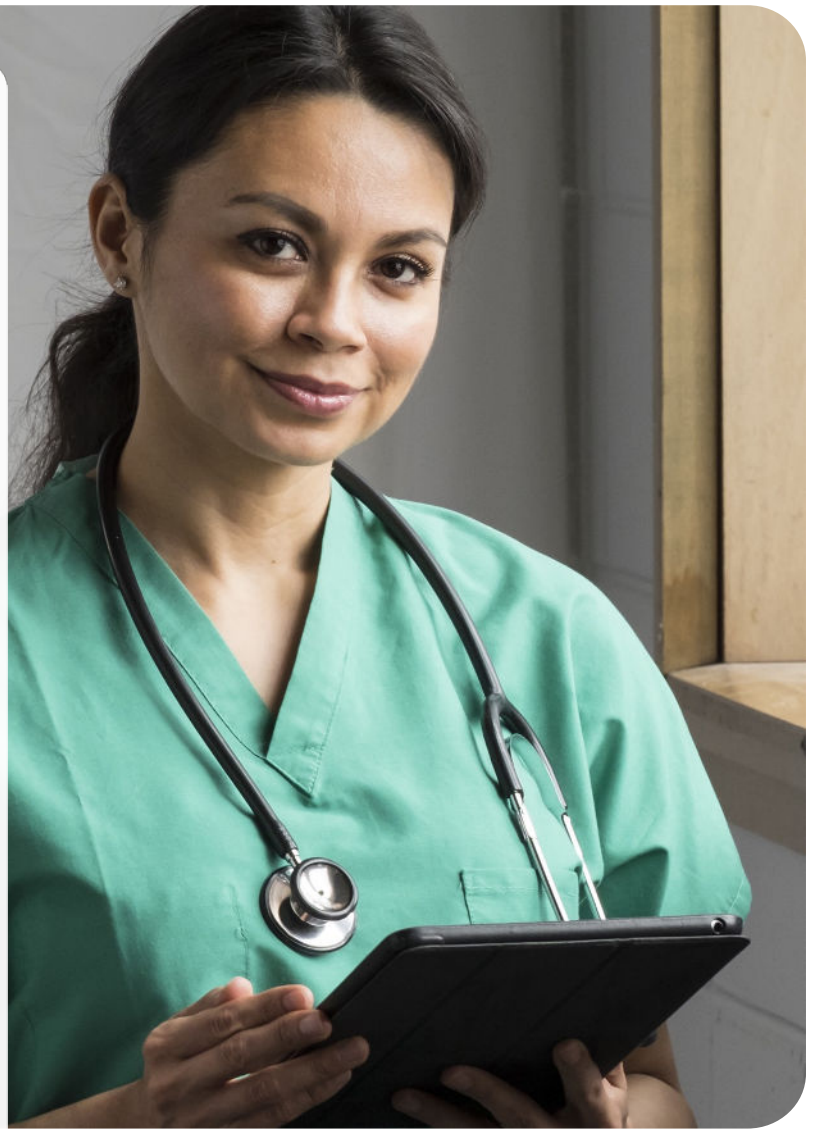




Hiring Toolkit

Licensed Practical Nurse



Customizable, Ready-To-Use Resources

Included in this toolkit:

- **An inclusive, skills-based job posting**
- **Sourcing channels to reach a more diverse set of candidates**
- **Resume screening guide**
- **Skills-based interview guide and evaluation rubric**
- **Interviewee selection tool**
- **Onboarding plan**

The Rework America Alliance has developed resources to help employers adopt more inclusive, skills-based talent management practices, helping employers to remove bias from the hiring process, better recognize the capabilities of candidates, increase diversity, and support their local communities.

Introduction to Inclusive Skills-Based Practices	3
A Skills-Based Approach in Action	4
Skill Comparison Guide	5
Sourcing Channels	6
Job Posting Template	7
Resume Screening Guide	11
Interview Guide & Evaluation Rubric	13
Interview Guide Template	14
Assessment Template	19
Interviewee Selection Tool	20
Onboarding Plan	22
Example Onboarding Activities	23
Example Onboarding Table	24

About the Rework America Alliance

The **Rework America Alliance** is a nationwide partnership of civil rights groups, nonprofits, private sector employers, labor unions, educators, and others. Alliance partners are working together to get people without a college degree into better-paying jobs that provide opportunities for career growth. In particular, the Alliance is working to support Black and Latino workers who face some of the most challenging barriers to economic mobility.

What are Inclusive, Skills-Based Practices?

