

STAFF ONBOARDING

2020

A Guide for Supervisors

CREATING A ROADMAP FOR EMPLOYEE SUCCESS

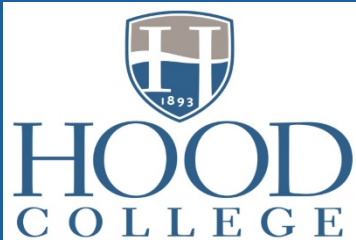




Table of Contents

WHAT IS ONBOARDING?.....	3
WHY DOES ONBOARDING MATTER?	4
WHAT IS PROACTIVE ONBOARDING?	5
BEST PRACTICES: THE TOP SEVEN FOR SUPERVISORS TO KNOW	7
ONGOING COMMUNICATION	10
TRAINING PLAN	11
MISSION, VISION AND VALUES	13
APPENDIX	15

Supervisor Onboarding Guide

What is onboarding?

Onboarding, the process of assimilating new employees into the workplace, encompasses all the important aspects of the institution, including exposure to Hood College's vision, mission, values, history, business goals and culture.

Onboarding provides both the knowledge and tools for new employees to achieve success early in their new positions. A successful transition period is one of the keys to building commitment to Hood

College and engaging staff in the critical work of the institution. Onboarding normally can be accomplished in the first year of employment.



ONBOARDING: THE ROADMAP TO EMPLOYEE SUCCESS

The process incorporates many methods for information to be shared and different techniques for integrating the new employee into the organization. It is a bridge between selection and productivity that provides proven strategies to help the employee understand the organization, department, job and performance standards. It is not just a checklist of tasks to be accomplished; rather, the process is a roadmap to engage the supervisor, department and the College into integrating the new employee as a *human* resource.



WHEN IS ONBOARDING COMPLETE?
WHEN YOUR NEW EMPLOYEE FEELS LIKE
AN INSIDER.

GOALS OF ONBOARDING

The onboarding process fosters positive working relationships that help new employees gain confidence and productivity. Although research tells us that it can take six months to learn the technical aspects of a new job, other important areas can take longer if there is no concentrated effort to provide this information. Without this institutional knowledge, a new employee may find it difficult to make meaningful contributions. The onboarding process embraces new employees and actively engages them in achieving their full potential as staff members.



Why does onboarding matter?

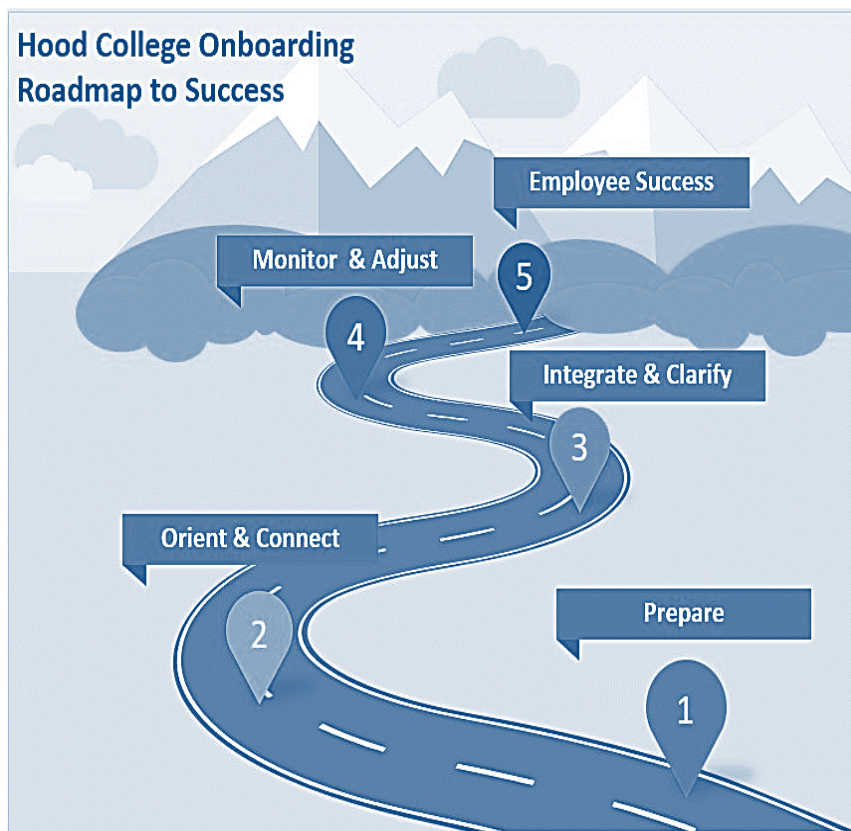
A successful onboarding process improves employee job satisfaction, increases job performance, and reduces turnover. By providing new employees support using the onboarding process, supervisors will help employees adjust to the new work culture, become more productive, and gain a sense of belonging.

