like. As you can see, it includes elements of induction/orientation, meetings and informal gatherings.

---

### INFORMAL GATHERINGS

The organizational/professional networks formed early on have a great impact on staff adjustment in a new role and organization.

Consider an informal gathering for breakfast or lunch with the new staff member and the rest of the team for a warm welcome to your new staff member.

### INDUCTION AND ORIENTATION

Part of the day will be focused on providing the employee with information on UNFPA. During the first day, the new staff member should be given a tour of the office/facilities and be introduced to the rest of staff/colleagues.

Ensure that the new staff member fills out the necessary paperwork to get his/her **UN ID** card (and building access badge) to make moving around the office easy.

### MEETINGS

**Manager/New Staff Member:** Meet up with your new staff member on their first day. Use some time to get to know each other better. Give the new staff member insight into UNFPA history, current political/country environment, strategy and challenges. Also, this is a good time to share the induction folder you created with your new staff member and walk him/her through it.

**Rafiki/New Staff Member:** The Rafiki should be involved in the first day activities for the new staff member, and should also set aside some time for a one-on-one to get to know the new staff member, as they will be interacting with each other for the coming months.

# FIRST DAY: SAMPLE AGENDA

This sample agenda provides inspiration for planning a new staff member's first day. Activities should be divided among the manager, his/her immediate office and the Rafiki.

---

**09:00 WELCOME:**

Welcome the new staff member to the office with their immediate team and the Rafiki. Consider having beverages and snacks available.

---

**09:20 WORK SPACE:**

Take the staff member to his/her office/workspace where he/she can leave his/her coat and personal items for the rest of the day.

---

**09:30 HR FOCAL POINT:**

New staff to fill out essential forms such as UN ID/entrance card, sign letter of appointment (if local staff members) and inform of working hours.

---

**10:00 SUPERVISOR/NEW STAFF MEMBER MEETING:**

Use this time to get to know each other better, introduce UNFPA and go through the induction folder.

---

**11:30 OFFICE TOUR:**

Provide a tour of the facilities and introduce the new staff member to staff/colleagues.

---

**12:30 LUNCH:**

Lunch with the new staff member and immediate team.

---

**14:00 RAFIKI MEETING:**

One-on-one time between the Rafiki and new staff member to get to know each other, and for the new staff member to get the opportunity to ask some of the most immediate questions he/she might have about the duty station.

---

**15:00 UNDSS:**

Meet with the UN Department of Safety and Security (UNDSS) focal point for a security briefing.

---

**16:00 WRAP UP!**

# WEEKS 1 – 4

## WHAT DO NEW STAFF MEMBERS WANT IN THEIR FIRST WEEKS ON A NEW JOB?

76%

On-the-job training

73%

Review organizational policies

59%

Tour/Equipment set up

56%

Mentor or Buddy

This graph shows that new staff members want to start building the foundations of his/her knowledge of the new organization and start contributing to its work. These weeks should focus on providing clarity related to role expectations and goals.

Since the **first 45 days** of employment is a crucial new staff member time, nurturing onboarding over the next weeks is an excellent use of the manager's time.

## KEY FIRST 4 WEEKS NEW STAFF MEMBER EXPERIENCES

### JOB

Within the first few weeks, the new staff member should have clarity on the duties and responsibilities of their role, key goals and expectations, and how these are connected to the SIS. Start discussing the role of the new staff member in his/her first week. Based on these discussions the new staff member initiates the **PAD** (for staff members holding a fixed term appointment (FTA) or a temporary appointment (TA) with a duration longer than nine months). For staff on a TA with a duration of less than nine months or service contract holders (SC), a **PAR** should be initiated. Remember to have regular catch ups with your new staff member.

*Tip! Have a project ready for the new staff member to take on in the first weeks. He/she will be contributing to the work of UNFPA right from the start, even if it may be on a smaller project initially.*

### ORGANIZATION AND NETWORK

During the first few weeks it will be important for the new staff member to start building his/her knowledge foundation of the structure and culture of UNFPA, as well as building his/her work networks and relationships.

*Tip! Facilitate the new staff member relationship building by sending a message introducing the new staff member to the immediate office and other relevant colleagues in UNFPA, arranging coffee/lunch gatherings with the rest of the team/office, and organizing an agenda of introductory briefings from relevant office divisions.*

# FIRST FOUR WEEKS: TIPS AND CHECK LIST

## FIRST WEEKS HIGH LEVEL OVERVIEW CHECK LIST

- Discuss job and responsibilities with the new staff member.