Rather than relying on education, credentials, past experience, and other proxies for ability, a skills-based strategy recognizes that there are many ways to acquire knowledge and ability. Skills-based practices help employers identify and articulate the skills needed in a role and build processes for assessing and validating those skills.

Implementing inclusive skills-based hiring practices can help employers reduce bias and increase diversity, identify and articulate the skills needed in a role, fill skill gaps, support career development, reduce turnover rates, and open the door to more skilled employees from various backgrounds and industries.

Research has shown that hiring based on skills is 5x more predictive of future performance than hiring for education and 2.5x more predictive than hiring for work experience.

What is Included in the Toolkit

This toolkit has customizable, ready-to-use resources to help you take a skills-based approach to sourcing and hiring talent.

- **Skills-Based Job Posting:** Customizable job postings highlighting role-specific skills with inclusive language. Designed to engage candidates and attract a diverse talent pool.
- **Resume Screening Guide:** A candidate selection rubric containing role-specific skills, focusing on the skills new hires need. Helps to remove bias in the screening process.
- **Interview Guide and Evaluation Rubric:** Questions specifically designed to assess skills, with a rubric for evaluating responses. Asking all candidates the same skills-based questions reduces bias and makes it easier to compare candidate responses.
- **Interviewee Selection Tool:** An interview question comparison guide enabling hiring teams to assess interviewee scores across skill areas. The tool focuses conversations on candidate skills and abilities.
- **Onboarding Plan:** A sample skills-based plan to get new hires up to speed.
- **Sourcing Channels:** Starter lists of job boards, career fairs, and other channels to diversify and improve candidate pools.

Learn more with the Rework America Alliance's [Skills-Based Sourcing & Hiring Playbook](#)

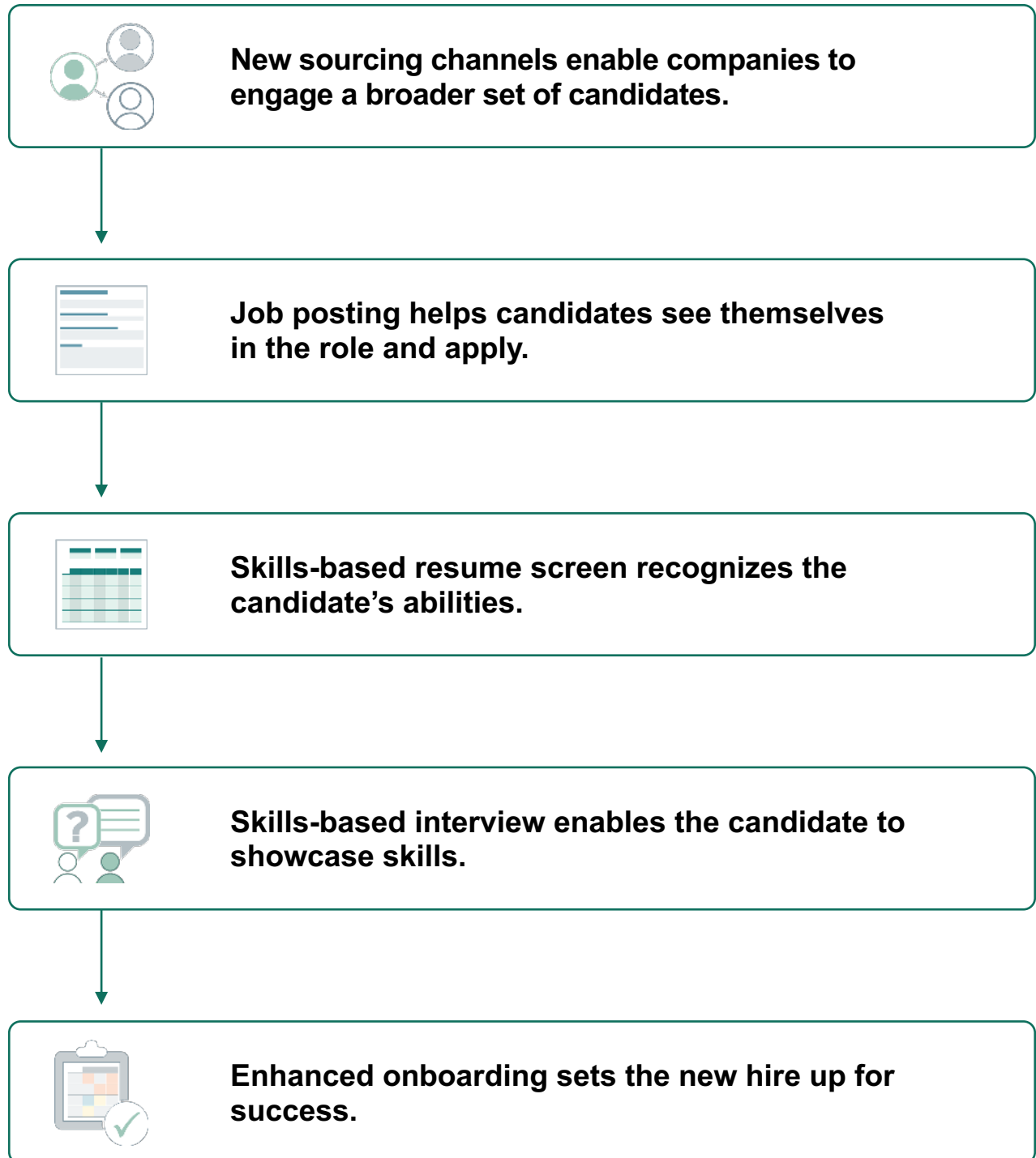
A step-by-step guide providing advice, case studies, resources, and tips from leading employers on how to implement key skills-based talent practices.

