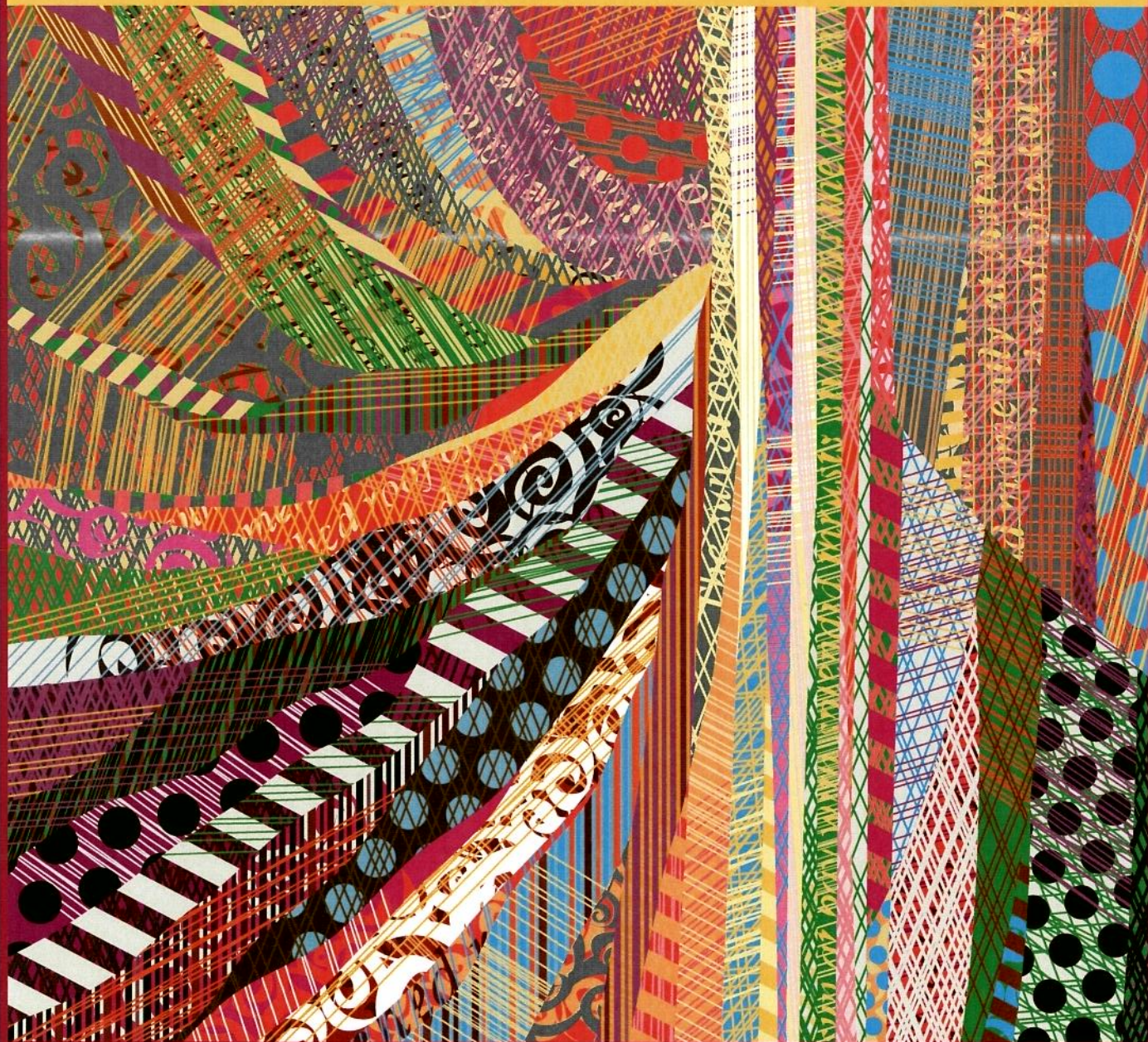


Onboarding Toolkit for Managers



NEW EMPLOYEE ORIENTATION

UNIVERSITY OF MINNESOTA
Driven to DiscoverSM

Onboarding Toolkit for Managers

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The University of Minnesota aims to provide both a supportive and welcoming environment to its new staff and faculty. As an employer, the University of Minnesota takes pride in its employees, seeking to recruit and retain top-notch people from around the world.