Studies have shown the benefits of a successful onboarding program, such as greater management satisfaction, as well as greater employee performance. Turnover of new employees has real costs, including the cost of the hire (recruiting costs) to the replacement of the employee (additional recruiting costs). Research indicates that the [cost of recruiting a replacement can be about one third of the salary costs for each position.](#)

What is proactive onboarding?

Almost all organizations cover compliance as part of the formal onboarding process; however, Hood College advocates using a proactive onboarding approach versus a passive one. Passive onboarding involves a supervisor using a checklist of unrelated tasks for the new employee to complete. This passive process prioritizes completion of hiring tasks over integrating the employee fully into our workplace culture; it sacrifices the three primary goals for the mere completion of checklists. Trained using this approach, a new employee will miss a very important part of the process—the human interaction and connection.

With proactive onboarding, such as Hood College's Blazer Buddy program and accompanying supervisor support, the process is systematically organized with both the personal connection and the work outputs in mind. The detailed roadmap provided in this manual prioritizes social integration as prominently as role clarification and work product, since this method has proven to ensure the success of a new employee and the team. Preparing prior to the hire date and providing a copy of the written plan to the new employee increase the engagement of the College, thereby helping a new employee achieve success. Supervisors can assist new employees manage and meet expectations by sharing their expertise and support.



A WAY TO MAXIMIZE NEW EMPLOYEE SUCCESS

Both research and conventional wisdom demonstrate that employees normally receive about 90 days to prove that they can perform the essential functions of their new job. The sooner that we welcome new employees, integrate them into the organization, and prepare them to manage their job responsibilities, the sooner they can contribute to the College's mission. It takes a full team effort with supervisory leadership to maximize each new employee's opportunities for success. Therefore, supervisors must carefully monitor and adjust the onboarding roadmap to integrate new employees into the organization or department and to increase new employee comfort level with job responsibilities.

STATS SHOW ONBOARDING WORKS

- Formal onboarding programs can improve retention by 82% and increase productivity by 70%. (1)
- 58% of organizations focus on new employee paperwork and the onboarding process. (2)
- Most organizations only focus on ONE week of formal onboarding. (3)
- Negative onboarding experience results in new employees being TWO times more likely to look for other opportunities. (4)
- Assigning a buddy during onboarding BOOSTS new employee proficiency. (5)
- THREE top onboarding challenges can be managed during a formal onboarding process: competing priorities, buy-in and manager accountability, and insufficient internal resources. (6)
- Hood College is part of the 12% of organizations that do a great job of onboarding! (7)

^{1, 3, 4, 7} saplinghr.com, 10 Employee Onboarding Statistics You Must Know, December 20, 2019

^{2, 6} businesswire.com, Sapling's 5 Employee Onboarding Statistics You Must Know in 2019, Feb. 13, 2019

⁵ hbr.org, Every New Employee Needs an Onboarding "Buddy," June 6, 2019

⁷ mybrightspark.com, The Key Challenges of Onboarding

Best Practices: The Top Seven for Supervisors to Know

Research tells us that onboarding is an ongoing communication process. Supervisors who focus on the process will gain engaged and successful team members and will realize better employee outcomes. What follows is a list of seven best practices that will help supervisors enhance the assimilation of new employees into the workplace.



1. **Begin ongoing planned communication once the offer is made and accepted.**

- HR will send the welcome letter with the online onboarding information. The Onboarding Portal allows the new employee to complete appropriate paperwork and to review specified policies. The Onboarding Portal also provides information on the Blazer Buddy program.
- HR will send the New Employee Form to IT. The supervisor will receive a notification that the new employee has been given an email account and will use the New Employee Online Form to request the appropriate IT services for the employee.
- The supervisor (and the team) should send a welcome card to the new employee's home. (See sample correspondence in the Appendix.)
- The supervisor should follow up with a phone call to confirm the reporting date and time.