A Skills-Based Approach in Action

Focusing on Skills Helps Job Seekers and Employers

Where a pedigree-based approach tends to result in new hires with the same background and experiences as existing staff, a skills-based approach enables organizations to leverage a wider talent pool and build a more diverse and high-quality workforce.

This approach also enables workers to see how their experiences and skills could help them succeed



Limiting your requirements to what is truly needed increases your chances of finding a candidate with the skills needed to get the job done.

Occupational vs. Foundational Skills

Occupational Skills

Skills are specific to an industry or job. These skills are the Occupational skills a person needs to perform narrowly defined tasks and duties.

Foundational Skills

Skills are professional knowledge and skills that are transferable from one job to another and across industries.

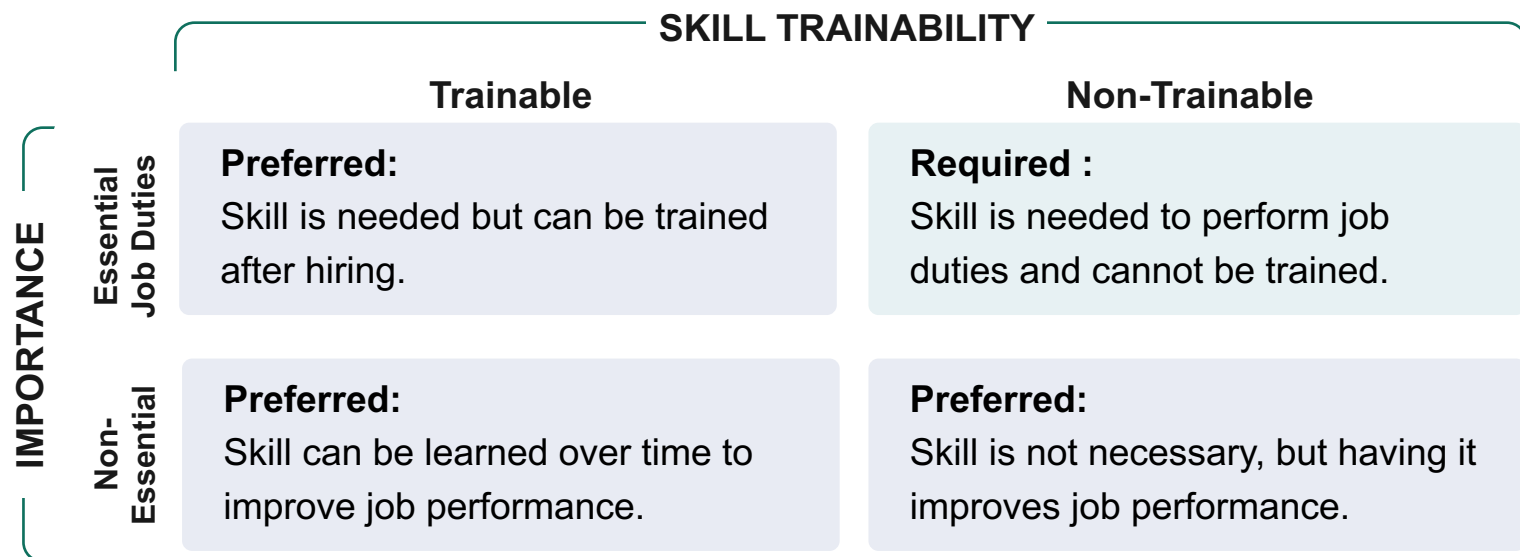
Required vs. Preferred Skills

Required Skills

Skills that are necessary to perform essential job duties at the specified level and there is no capacity to train; therefore, a candidate must have them on day one to complete job responsibilities.