---

- Discuss organizational overview and where the new staff member fits within the organizational structure.

---

- Discuss job specific training needs/development areas with the new staff member.

---

- Explain the performance and development system and cycle (PAD/PAR) to your new staff member. The new staff member is the one who will initiate the PAD/PAR in the system based on the discussions on responsibilities and goals.

---

- Encourage the new staff member to finish mandatory readings and e-learning courses, as well as the new staff check lists on the induction portal. <https://portal.myunfpa.org/web/welcome-programme/home>

---

- Organize an agenda of introductory briefings from relevant divisions in the office.

---

- Organize meetings with key stakeholders from other departments/branches.

---

- Send out a welcome message introducing the new staff member to the rest of the office.

---

- Ensure that the Oath of Office form is signed and submitted to the UNDP-BES focal point and that he/she reads the copy of the Standards of Conduct of the International Civil Service.

---

- Schedule in regular check-ins with your new staff member.

---

## ONBOARDING CHECK-IN QUESTIONS

1. How is it going? How do you feel in your new job?
2. Does your job and the experiences you have had so far match your expectations?
3. Do you feel like you have the tools you need to do your job?
4. Do you feel like you have gotten to know your team and coworkers?
5. Is anything about your role, the team or organization still unclear?
6. How has your onboarding experience been so far?
7. What can I do to be a better manager for you and make your transition easier?

# MONTH 3

By the third month the staff member will have gained a better understanding of UNFPA's organizational structure, vision and goals and how these relate to his/her position. It is imperative that you provide **regular and constructive feedback** to your new staff member on his/her performance and progression on tasks that were assigned in the previous weeks. Remember that **90% of staff turnover** occurs within the **first 6 months** of employment so this is still a crucial new staff member onboarding time.

## KEY 3 MONTH EXPERIENCES AND ACTIVITIES

### JOB

Check in with the new staff member to see how she/he is adjusting to UNFPA, how the job is matching with their expectations and what progress has been made on the tasks that have been assigned. Based on progress made, you should start giving the staff member more responsibilities and more complex tasks/projects. Remember that **76% of new staff members** considers on-the-job training as an important onboarding experience.

### ORGANIZATION

At this time the new staff member's knowledge foundation of the structure and culture of UNFPA is still crystalizing.

*Tip! Encourage the new staff member to attend brown bag events and inter-agency events, and to keep up to date with UNFPA Voices, UNFPA on social media (e.g. LinkedIn, Instagram, Facebook and Twitter) and explore UNFPA microsites of interest.*

### ONBOARDING CHECK-IN QUESTIONS

1. How is it going in the job?
2. How is it going with the tasks you are working on? Do you need any specific guidance in order to perform/complete your tasks?
3. Do you need any other tools/resources to perform your role?
4. Does your job and experiences you have had so far still match your expectations?
5. How is the relationship with the team and your coworkers?
6. What do you enjoy most about your role?
7. Is anything about your role, the team or organization still unclear?

# MONTH 6

## CONGRATULATIONS! YOUR NEW STAFF MEMBER HAS REACHED HIS/HER SIX-MONTH MARK AT UNFPA!

This is a great time for a conversation to assess the new staff member's performance so far and check in on how he/she is doing. Depending on when the new staff member joined UNFPA, you might have a more formal PAD review with your him/her at this time. If the year-end reviews are not up yet, we recommend that you do a more informal performance review with your new staff member to check in on the progress that he/she has been making on their tasks. Continue having **regular and constructive feedback** with your staff member.

### KEY 6 MONTH EXPERIENCES AND ACTIVITIES

#### JOB

Review with your new staff member on the progress he/she is having in the role. If you have a more formal PAD or PAR review coming up with your new staff member please refer to these links:

- PAD Resources: <https://apps.myunfpa.org/pad/support/>
- PAR Resources: <https://directory.myunfpa.org/app/par/appraisal.cfm>
- Performance management tips: [https://apps.myunfpa.org/pad/support/documents/PM\\_best\\_practice+HBR\\_PM\\_TipofDay.pdf](https://apps.myunfpa.org/pad/support/documents/PM_best_practice+HBR_PM_TipofDay.pdf)

We encourage you to provide informal recognition and feedback for a job well done. A Recognition Toolkit has been prepared for this, which you will find in PAD Resources on the PAD Homepage.