- Depending on the length of time between the offer acceptance and the actual start date, communication should be planned for each week in between those two dates. One week could be a phone call, while the next week could be an email that reaffirms the department's anticipation of the arrival of the new employee.

2. Make the first day memorable.

- Work with the Blazer Buddy program to map out the first day. HR will schedule a Benefits Briefing with the new employee during the first week of employment. The new employee MUST participate in this briefing so that enrollment in the Cafeteria Plan options (pre-tax benefits of healthcare, dental and vision) are selected within prescribed IRS and vendor timelines.
- Prepare the workspace for the first day and set up with the basic office supplies.
- Have a welcome card and package from the president at the workspace.
- Hold a staff meeting where others share projects and tasks being performed.

3. Provide a calendar of the first month's activities.

- Include departmental milestones
- Include all Blazer Buddy activities that have been scheduled.
- Highlight one-on-one time with the specific topics to be covered.
- Provide time for the new employee to spend with each department member.
- Schedule a time for the new employee to ask questions of the department.

4. Use a mentor approach to enhance the onboarding experience.

- The Hood College Blazer Buddy program was developed to enhance assimilation and build campus connections.
- The program includes a tour, lunch with the Blazer Buddy, and introduction to many important details and features of the Hood College experience.
- The program augments what your department is teaching the new employee about performance expectations and departmental duties.
- The Blazer Buddy will also gather feedback from the new employee to assist in the onboarding program.

5. Set expectations clearly and refer to them often.

- Discuss role responsibilities and performance goals for the next 30, 60 and 90 days.
- Schedule appointments to determine how well goals are being met during the 30-, 60- and 90-day review periods.
- Request that employees provide written evaluations of their performance and prepare actions/questions for how to achieve the next set of goals.
- Provide periodic feedback and immediate reactions to performance to increase the likelihood of success.
- Request that the new employee offer suggestions for improving departmental or College processes.
- Implement suggestions that the new employee provides as appropriate with departmental input.

6. Communicate about the Hood College culture early and often.

- Reinforce what the Blazer Buddy has been introducing and request feedback about what has been discussed.
- Discuss how the departmental goals fit into the Hood College Strategic Plan
- Recommend that the new employee participate in the many extracurricular activities that may be of interest.

7. Plan for commitment to the onboarding process.

- Plan time in your calendar to spend with the new employee and outline the topics.
- Check in with the new employee and the department to see where you may need to provide additional support.

Ongoing Communication

Ongoing communication plays a vital role in the onboarding process. Ongoing and open communication can:

- Create an environment in which employees can get to know others on a personal level.
- Keep the workplace professional at all times but also allow for fun activities.
- Help clarify professional and institutional objectives.
- Maintain project and task priorities.
- Prevent potential conflict and foster open dialogue about concerns.
- Engage the department in joint problem solving.
- Create an open-door policy.
- Allow for private feedback or constructive criticism.
- Use multiple media to communicate.

PLANNED ONE-ON-ONES

Make it a point to meet with new employees in private one-on-one sessions. Your goal in these sessions will be to discover the new employee's expectations about the job and environment and to learn what additional resources may be necessary to ensure a successful transition to the new job.

Here are some conversation starters that you can consider using:

1. What do you like about the job and the College so far?
2. What are the highlights of your experiences at this point in the onboarding process?
3. What changes would you recommend to the job tasks?
4. How do you see your job relating to the College's overall mission?
5. What concerns do you have in learning your job responsibilities?
6. What else do you need to know about the organization in order to perform your job well?
7. How has doing the job compared to how the job was explained to you?
8. What are your professional goals over the next 90 days? 120 days? 365 days?