Preferred Skills

Skills can be trained during onboarding and/or are used to perform non-essential job duties.



Expanding Sourcing Channels Enables You to Reach Untapped Pools of Talent

Traditional sourcing strategies focus on a narrow set of colleges, job boards, and peer companies. The result is a homogenous candidate pool, inflated recruiting budgets, and lower retention as companies compete over a small subset of the workforce. Expanding your sourcing channels enables you to reach untapped pools of talent, leading to better and more diverse hiring.

The information below provides a starter list of job boards, community organizations, and other tools to help reach and engage a more diverse candidate pool.

The following are examples of organizations available for partnership to help you diversify your talent pipeline and tips and suggestions for working with them.

Job-readiness organizations

- [UnidosUS](#)
- [National Urban League](#)
- [Goodwill](#)
- [Rural LISC](#)

Screening and training provided for employability and job-specific skills

Support existing apprenticeship and pre-apprenticeship programs

- [The U.S. Department of Labor – Apprenticeship Site](#) is a good source to help you develop and launch an apprentice program.

Virtual career fairs and job boards designed for specific populations:

- **Applicants with disabilities:**
[Recruit Disability](#), [Hire Autism](#), [Blind Institute of Technology](#)
- **Veteran applicants:**
[Veteran Recruiting](#),
- **Applicants with criminal records:**
[National Employment Law Project](#)
- **LGBTQ applicants:**
[Out for Undergrad](#), [Pink Jobs](#), [Campus Pride](#), [Out & Equal](#)
- **Black and Hispanic applicants:**
[Jopwell](#), [Diversity.com](#), [PDN Recruits](#), [iHispano](#), [Black Career Network](#), [Black Jobs](#), [Hispanic/Latino Professionals Association \(HLPAA\)](#)
- **Female applicants:**
[Fairygodboss](#), [PowerToFly](#), [Career Contessa](#) (focus on millennials), [Female Executive Search](#) (focus on C-level candidates), [The Mom Project](#)
- **Immigrant and refugee applicants:**
[Upwardly Global](#), [Amplio Recruiting](#)

Job Posting Template



Why Inclusive, Skills-Based Hiring Matters

Struggling to attract a diverse, job-ready candidate pool?

Your job posting could be turning top candidates away.

An inclusive, skills-based job posting removes bias-prone credential requirements that dissuade potential candidates – especially those from more marginalized communities – from applying.

It replaces them with descriptions of the responsibilities of the role and the skills needed to succeed, enabling candidates to visualize how their background and abilities might translate to the job. It also provides additional detail on the role, workplace culture, and compensation.

For additional job posting support visit: generator.skillful.com

The Skillful Job Posting Generator is a free online tool to help identify the skills and competencies required for a job and incorporates those skills into a simple job posting format.

Want to learn more about how to write an inclusive, skills-based job description?

 Check out the Job Description section of our [Sourcing & Hiring Playbook](#).

Instructions for use:

- Add company-specific elements to the job posting, including a company overview and job details (e.g., salary, benefits, location).
- Review list of required and preferred skills and their definitions. Adjust as needed.
- Share final draft with a diverse set of employees to gather feedback and spot potential bias.
- Begin sourcing candidates. Add to your company website, distribute to partners, and post with a diverse set of sourcing channels.

Job Posting Template

Licensed Practical Nurse

This toolkit model is an example of how to structure a skills-based job posting. Everything included in this toolkit can be tailored to each company's own needs.

Company Overview

<Please insert a paragraph talking about your company and what makes it unique. Include details that capture the core values, culture, and mission of your company so job seekers understand the environment they will be working in.>

Job Summary and Responsibilities

A Licensed Practical Nurse (LPN), or Licensed Vocational Nurse, is responsible for providing basic medical attention to patients and assessing their wellbeing as part of a larger medical team. They assist in the promotion and restoration of the patients' health by checking vital signs, recording a patient's medical history and assisting patients with hygiene.

<Add any additional responsibilities or changes relevant to this role at your company.>

Example Activities

- Observe patients, charting and reporting changes in patients' conditions, such as adverse reactions to medication or treatment, and taking any necessary action.
- Measure and record patients' vital signs, such as height, weight, temperature, blood pressure, pulse, or respiration.
- Administer prescribed medications or start intravenous fluids, noting times and amounts on patients' charts.
- Provide basic patient care or treatments, such as taking temperatures or blood pressures, dressing wounds, treating bedsores, giving enemas or douches, rubbing with alcohol, massaging, or performing catheterizations.
- Answer patients' calls and determine how to assist them.
- Supervise nurses' aides or assistants.
- Evaluate nursing intervention outcomes, conferring with other healthcare team members as necessary.