On the other hand, on some occasions, you may experience that your new staff member is not performing to the standards of the organization. A toolkit for supervisors and staff to address underperformance in a constructive and effective manner has been created, which you will find on the PAD Resources page.

#### DEVELOPMENT

Review the development goals identified and documented for the initial PAD. Based on the experiences and progress on the different tasks, the development goals and needs may have shifted.

#### ONBOARDING CHECK-IN QUESTIONS

1. How is it going in your job? How are you progressing with your tasks?
2. Do you need any other tools/resources to perform your role?
3. How is the relationship with the team and your coworkers?
4. Are you starting to feel settled in to your role?
5. What do you enjoy most about your role?

# 12 MONTHS

## TIME TO CELEBRATE THE ONE-YEAR ANNIVERSARY OF YOUR “NOT-SO-NEW” STAFF MEMBER WITH UNFPA!

At the end of the first year onboarding transitions from onboarding training to continuous learning and development. This is a good time to review the performance and experiences of the new staff member throughout his/her first year and discuss career aspirations.

### KEY 12 MONTH EXPERIENCES AND ACTIVITIES

#### JOB AND PERFORMANCE

Have a review with your new staff member on the progress made during the last year. Depending on when your new staff member started, you may at this time have a formal PAD review coming up. Resources related to the PAD and performance management can be found at:

- PAD Resources:  
<https://apps.myunfpa.org/pad/support/>
- Performance management tips:  
[https://apps.myunfpa.org/pad/support/documents/PM\\_best\\_practice+HBR\\_PM\\_TipofDay.pdf](https://apps.myunfpa.org/pad/support/documents/PM_best_practice+HBR_PM_TipofDay.pdf)

We encourage you to provide informal recognition and feedback for a job well done. A Recognition Toolkit has been prepared for this, which you will find on the [PAD Resources page](#) - Tip section.

On the other hand, on some occasions you may experience that your new staff member is not performing to the standards of the organization. A toolkit for supervisors and staff to address underperformance in a constructive and effective manner has been created, which you will find on the [PAD Resources page](#).

#### CAREER AND DEVELOPMENT

Have a chat about what a career at UNFPA looks like. Review your staff member's development needs – and adapt as needed. UNFPA's Career Guide provides a wealth of information regarding career development.

#### EXPERIENCES

Have a chat with your staff member about how he/she experienced the first year at UNFPA. Some questions you might ask:

1. How do you feel your first year has been?
2. Do you feel settled in to your role?
3. Do you feel settled in to UNFPA?
4. What experiences/elements have been most useful to getting you onboard?
5. What has been most challenging as a new staff member at UNFPA?

#### CELEBRATE!

Mark the one-year anniversary in a fun way. You could take your staff member out for a lunch, or hold a small [or big!] potluck lunch or event with snacks to mark the occasion of having successfully completed his/her first year at UNFPA (for new staff) – or for reassigned staff, having completed a new chapter in their career at UNFPA.

# ANNEX

## ONBOARDING CHECK LIST

Name of staff member: \_\_\_\_\_

Name of supervisor: \_\_\_\_\_

Start Date: \_\_\_\_\_

Index No. (if applicable): \_\_\_\_\_

BEFORE ARRIVAL	FOCAL POINT	ACTION COMPLETED
<input type="checkbox"/> Communicate to the office on impending arrival of the new staff member.	Manager/delegated staff	Sign and date upon completion
<input type="checkbox"/> Connect new staff member with his/her Human Resources (HR) focal point.	Manager	Sign and date upon completion
<input type="checkbox"/> Set up/update the new staff member's UNFPA email account.	IT focal point	Sign and date upon completion
<input type="checkbox"/> Inform the team, the relevant staff and the HR focal point of the date of arrival in the office of the new staff member.	Manager/delegated staff	Sign and date upon completion
<input type="checkbox"/> Inform security and reception desk of the date of arrival in the office (and to the country if necessary) of the new staff member.	HR focal point or Operations focal point (as established by the CO)	Sign and date upon completion
<input type="checkbox"/> Send a welcome email to the new staff member: <ul style="list-style-type: none"> <li>• Explaining:               <ul style="list-style-type: none"> <li>- Where to go and when;</li> <li>- Who to contact upon arrival on day 1;</li> <li>- Detailed agenda for day 1;</li> <li>- List of anything the new/reassigned staff member might need to bring along on day 1.</li> </ul> </li> <li>• Inquiring:               <ul style="list-style-type: none"> <li>- About whether she or he has any special needs.</li> </ul> </li> </ul>	Manager/ or delegated staff	Sign and date upon completion
<input type="checkbox"/> Set up/update the following for the new staff member, ensuring that any special needs he or she may have are accommodated: <ul style="list-style-type: none"> <li>• Office/work space</li> <li>• Furniture</li> <li>• Information Technology (IT) equipment</li> <li>• Phone</li> <li>• Supplies</li> <li>• Name plate</li> <li>• Business cards (if applicable)</li> <li>• Access to systems (Atlas etc.)</li> <li>• Access to network/shared drives</li> <li>• Organigram</li> <li>• Contact list / Telephone directory/Email groups</li> </ul>	HR focal point or Operations focal point	Sign and date upon completion
<input type="checkbox"/> Identify a "Rafiki" for the new staff member.	Manager or delegated staff	Sign and date upon completion