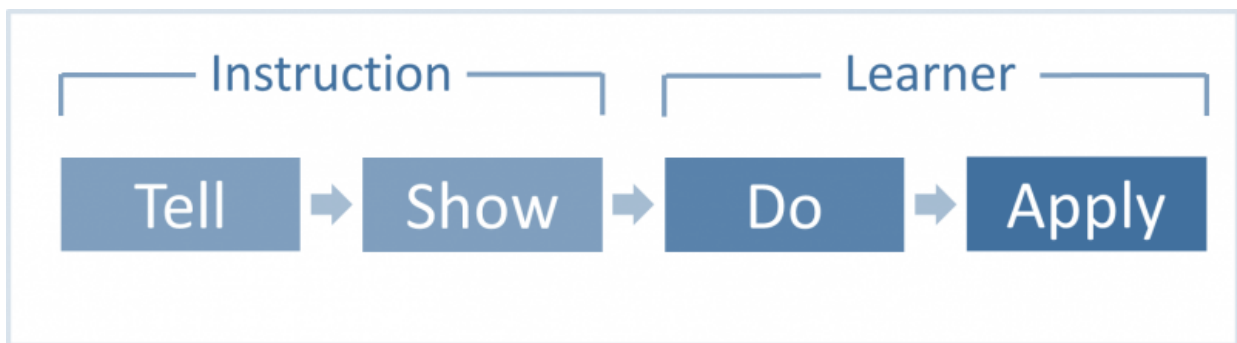
STAFF MEETINGS

It is equally important to engage the entire team in the ongoing communication plan with the new employee. Staff meetings are an opportunity to do more than just share work-related information; they also build team unity and commitment by providing time for employees to get to know each other on a personal and professional level.

Training Plan

Hiring managers need to explain team structure and individual roles, establish expectations for success, and specific work output; and set new employees up with useful tools and resources. The goal of this training plan should be to provide the tools and information necessary for the new employee to become self-sufficient in a reasonable amount of time. It also provides the roadmap to see if the demonstrated skill set matches what the new employee claimed to have.

The training plan should be interactive and should not be a passive reading assignment. Follow the basic tenants of training: Tell, Show, Discuss, Do and Apply



1. **Tell**
Provide key information related to learning the tasks/skills. This includes facts, concepts, rules and procedures.
2. **Show**
Demonstrate the correct way that tasks/skills are to be done. You could then show examples of wrong ways to perform the tasks/skills with an explanation of why the execution is incorrect.
3. **Do**
Allow the individual the opportunity to perform the tasks/skills with appropriate coaching to ensure that the appropriate tasks/skills performance sequence has occurred.
4. **Apply**
Let the individual discuss how the tasks/skills relate to the job and other functions. Help the individual make a strong connection between the why and how of the tasks/skills.

Here's an example of what hiring managers might include in role-specific trainings:

Day 1

- Review job description in detail and discuss job performance standards.
- Introduce specific software package overview for departmental function and individual job requirements (note: IT provides a brief overview of all College technology during the Benefits Briefing. This should be a more department specific review with resources to assist in learning the software.)

- Review Frequently Asked Questions (FAQs) from internal and external customers learning resource
- Provide other department instruction manuals, guides, and desk references

Day 2

- Discuss departmental workflow
- Demonstrate specific daily job tasks
- Create job aid with new employee for daily tasks

Day 3

- Have new employee explain daily job tasks
- Have new employee perform daily job tasks
- Coach new employee in the performance of job tasks

Day 4

- Demonstrate weekly job tasks
- Create job aid with employee for weekly tasks
- Coach the new employee in the performance of weekly tasks

Day 5

- Have new employee explain steps of monthly job tasks
- Have new employee perform monthly job tasks
- Use a job aid like the chart below to assist the new employee in developing a strong learning connection to the new information and job tasks.

Week 2 – Day 90

- Have new employee complete other required training
 - Compliance
 - Additional skills (lynda.com, other webinars)
- Provide cross training opportunities
- Offer classes for new employee to take, as necessary

Input	Output	Frequency: Daily, Weekly, Monthly, Annually

Day 91-180

After completion of 90-day introductory period, develop the plan to provide training on any skill gaps or skill enhancement that is appropriate.

Mission, Vision and Values

An understanding of institutional mission is critical to a successful onboarding experience and thus to an employee's long-term success. Approved in June 2016, Hood's Mission, Vision and Core Values are as follows:

Mission

Through an integration of the liberal arts and the professions, Hood College provides an education that empowers students to use their hearts, minds and hands to meet personal, professional and global challenges and to lead purposeful lives of responsibility, leadership, service and civic engagement.