Job Posting Template

Licensed Practical Nurse

Required Skills

Required Occupational Skills

- **Nursing Principles:** Familiarity with the ethics, the codes of conduct, the philosophy of nursing, the philosophy of human rights and nursing theories and concepts.
- **Office Management Tools (Computer Fundamentals):** Comprehend and use multiple end-user software packages and cloud solutions (including business productivity suites such as MS Office or Google Docs).

Required Foundational Skills

- **Communication:** Affectively interact with patients, patients' families, doctors and other medical staff, verbally, non-verbally, and through written correspondence.
- **Critical Thinking:** Use logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
- **Attention to Detail:** Pay close attention to all the small particulars when working with patients (handling, filing reports, etc.).
- **Active Listening:** Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.
- **Person Centered Care:** Actively look for ways to help people in order to gain trust and establish rapport/relationships.

Preferred Skills

Preferred Occupational Skills

- **Infection Control Knowledge:** Familiarity with hospital health, safety and sanitation standards and procedures.

Preferred Foundational Skills

- **Coordination:** Collaborate with other members of the team to manage a patient's healthcare needs.
- **Time Management:** Oversee one's own time and tasks to ensure it all gets done in an efficient manner.
- **Judgment and Decision Making:** Considering the relative costs and benefits of potential actions to choose the most appropriate one, using technical common sense to reduce overall impact of decisions on the patient.

Job Posting Template

Licensed Practical Nurse

Required Certifications *Note: Insert additional certifications but only if truly required.*

LPN License – Pass National Council Licensure Examination (NCLEX Exam)

The four main categories the exam covers are:

- 1. Physiological Integrity
- 2. Safe Care Environment
- 3. Health Promotion and Maintenance
- 4. Psychosocial Integrity

CPR Certification

Basic Life Support Certification (BLS)

Job Details

Location: _____

Department: _____

Salary / Pay Range: _____

Benefits: _____

Full / Part-Time: _____

Travel Required: _____

Nights or Weekends: _____

Remote / In-Person: _____

Physical Work: _____

Additional Details: _____

Inclusivity Statement

<We are committed to creating a diverse and inclusive environment and are proud to be an equal-opportunity employer. All applicants will receive consideration for employment without regard to race, creed, color, national origin, religion, sex (including pregnancy, childbirth, or related medical conditions), gender, gender identity, age, marital status, physical or mental disability, predisposing genetic characteristics, sexual orientation, domestic violence victim status, military status, or veteran's status.>

Resume Screening Guide



Why Inclusive, Skills-Based Screening Matters


Don't overlook the best candidates.

Traditional screening approaches are time-consuming and bias-prone.

Many of your top candidates, especially those from diverse backgrounds and those without a 4-year college degree, never make it to the interview stage.

Inclusive, skills-based screening focuses on whether candidates have the skills necessary to do the job regardless of where those skills were acquired.

Want to learn more about taking a skills-based approach to screening candidates?

 Check out the Screening section of our [Sourcing & Hiring Playbook](#).

Instructions for use:

- Ensure all required skills listed in your job posting are included in the left column of the guide.
- Share the resume screening guide with the team involved in resume reviews. To help protect against bias, where possible have multiple team members from different backgrounds and departments review resumes.
- Use the screening guide to inform which applicants advance to the next round of the hiring process. If using multiple reviewers, discuss any discrepancies between their evaluations.

Licensed Practical Nurse

Instructions for use:

- Use a chart like the one below to track whether a resume contains evidence of required skills.
- Scan through each resume to determine whether the candidate demonstrates the skill, is missing the skill, or if it is unclear.
- Appropriately mark resumes against each skill and use the chart to compare resumes and help select candidates to interview.
- Some skills are easier to identify in a resume than others. Focus on required skills that you can reasonably expect to identify in a resume.

Identify whether this skill is:	Demonstrated	Missing	Might Have
	Y (or) ✓	X	?

Required Skills To Evaluate:	Candidate / Resume #									
	1	2	3	4	5	6	7	8	9	10
Nursing Principles										
Office Management Tools										
Communication										
Critical Thinking										
Attention To Detail										
Active Listening										
Person Centered Care										

Preferred skills should not be evaluated at the resume screening stage.

Interview Guide & Evaluation Rubric



The interview process is one of the points in the recruiting process in which the greatest number of qualified, diverse candidates and candidates without a 4-year college degree are unintentionally screened out as interviewers select candidates most like themselves or those already in the organization.