After day 1, the new staff member should be familiarized with the team, the office space and basic HR requirements.

DAY 1	FOCAL POINT	ACTION COMPLETED
<input type="checkbox"/> <b>Welcome:</b> Greet the new staff member upon their arrival to the office on day 1 with the Rafiki/ rest of team and hand him/her a printout of the Introduction checklist.	Manager or delegated staff	Sign and date upon completion
<input type="checkbox"/> <b>See the new workspace:</b> Bring the new staff member to his/her office/workspace so he/she may leave their coat, purse, etc. <ul style="list-style-type: none"> <li>• The office/workspace should be fully furnished (desk, chair, and shelves/drawers).</li> <li>• The desk should be fully furnished (with, a computer, phone, supplies, etc.);</li> <li>• The new staff member's email account and systems access (Atlas, LMS, etc.) should be ready;</li> <li>• The telephone directory should be updated with the new staff member;</li> <li>• The induction folder should be available.</li> </ul>	Manager or delegated staff and Global Directory Focal Point	Sign and date upon completion
<input type="checkbox"/> <b>Meet with the HR Focal Point:</b> <ul style="list-style-type: none"> <li>• Sign Letter of Appointment (if local staff member);</li> <li>• Receive ID and access card(s);</li> <li>• Inform of working hours.</li> </ul>	HR Focal Point	Sign and date upon completion
<input type="checkbox"/> <b>Supervisor/new staff member 1-1:</b> Use this time to get to know the new staff member better, introduce UNFPA and the induction folder.	Manager	Sign and date upon completion
<input type="checkbox"/> <b>Announce the new colleague:</b> Send an email to the office introducing the new staff member.	Manager or delegated staff	Sign and date upon completion
<input type="checkbox"/> <b>Tour the office:</b> office space, copiers/printers/ fax machine, bulletin board, restrooms, kitchen/ refreshment area, parking, emergency exits, etc.	Manager or delegated staff	Sign and date upon completion
<input type="checkbox"/> <b>Meet the team:</b> Round of introductions in the office.	Manager or delegated staff	Sign and date upon completion
<input type="checkbox"/> <b>Lunch:</b> Lunch with the new staff member and immediate team.	Manager or delegated staff, buddy or peer colleague	Sign and date upon completion
<input type="checkbox"/> <b>Rafiki Meeting:</b> One on one meeting with the new staff member's rafiki.	Rafiki	Sign and date upon completion
<input type="checkbox"/> Meet with the <b>UN Department of Safety and Security (UNDSS)</b> focal point for a security briefing.	UNDSS focal point	Sign and date upon completion

After week one, the new staff member should be familiarized with his/her post-related requirements, expectations, and learning; basic HR rules and regulations; and the living conditions in the duty station.