Vision

Hood College is a premier, comprehensive liberal arts college, offering both undergraduate and graduate students an excellent and holistic educational experience that prepares them for personal and professional achievement and productive participation in society. Education at Hood reaches beyond boundaries, whether those boundaries be academic disciplines, the classroom or the campus. We thereby offer a holistic education that encompasses the curriculum, co-curricular experiences and a rich array of experiential learning opportunities facilitating student exploration and fostering intellectual, spiritual and physical growth. We recognize that this vision can only be realized in a diverse, collaborative, student-centered community in which all are empowered to be educators and mentors to our students, facilitating their preparation to "meet personal, professional and societal challenges and to lead purposeful lives of responsibility, leadership, service and civic engagement" (Hood College Mission).

Core Values

Hope: To believe that everyone can have a positive impact in the world and that education is instrumental in creating and sustaining hope.

Opportunity: To fully use one's talents and skills to realize professional and personal achievement and to help create and realize opportunities for others.

Obligation: To fulfill personal and professional responsibilities with integrity and to be a responsible steward and servant to the betterment of others and this world.

Democracy: To embrace diversity, foster freedom of thought and expression, and to promote engaged citizenship both in self and others.

Hood's Core Values in particular are relevant to the onboarding process, in that those same values translate to the way supervisors should approach the process of welcoming and integrating new employees:

- First, supervisors should acknowledge and embrace the **hope** both the department and the new employee have for the employee's success.
- Next, supervisors should offer **opportunities** to help the new employee learn about the position, department and College.
- Supervisors should also recognize their **obligation** to the new employee to create an atmosphere conducive to successful onboarding.
- Finally, supervisors should approach the onboarding process in the spirit of **democracy** and engaged citizenship that characterizes the College as a whole.

INTRODUCE EARLY AND REINFORCE OFTEN

Acquaint new employees with Hood's Mission, Vision and Core Values early in the onboarding process. Supervisors should reinforce the Mission, Vision and Core Values throughout the new employee's first year, until it becomes an integral part of their professional life. During planned one-on-ones, supervisors can ask the following questions:

- How do you see your department and the new employee's position relating to the College's Mission, Vision and Core Values?
- In what ways are you able to achieve certain aspects of the College's Mission, Vision and Core Values in your department and the new employee's position?
- What resources can the department and College provide to assist you in realizing the College's Mission, Vision and Core Values?

Appendix

SAMPLE COMMUNICATIONS

The new employee will receive the formal offer letter from the Office of Human Resources. Once the signed acceptance of the offer is received, the department should send the notecard shown below. Remember to always be careful when using pronouns. During the hiring process, ask which pronoun the employee prefers.



Notecard from department to new employee:

This is just a quick note to tell you that our whole department is excited for you to start on (Hire Date)! Please know that we are preparing for your arrival, and we look forward to welcoming you in our office. Don't be concerned about lunch your first day. The Staff Council will be providing a Blazer Buddy to take you to the dining hall for lunch. The Coblenz Dining Hall is a great place to meet other faculty, staff and students. Please let us know what other questions you may have prior to your start date so that we can assist you in making your first day at Hood College a great experience.

Email from supervisor to department about new employee:

Dear (Department) Staff:

(New Employee First and Last Name) is joining Hood College to fill our open position as a (Job Title). (His/Her/Their) first day is (Day of the week, date). (New Employee First Name) has worked for a number of years in (related job to position being filled), and we are delighted to welcome (him/her/them) to the (Hood College department) team. If you see (new Employee First Name), please make sure you welcome (him/her/them) to the department. (He/She/They) will participate in employee onboarding activities for (his/her/they) first couple of weeks on the job. (New Employee First Name)'s Blazer Buddy is (Hood College Blazer Buddy assigned by Staff Council), so if you have questions or need to meet with (New Employee First Name), you can talk with me or the Hood College Blazer Buddy before (he/she/they) starts. (New

Employee First Name) will work (department assigned area/office). We all have a stake in (New Employee First Name)'s success. Please take a moment to stop by and welcome (New Employee) to the Hood College and the department. He/She/They has a lot to share with (his/her/their) coworkers as (he/she/they) enjoys... (provide some relevant and interesting personal information). Thanks for joining me in welcoming (New Employee First Name) to the team.