This process prevents employers from hiring the best talent and adding diversity to the organization.

An inclusive, skills-based interview works to combat “like-me” bias by providing a structured, consistent approach that focuses on the skills new hires need to possess for the role and ensures all candidates are asked the same questions.

Scoring candidates on a consistent 1-5 scale for each skill further ensures interviews are focused on evaluating critical skills.

Want to learn more about taking a skills-based approach to interviewing candidates?

 Check out the Interview & Selection section of our [Sourcing & Hiring Playbook](#).

Instructions for use:

- Review the list of required and preferred skills in your job posting. Ensure there is at least one interview question to evaluate each skill.
- Review the list of questions and evaluation rubric in the template. Adjust as necessary.
- Share the interview guide with a diverse set of employees for feedback to help spot bias.
- Ensure all candidates are asked the same questions to reduce bias and make it easier for interviewers to compare candidates. Complete the evaluation rubric during, or immediately following, the interview.

Licensed Practical Nurse

Instructions for use:

- Each question in this guide is designed to evaluate a specific required skill for the job.
- Take notes as needed for each question and record interview responses.
- Make sure to ask all candidates the same questions to make it easier to compare their abilities.
- Assign a numerical score for each question using the rubric as a guide.

Candidate Name: _____ Candidate #: _____

Interviewer Name: _____ Total Score: _____

Required Skill: **NURSING PRINCIPLES**

QUESTION: Tell us how you would react and what you would do if you discovered a fellow staff member acting in contradiction with one of the institution's policies?

Rating	Description of Rating
1	Lowest Does nothing to address the situation or does not answer the question.
2	Is unaware of how to handle the situation.
3	Identifies the issue of all employees adhering to rules and regulations but does nothing else, including not mentioning to management.
4	Mentions rules and regulations, identifies problem of the situation, attempts to solve the problem; fails to report it to upper management.
5	Highest Mentions rules and regulations; has a clear understanding of the problem with a potential solution(s) and reports issue with recommendation to upper management.

Required Skill: **OFFICE MANAGEMENT TOOLS (COMPUTER FUNDAMENTALS)**

QUESTION: As technology rapidly changes and evolves, how do you keep your technology skills current?

Rating	Description of Rating
1	Lowest Neglects to learn and utilize all new technology until mandated.
2	Learns passively.
3	Conducts personal reading and research on new technology primarily within the company.
4	Learns all new technology within the company and conducts research on new technology outside the company.
5	Highest Learns all new relevant technology and schedules demos with key stakeholders to get to know new products and services within the company and externally.

Interview Guide Template

Licensed Practical Nurse

Candidate Name: _____ Candidate #: _____

Required Skill: **CRITICAL THINKING**

QUESTION: Tell me about a time when you had to make a quick decision about patient care. Describe the basis for your decision. What was the outcome?

Rating	Description of Rating
1	Lowest Acknowledged there was a decision to be made but did not make a decision.
2	Acknowledged there was a decision to be made and gathered information to best inform how they can decide.
3	Evaluated evidence but did not come to a decision.
4	Analyzed and evaluated information and provided solutions.
5	Highest Acknowledged there was a decision to be made, analyzed and evaluated information, provided solutions which resulted with the correct decision being made.

Required Skill: **ATTENTION TO DETAIL**

QUESTION: What approaches do you use to ensure there are no mistakes in your work?

Rating	Description of Rating
1	Lowest Does not show any approach.
2	Only had one approach to minimizing mistakes, no example given.
3	Provided several approaches to minimizing mistakes.
4	Provided several different approaches & mentioned how they could potentially use them to minimize mistakes.
5	Highest Demonstrated specific approaches and gave specific example of a time when it minimized mistakes.

Interview Guide Template

Licensed Practical Nurse

Candidate Name: _____ Candidate #: _____

Required Skill: **ACTIVE LISTENING**

QUESTION: Explain a time where your listening skills helped you achieve a goal.

Rating	Description of Rating
1	Lowest Did not give an example of how listening was used to achieve a goal.
2	Gave an example of achieving goal, did not relate to skill.
3	Generalized how an individual could use active listening to achieve a goal but did not give a specific example.
4	Demonstrated use of active listening but did not show follow-up and results.
5	Highest Demonstrated use of active listening to inform a decision that resulted in a positive outcome.

Required Skill: **PERSON CENTERED CARE**

QUESTION: Describe a time in which you built trust and established a relationship with a patient or colleague.