REMAINDER OF WEEK 1	FOCAL POINT	ACTION COMPLETED
<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>HR Brief</b> (items selected as applicable):               <ul style="list-style-type: none"> <li>• Salary (incl. pay day and pay slip explanation)</li> <li>• Benefits and Entitlements</li> <li>• Laissez-passer</li> <li>• Relocation payments</li> <li>• Pension</li> <li>• Medical scheme/ insurance</li> <li>• Life insurance</li> <li>• Overtime and Compensatory Time Off</li> <li>• Leave types</li> <li>• e-Services</li> <li>• Flexible Working Arrangements</li> <li>• Staff Association and membership</li> <li>• Privileges &amp; Immunities</li> <li>• Introduction to the DHR Microsite</li> <li>• Provide Akwaba (Welcome) Guide or Duty Station document (if applicable)</li> </ul> </li> </ul>	HR focal point	Sign and date upon completion
<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Learning Brief:</b> <ul style="list-style-type: none"> <li>• eLMS</li> <li>• Mandatory online courses:               <ul style="list-style-type: none"> <li>- Online courses:</li> <li>- Basic Security in the Field</li> <li>- Advanced Security in the Field</li> <li>- Harassment, Sexual Harassment, and Abuse of Authority in the Workplace</li> <li>- Ethics, Integrity and Anti-fraud</li> <li>- UNFPA training in Procurement – Level One</li> <li>- UNFPA OneVoice e-orientation</li> </ul> </li> <li>• Mandatory workshops:               <ul style="list-style-type: none"> <li>- UN Cares: HIV/AIDS in the Workplace</li> </ul> </li> </ul> </li> </ul>	Learning Manager	Sign and date upon completion
<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Meet with Manager:</b> <ul style="list-style-type: none"> <li>• Overview of the office (please include an organigram);</li> <li>• Discuss expectations;</li> <li>• Provide a programme overview that describes how the office/section is organized, team member’s roles, calendar, and milestones. Identify essential reading materials;</li> <li>• Host country issues in the programme’s context;</li> <li>• Begin orientation to job responsibilities, using job description (JD)/Terms of Reference (TOR) (signing JD/TORs if applicable);</li> <li>• Information on regular meetings, standing committees and memberships;</li> <li>• Discuss performance standards and PAD/PAR;</li> <li>• Review training necessary to perform job responsibilities and begin to schedule a learning plan if applicable – this schedule will be re-visited after the first month;</li> <li>• Discuss the internal and external stakeholders the new staff member should be introduced to;</li> <li>• Time reporting (if applicable).</li> </ul> </li> </ul>	Manager	Sign and date upon completion

REMAINDER OF WEEK 1	FOCAL POINT	ACTION COMPLETED
<input type="checkbox"/> Handover meeting (if former incumbent still on site). If not, handover notes should be provided by the former incumbent and included in the induction folder.	Former incumbent	Sign and date upon completion
<input type="checkbox"/> Overview of the tools to be used on the job.	Manager or delegated staff.	Sign and date upon completion
<input type="checkbox"/> Overview on the use of official vehicles or other key resources (if applicable).	General Service's focal point.	Sign and date upon completion
<input type="checkbox"/> Meet with the Rafiki, examples of what to cover in the meeting: <ul style="list-style-type: none"> <li>• Use of copier/printer, fax machine, telephone;</li> <li>• Stationery/supplies provision;</li> <li>• Informal culture (norms, expectations, navigation, etc.) of the office/UNFPA;</li> <li>• Settling-in issues for new staff member and family:               <ul style="list-style-type: none"> <li>- Housing;</li> <li>- Car;</li> <li>- Doctors/hospitals;</li> <li>- Grocery shopping;</li> <li>- Schools; etc.;</li> </ul> </li> </ul>	Rafiki	Sign and date upon completion

After month 1, the new staff member should be familiarized with his/her post-related: network, fit in the organization, procedures and work dynamics; UNFPA's internal procedures in the office.

MONTH 1	FOCAL POINT	ACTION COMPLETED
<input type="checkbox"/> Meet with manager to finalize learning plan.	Manager	Sign and date upon completion
<input type="checkbox"/> Meet with internal and external stakeholders.	Manager or delegated staff	Sign and date upon completion
<input type="checkbox"/> Meet with Unit heads for a briefing on their Unit's TORs.	Unit heads or delegated staff	Sign and date upon completion
<input type="checkbox"/> Meet with Procurement focal point for a briefing on procurement procedures.	Procurement focal point	Sign and date upon completion
<input type="checkbox"/> Meet with Finance focal point for a briefing on finance procedures.	Finance focal point	Sign and date upon completion
<input type="checkbox"/> Meet with MIS focal point for a briefing on ICT systems.	MIS focal point	Sign and date upon completion
<input type="checkbox"/> Meet with Travel focal point (if the position requires traveling) for a briefing on travel procedures.	Travel focal point	Sign and date upon completion
<input type="checkbox"/> Continue meeting with the Rafiki over the course of the next couple of months for duty station questions, country questions.	Rafiki	Sign and date upon completion
<input type="checkbox"/> Field visit for the staff member to familiarize with the work of UNFPA in the field (if applicable).	Manager or delegated staff	Sign and date upon completion



United Nations Population Fund  
605 Third Avenue  
New York, NY 10158  
[www.unfpa.org](http://www.unfpa.org)