Regards,
(Supervisor)
Department

Email from Supervisor to the Campus about New Employee:

To: All Faculty and Staff

Dear Faculty and Staff:

I'd like to introduce (New Employee First and Last Name) who is starting at Hood College as a (Job Title) on (date). (New Employee Name) will work in the (name of department) department where (he/she/they) will report to (Supervisor). (His/her/their) job responsibilities will include (brief summary of job duties).

(New Employee)'s degree is from (name of College/university) where (he/she/they) majored in (undergraduate major) and minored in (undergraduate minor).

Join me in welcoming (New Employee First Name. He/She/They'll work with (Name of Blazer Buddy assigned by Staff Council), who will serve as (his/her/their) Blazer Buddy. You will find (New Employee First Name) in the (name of office location) office. I've attached (New Employee's First Name) picture so that you will be able to recognize and greet (him/her/them) with a Hood Hello!

You can reach (New Employee first name) on extension (####) and by email at (Hood College email address). (New Employee first name) enjoys... (personal information) and (personal information).

Regards,
(Supervisor)
Department

ONBOARDING ACTIVITIES: SOME EXAMPLES

New Employee Trivia

Objective: To participate in a fun activity that promotes a different way to get to know the new employee and for the new employee to get to know other team members. Encourages all team members to share personal (but not too intimate) things about him/her/themselves.

Materials needed: You can make up your own cards or use cards from a favorite trivia game.

How to play:

- Introduce the game by telling everyone that this a good way to learn more about what people know and to get to know one another better.
- Have each person choose a card.
- Each person in order needs to stand up and read what is on the card. The card reader will answer the question.
- The game stops when all the cards have been read.
- Debrief the game by having each person tell one thing that the individual learned from the activity.

Department Scavenger Hunt

Objective: To have employees participate in a game in which they can learn more about the College and each other. The activity can take place within the department office or outside on campus as well.

Materials needed: Develop a list of objects or pull together photographs and clues that the employees should find.

References to help you develop the list and/or photographs to use:

- <http://125.hood.edu/125profiles/> (This site has 125 different items that you can reference with the photographs. When you click on a photo, a write up of the object depicted on the screen appears. Details from that information can be used to develop your scavenger hunt.)
- <https://www.wikihow.com/Create-a-Scavenger-Hunt>

How to play:

- Introduce the activity by informing the group that this game will help everyone learn more about the College and one another.
- Place employees in teams of 2-3.
- Handout the list of items to find or photographs to identify and provide 10 minutes to complete the activity.
- After 10 minutes, determine which team has identified the most items/photographs and announce the winning team.
- Debrief the activity by having each person describe one thing learned about Hood College and one thing learned about his/her/their teammate.

10 Questions

Objective: To have the department use a list of 10 questions to determine the similarities and differences within the group.

Materials needed: Develop a list of questions about various personal traits. References to help you develop the list of questions to be used:

- <https://www.trivworks.com/2011/10/100-questions-managers-can-ask-to-get-to-know-staff-better/> (This site has 100 different question suggestions to help you create the question list for the activity.)

How to play:

- Introduce the game by telling everyone that the team is going to learn about its various similarities and differences.
- Distribute the question list. Have each person answer five questions from the list on their sheet.
- Ask individuals to share responses.
- Debrief the game by determining the team's strengths and how this diversity of characteristics will help you meet team performance goals.

Get to Know You BINGO

Objective: To participate in a non-traditional “get-to-know-you” game and allow the team time to learn about each other. Encourages all to get up, move around, and interact.

Materials needed: Copies of the BINGO card for each person, pens or pencils.

How to play:

- Introduce the game by telling everyone that it is a good way to get to know each other and build strong working relationships.
- Distribute cards and pens/pencils to each person.
- Each person must get up, move around the room, and find someone who fits a particular square or multiple squares. (Not more than three can be from the same person to ensure that everyone is interacting with one another.)
- Each player should not stop until BINGO is achieved (four corners, straight line, or diagonal line).