Rating	Description of Rating
1	Lowest Did not describe a specific event.
2	Describe a situation when built trust but behavior was not clearly articulated.
3	Demonstrated understanding of what it is to build trust and establish a relationship.
4	Described situation in which approach of building trust and establishing a relationship was made but did not lead to positive result.
5	Highest Described a specific situation and detailed behavior(s) that led to building trust and establishing a relationship with a patient, and it led to a positive result for the patient.

Interview Guide Template

Licensed Practical Nurse

Candidate Name: _____ Candidate #: _____

Preferred Skill: **INFECTION CONTROL KNOWLEDGE**

QUESTION: Describe the processes you have taken when handling incidents of infectious diseases.

Rating	Description of Rating
1	Lowest Does not describe any processes nor shows knowledge in infection control practices.
2	Discussed general process of how to handle such a situation, little knowledge in skill.
3	Described a process of how they handled a previous incident but did not fully demonstrate knowledge in infection control practices.
4	Demonstrated knowledge in infection control practices but did not fully describe a process of how they handled a previous incident.
5	Highest Demonstrated knowledge of infection control practices, going in detail over handling safety and sanitation procedures.

Preferred Skill: **COORDINATION**

QUESTION: How do you coordinate with multiple colleagues/team members?

Rating	Description of Rating
1	Lowest Did not demonstrate ability to coordinate with others.
2	Described well thought out plan but did not involve others in the plan or within the actions.
3	Demonstrated ability to coordinate with others but did not result in positive outcome.
4	Demonstrated working with others well but did not describe a well thought out plan.
5	Highest Demonstrated specific time and process individual took to coordinate with multiple stakeholders that resulted in a positive outcome.

Interview Guide Template

Licensed Practical Nurse

Candidate Name: _____ Candidate #: _____

Preferred Skill: **TIME MANAGEMENT**

QUESTION: Tell us about a time when you worked in a fast-paced setting. How do you prioritize tasks while maintaining excellent patient care?

Rating	Description of Rating
1	Lowest Lack of knowledge and/or experience and got overwhelmed and eventually figured it out.
2	Conceptually understood idea of prioritizing tasks but struggles to figure out which tasks to complete first and then completing all said tasks.
3	Created a list of tasks in order based on priority of the needs of patients' & management needs but was unable to focus on the timely-based tasks and did not finish all tasks,
4	Created a list of tasks in order based on priority of the needs of patients', time-focused deadlines & management needs but was unable to finish all tasks.
5	Highest Provide key steps on how they got their list of tasks prioritized based on timely deadlines along with patients' needs and the needs of management and how they chose to complete the tasks in said order.

Preferred Skill: **JUDGMENT AND DECISION MAKING**

QUESTION: Give an example of a situation when you did something at work to solve an unforeseen issue. What was the initial problem and the final outcome?

Rating	Description of Rating
1	Lowest Demonstrates no methods of judgment & decision making based on given situation.
2	Identifies issue but did not follow through on analyzing out problem.
3	Identifies and analyzes issue but could not come potential solutions.
4	Identifies issue and had a thorough analysis of the various options that could resolve issue but could not determine the most appropriate action.
5	Highest Identifies issue, analyzed options that could resolve issue, and determined the best appropriate option to move forward.

Licensed Practical Nurse

Instructions for use:

- During the final round interview, provide 30 minutes for candidates to complete the following assessment to evaluate skills required for the Licensed Practical Nurse.
- This is an open-ended assessment and allows for evaluating skills that may be hard to assess by answers to interview questions.

SUMMARY OF THE PROBLEM:

- What would you do if you noticed (certain) symptoms in a patient who is suffering from (a certain) disease and why?

AS YOU CONSIDER THE ABOVE SITUATION, ANSWER THE FOLLOWING QUESTIONS:

1. Evaluate **ACTIVE LISTENING** skill
What steps/actions would you take to better understand this problem this problem?

2. Evaluate **JUDGMENT AND DECISION MAKING** skill
What steps would you take in response to the problem?

3. Evaluate **COORDINATION** skill
When would you want to involve the doctor?

Interviewee Selection Tool



The Decision

After completing interviews and assessing each candidate’s skills, how do you determine whom to hire?

Selection conversations are often prone to bias as interviewers describe “gut-feelings” or a level of comfort with candidates who are most similar to themselves.

The comparison tool introduces some structure and objectivity to the process, enabling hiring teams to compare interviewee scores across skill areas.

The tool helps keep selection conversations focused on candidate skills and abilities.

Want to learn more about taking a skills-based approach to interviewing candidates?

 Check out the Interview & Selection section of our [Sourcing & Hiring Playbook](#).

