Now and Tomorrow
Excellence in Everything We Do

MANAGER'S TOOL
STUDENT ONBOARDING AT ESDC

Did you know?

The Treasury Board Secretariat administered a student exit survey across the public service in August and September 2017. Although Employment and Social Development Canada (ESDC) scored well in certain categories, our Department's results were lower in many areas when compared to other Departments. ESDC has since closely reviewed and evaluated these results and has implemented a *Student Onboarding Program* to provide our students with more meaningful work and ongoing support throughout the course of their terms. Please refer to **Annex A** for assigning meaningful work to our students.

What is your role?

Assessment Process

- Work closely with your Human Resources Consultant to ensure that an accurate Statement of Merit Criteria/Job Advertisement has been developed which precisely reflects the required qualifications for the role.
- Throughout the assessment process, give a realistic preview of the job in order to set realistic expectations. Ensure that you highlight the importance of their role in assisting the hiring team and the Department in reaching important targets and objectives.
- Determine a [rate of pay](#) based on Treasury Board standards, while being fair and consistent to all students.

  NOTE: Pay steps could be determined based on the number of successfully-completed terms. For example, a student having successfully completed one term of post-secondary education should be paid at step 2. A student having successfully completed two terms of post-secondary education should be paid at step 3, etc; however, with some recent changes to the minimum wage rates in provinces and territories, managers need to take into consideration the student's province/territory of work when offering a rate of pay.

- A good practice is to assign a designated team of employees within your branch or region to assess all students per term. This ensures your assessment is consistent and empowers board members to make tailored "referrals" as opportunities come available.

Prior to Arrival

- Communicate regularly with your student(s) to ensure they are fully up-to-date on developments pertaining to their start date.
- Ensure a timely hiring process by providing the letter of offer by [email](#) at least three weeks prior to their start date. You **must** also include, in the same email, the following onboarding documents: Welcome to ESDC, ESDC Fun Facts and the Self-Id Info.
- Provide all important information pertaining to the first day a minimum of **one week** before their start date. This should include: work address, sign-in and greeting details, dress code as well as an overview of their first day.

- Assign a Peer Mentor to help transition the student into their role and to serve as a 'go-to' contact for questions and ongoing support. The Peer Mentor should be an employee who is passionate about their work, our Department and the services that we provide to Canadians.
- Manager and Peer Mentor should review and become familiar with the [Terms and Conditions of Employment for Students](#).
- Review the onboarding [checklist](#) for managers.

Onboarding Process

- Greet the new student(s) with an in-person warm welcome on their first day followed by an [email](#) notification to the team introducing him/her and highlighting their program of study and career aspirations.
- Schedule a **"Welcome to ESDC"** presentation for the new student with your Student Onboarding Ambassador.
- Schedule an initial meeting with the student in order to discuss and work through their student employment work plan.
- Ensure that the student is being assigned **meaningful work** as outlined in **Annex A**. This includes monitoring workload regularly so that students are given an adequate amount of work and are not assigned too much or too little.
- Remind the student of the online [resources available](#) to them for regular reference and support, which includes the *Student Onboarding Guide* and *New Employee Orientation*.

During the Employment

- Schedule regular meetings with your student(s) to work through their [work plan](#) to discuss their career aspirations, to ensure they are being assigned meaningful work, to better support them as well as to gather ongoing feedback from the student and make corrections where applicable. It is recommended that a **monthly** touch-base be scheduled.

  NOTE: The following measures will provide the Department with indicators that enable us to monitor our success. To do so, managers are encouraged to commit to one or more activities to create a welcoming onboarding situation for students (examples below). For the costs related to your events anything under 3 hours will need to come from your budget.

  - Orientation sessions provided
  - Meeting one on one with students
  - Orientation activity within the group/sector/branch
  - Meet senior management (invite student to assist to a management table)
  - Coffee with ADM's
  - ADM breakfast
  - ADM student brown Bag lunch
  - Meeting the Deputy Minister

Final Week of Employment

- Schedule a final meeting with the student(s) to complete their work plan, discuss the term and to provide and collect feedback
- Complete an exit interview and share results with your Student Onboarding Ambassador for ongoing improvements to the **Student Onboarding Program**
- If applicable, discuss re-hire opportunities and/or discuss how they can search for future employment opportunities.
- Schedule a team farewell meeting or outing to thank the student for their ongoing contributions to ESDC and to wish them well. As a minimum, send a farewell and thank you email to the team and wishing the student well in their endeavors.

For more information on types of student employment and hiring processes, please refer to the student employment section on the Manager's Corner and consult your HR Consultant*

Annex A: Meaningful Work

Managers should ensure that tasks assigned or projects to students are not simply those which other team members find to be administrative, tedious or routine.

Providing students meaningful work involves identifying and assigning specific tasks or projects that incorporate some or all of the elements outlined above. These may be standard or routine tasks or projects that are regularly performed by other members of your team or may include specific or ad hoc projects that may or may not be performed by other members of the team. Meaningful work is incorporated in the full functions to be performed by the students during their work terms.

Additional tips on defining and providing meaningful work are outlined below:

- ✓ Learn about your students' personal and professional skills, interest, background and goals and discuss your and the students' expectations of the work.

- ✓ Think inside as well as outside the box and determine which tasks, projects or functions would enable your students to achieve their goals.

- ✓ Leverage your student's skills and strengths and enable them to apply what energizes them and not simply what they are good at.

- ✓ Give thorough information about the department and how it works as well as explain how your students' work and their role are important to the department.

- ✓ Develop supportive and trusting relationships with your students; demonstrate that you are invested in their development and future career.

- ✓ Engage your students in the workplace, introduce them to your team, reach out and make the work environment friendly and collaborative.