B	I	N	G	O
Does Not Have Any Pets	Loves Country Music	Is Afraid of Spiders	Has Never Broken a Bone	Was in the Marching Band
Is Wearing Blue or Gray	Has Been to Europe	Has Been on a Motorcycle	Attended Hood College	Ran a 5K
Prefers Coke over Pepsi	Drives a Truck	FREE SPACE 	Has Seen All of the Star Wars Movies Old and New	Has Been to an Orioles or Nationals Game
Is the Oldest Sibling	Can Salsa Dance	Favorite Color Is Pink	Was Born in December	Prefers Pepsi over Coke
Has Read All the Harry Potter Books	Is Left Handed	Can Play an Instrument	Can Speak a Second Language	Played Sports in School

Welcoming Your New Employee

Welcoming your new employee is a big deal. New employees need to feel welcomed and know that their new supervisor and team are excited for them to start. To accomplish this, there are many tasks to be completed which are outlined below. As the supervisor, you also have to prepare current staff to receive the new employee on the team.

Before Your Employee Starts

	Welcome Card	Welcome Email to new Employee	Welcome Email to Department	Welcome Email to the Campus
Who Sends	HR	Direct Supervisor	Direct Supervisor	Department Head
Timeframe	Sent once supervisor notifies HR that offer has been accepted. Ideally mailed at least one week prior to start date.	3-5 days prior to start date	3-5 days prior to start date	Within first three days If available, include a photo of the new employee.
What to include	All department members should sign	General Welcome to the department Office location (building/room #) Where to park (no need for parking pass on first day) Arrival time/first day schedule Benefits Orientation Schedule	Brief introduction to employee (Bio) General information about department expectations on new employee welcome and training	Brief introduction (Bio) Where individual's workspace will be located Work email address and extension
Sample Provided	Yes	Yes	Yes	Yes

Preparing the New Employee's Workspace

This process is a very important part of making an employee feel welcomed. It requires not just attention to the normal details that someone in the position is provided with the tools needed to be successful, but should have a welcoming touch!

	Where to obtain	Comment
Basic office set up (desk, chair, access to necessary office supplies)	Facilities/Departmental supplies	
Computer, with necessary software installed and access to application granted	IT	Supervisor should submit a request via the Help Desk at least one week in advance of start date
Telephone with proper access and identification	IT/Telecommunications	Supervisor should submit a request via the Help Desk at least one week in advance of start date
Email Account/Password	HR/IT	This is created once a person is hired in UltiPro. An automated message is sent to IT when the onboarding link is sent to the new employee. IT communicates the login information to the supervisor, who should then provide it to the employee
Keys	Campus Safety	Coordinate with Campus Safety
Identification (name tag/business cards)	Duplicating	Confirm the preferred name and credentials with employee prior to ordering
Hood Purchasing Credit Card (if applicable)	Accounting	Applications can be obtained by sending an e-mail to accounting@hood.edu . It typically takes a week to receive the credit card once the Accounting Office has received the fully completed and approved application.

FIRST DAY

We realize that there are many topics to cover the first day. Remember that this is both an exciting opportunity and a time of nervousness for the new employee. However, we also want the first day to be enlightening without being overwhelming.

Once the new employee arrives and settles into their new workspace, the supervisor should escort them to HR to complete any required paperwork:

- Signed offer letter
- Completion of the UltiPro onboarding process
- Completion of the I-9 process
- Benefits Orientation, which is normally scheduled the morning of the first day of employment.

During the Benefits Orientation, the Benefits Manager uses a PowerPoint presentation (available in Blackboard, Employee Training site) and gives the employee a folder with information regarding all of the available plans. Employees are presented with a detailed overview of Hood's employee benefits and instructions on how to complete their enrollment. Employees with additional questions regarding benefits and enrollment should be referred to the Benefits Manager.

New employees are given a matrix which includes the topics covered, where to find more information on the Hood website and what employee actions are required. While many employees will take the initiative to complete these steps on their own, it is appropriate for a supervisor to offer to assist.

To make the employee feel welcome, the supervisor should spend time during the first day to introduce the new employee to all department members and answer any general questions the employee may have.