Instructions for use:

- Ensure the skills in the selection tool match the ones outlined in the job posting and interview guide.
- Add the minimum required score for each skill to the first column. This score should be determined in advance and should reflect the team’s capacity to train a new hire in that skill area.
- For each applicant, enter the score(s) they received from each interviewer for each skill.
- Use the notes column to capture additional feedback from interviewers.
- Reference the scores to evaluate and compare candidates and inform selection.

Interviewee Selection Tool

Licensed Practical Nurse

Instructions for use:

- Use a chart like the one below as a guide to compare applicants during interview and selection process.
- Ensure the skills match the ones outlined in the job posting and interview guide.
- Add the minimum required score for each skill. This score should be determined in advance and should reflect the team’s capacity to train a new hire in that skill area.
- For each candidate, enter the score(s) the candidate received for each skill listed from each interviewer
- Use the notes column to capture additional feedback from interviewers.
- Reference the scores to evaluate and compare candidates and inform selection.

Interviewer Name A: _____

Interviewer Name B: _____

Candidate Name #1: _____

Candidate Name #2: _____

Candidate Name #3: _____

Skills To Evaluate:	Minimum Score*	Candidate / Resume #					
		1		2		3	
		A	B	A	B	A	B
Nursing Principles							
Office Management Tools							
Communication							
Critical Thinking							
Attention to Detail							
Active Listening							
Person Centered Care							
Infection Control Knowledge							
Coordination							
Time Management							
Judgment and Decision Making							
Total Score							

*Minimum score required (determine prior to interviews)

Onboarding Plan



Skills-Based Strategies Enable Customization and Training

While traditional onboarding plans are often one-size-fits-all initiatives that focus on compliance and HR, a skills-based strategy enables much more customization and training.

An effective skills-based hiring strategy provides you with a lot of information on the abilities a new hire currently possesses and needs to learn to perform in their new role.

This information enables you to tailor their onboarding plan to get them up to speed in areas identified as potential gaps.

Want to learn more about taking an inclusive, skills-based approach to onboarding candidates?

 Check out the Onboarding section of our [Sourcing & Hiring Playbook](#).

Instructions for use:

- Ensure that all required and preferred skills from your job posting are included in the onboarding plan. The goal should be to get all new hires up to a baseline level of skill as quickly as possible to ensure they can effectively contribute.
- Review the onboarding plan with hiring managers. Adjust activities as needed based on training resources available and staff capacity. Make sure to build in training opportunities (informal on-the-job and/or structured training) for each skill.
- Work with managers to customize the onboarding plan to each new hire, referencing their interview and assessment evaluation forms to identify areas of relative weakness.
- Spread out training and onboarding activities to avoid overwhelming new hires with too many activities in the first day or week. Align training with job responsibilities to improve retention.

Example Onboarding Activities

Licensed Practical Nurse

Examples of skills-based onboarding activities for this role that align with the required and preferred skills included in the job posting. Activities should address areas of need identified during the hiring process and scheduled during the first 60 days of employment.

Required Occupational Skills	
Skill	Activity
Nursing Principles	Peer introduction to be an aid for employee regarding any rules and regulation questions that may arise.
Office Management Tools	Complete training course on company tools and show employee how to maneuver through the various systems.

Required Foundational Skills	
Skill	Activity
Communication	Shadowing team, communicating live with patients, having peer/ mentor as guide.
Critical Thinking	Employee recognizes example problem and resolutions and gets feedback on plan by peer mentor.
Attention to Detail	Employee is shown the ropes, ins-and-outs of the filing, reporting, and job tasks.
Active Listening	Develop a set of questions with experienced peer to use to evaluate potential situations that may occur when dealing with patients.
Person Centered Care	Employee is coached by experienced peer on how to communicate and make decisions when communicating with patient and their families.

Preferred Occupational Skills	
Skill	Activity
Infection Control Knowledge	Goes over health, safety, and sanitation company standards.

Preferred Foundational Skills	
Skill	Activity
Coordination	Understanding and shadowing the ins and outs of the various roles that play into assisting one patient.
Time Management	Assigned tasks on regular basis to employee from supervisor.
Judgment and Decision Making	Access to relevant learning materials on how to make better decisions on the daily basis.

Example Onboarding Table

Licensed Practical Nurse

	Day 1	Week 1	Week 2	30 Days	60 Days
Nursing Principles					
Office Management Tools					
Communication					
Critical Thinking					
Attention to Detail					
Active Listening					
Person Centered Care					
Infection Control Knowledge					
Coordination					
Time Management					
Judgement and Decision Making					