Office Basics	Policies	IT Issues	Procedures
Dress code	Office Organization Chart	Create email signature	Timekeeping/PTO requests
Location of Restrooms	Professional Conduct Guideline	Accessing shared drives/folders	Using Self-Service and Blackboard
Work Hours, lunch breaks	Confidentiality	Overview of Hood website – encourage the employee to spend time exploring the "Information for: Faculty and Staff"	Phone etiquette and how to set up voice mail box
Overtime rules	Emergency Procedures	Office 365	
Mail and packages	Policy 55		
	90 day introductory period		

FIRST MONTH

Research demonstrates that the first day and the rest of the first 30 days are of utmost importance to you and your new employee. Studies show that this is the time when the highest potential for turnover occurs. The Harvard Business Review reports that 33 percent of new employees look for a new job within the first six (6) months and 23 percent will turnover before the first anniversary. Research also shows that having an organized and detailed onboarding plan from day one can reduce the risk of turnover by 50 percent.

Week One		
Goals	One-on-One Check Ins	Tasks to Complete
Review goals and expectations, based on the job description (See "Creating Goals for Your New Employee Resource")	Discuss supervisor expectations	Review policies and see if employee has questions
	Explain supervisor leadership philosophy and style	Provide/solicit feedback on interaction with co-workers, office policies, introduction to the College
	Solicit employee feedback on their expectations for the job and what they need to be successful	Check to ensure employee has necessary tools: <ul style="list-style-type: none"> • General supplies • Computer & phone set up • Access to portal, Office 365, Blackboard, PowerCampus, etc. • Introduction to office processes/software • Copier use/procedure
Week Two		
Goals	One-on-One Check Ins	Tasks to Complete
Introduction to Hood: <ul style="list-style-type: none"> • Role of quality Customer Service • Shared Governance Model • Hood Organization Chart 	Review employee roles and responsibilities	Review procedures for ordering supplies, work orders for IT, duplicating, marketing and facilities
Discuss the role of staff council and provide meeting schedule	Introduction to policies that impact the department and Hood overall (Confidentiality, Professional Conduct, IT Acceptable Use Policy, HIPAA, FERPA, etc.)	Remind employee to complete tasks from orientation (return forms, benefits enrollment, etc.)
	Departmental plans, strategic goals, staff meeting schedules	Over the course of a few weeks, take employee on campus tour and visit various locations (library, Coblenz Dining Hall, mail room, fitness center, Bookstore, etc.) and introduce to staff

Weeks Three and Four		
Goals	One-on-One Check Ins	Tasks to Complete
Discuss the roles of the Board of Trustees and the Board of Associates	Make sure employee has business cards, name badge, credit card, if applicable	Accompany new employee to staff council meeting
Introduce the Planning, Budgeting and Assessment process and other relevant committees and processes.	Review the new employee's individual performance goals and the department goals and objectives and discuss how these goals tie into the College's strategic plan	Invite employee to join department members for lunch in dining hall and at Blazer Grill
	Provide an overview of Meaningful Conversations and arrange for training with HR to set up goals, journal, etc.	Invite the employee to attend campus events (lectures, concerts, movies, etc.)

FIRST SIX MONTHS

At the end of the first six months is a great time to have an informal review and provide an opportunity for you to ask for some feedback. You should have a dialogue about some of the following topics:

- Current performance
- Team dynamics
- Training structure
- Creation of Job Aids
- Ideas to improve processes
- Feedback on Onboarding process
- Future goals and projects

FIRST YEAR

Hopefully, the employee has fully assimilated into the department and the job responsibilities. Now is a good time to prepare for the formal performance review. You should check to see that there is a strong understanding of the College's mission and the role that your department plays in that important work. You also should be engaging the employee in goal setting for the next review period.

The employee's supervisor should:

- Review the training plan to see if all components have been covered
- Provide feedback on the performance level for the last six months
- Discuss how the employee feels his/her/their knowledge, skills and abilities are being utilized. Are there areas in which the employee feels that he/she/they can make a better contribution?
- See what information the employee has entered into the UltiPro system for goals and competencies.
- Discuss what professional goals the employee still would like to accomplish.

Encourage the employee to attend Blazer Bytes sessions, during which different departments introduce their team members, mission, roles and responsibilities for the knowledge of other staff and faculty members