The Onboarding Program at the University of Minnesota Twin Cities campus is designed to bring the University's newest employees up to speed, while actively involving them and engaging them with campus culture.

This program will help ensure that those who are "New to the U" feel as much a part of the University culture as those who have been employed here for years.

"I appreciate the program and commitment to making employees feel like they belong."

– U of M Employee

"Investing in the success of our employees is key to achieving the institution's long-term objectives."

*– Transforming the U for the 21st Century,
Strategic Positioning Report to the Board of Regents
from President Robert H. Bruininks,
September 2007*

What Is Onboarding?

Onboarding at the University of Minnesota is a new initiative targeting new employees, which seeks to help them perform better in their jobs sooner, with a closer connection to the University of Minnesota's own unique culture and way of doing things.

Extending beyond the new employee orientation which continues to be housed at the departmental level, the onboarding program is run by the central Office of Human Resources and will work to develop those new employees on a more macro-level.

The onboarding program will encompass a full series of trainings and seminars over an employee's first year, aiming to bring your newest employees up to speed efficiently at the University of Minnesota.

"It all helped me feel a part of the bigger U environment and got me out and around campus."

– U of M Employee

The Connection Between Onboarding and Employee Engagement

Are employees who participate in an onboarding program more engaged with their employer? Most definitely!

Since the University works very hard to recruit a top-notch workforce to help achieve its overall mission, it is in the best interest of all University managers to do their best to retain their talented workforce and keep those workers engaged with the University's mission.

How You and Your Department Will Benefit

The onboarding program has a focus of retention and employee development.

It is designed for the whole employee, keeping them connected to the organization, and maintaining awareness of their needs in context of their new work environment.

The University's onboarding program will set the foundation for a well-engaged employee, who is a champion of the University's mission, goals, and initiatives.

The University's onboarding program aims to:

- **Increase new employee productivity**, by training them about the University's culture and how to navigate the University system.
- **Improve retention rates** of new employees within all employee groups. By providing the wide array of information that employees need in order to feel engaged, successful, and connected to the University community, this program will reduce your time spent rehiring and retraining, leading to a reduction in your downtime costs and an increase in your overall productivity.
- **Provide audience-specific, in-depth, timely information** over an extended period of time, so that the information is useful and memorable for the new employee.
- **Reduce redundant programs** within colleges and OHR, thereby saving costs while guaranteeing the delivery of high-quality, consistent, and accurate information systematically to all University employees.

"Thank you for hosting these sessions – they've been very interesting and fun – nice way to learn about the U and meet people from different departments."

– U of M Employee

"I really appreciated the whole series; thanks for your hard work in development and implementation."

– U of M Employee

Your Professional Needs	What the Onboarding Program Provides
Increase new employee productivity	Trains new employees about the University's culture and system, allowing them to navigate the University faster and more efficiently.
Increase retention of new employees	By providing the wide array of information that employees need in order to feel engaged, successful, and connected to the University community, this program will reduce your time spent rehiring and retraining, leading to a reduction in your downtime costs and an increase in your overall productivity.
Assistance with specialized, job-specific training	Provides large group structured trainings which are job specific, leading to a reduction in training costs, increase in productivity, and opportunity for the new employees to meet others in their job category to help in building their network and ultimately, engagement.
Help with training on centralized knowledge, critical to the U's culture	Provides audience-specific, in-depth, up-to-date and timely information over an extended period of time, so that the information is useful and memorable for the new employee.
Help with engaging your new employees into the U's culture	Offers opportunities for new employees to meet other new employees at a variety of venues and times, thereby involving new employees in the culture of the University from an early date. This fosters early engagement and will reduce the chance of attrition and early turnover.
Engage your new employees with different departments throughout the University	Offers an approved and systematic method for introducing your new employees to different departments throughout the University, so you can focus on more job-specific tasks and training needs. Provides a contextual structure for your newest staff members, allowing them to get up to speed more quickly about the University's business processes and organizational infrastructure.

University of Minnesota – Twin Cities Onboarding Program Description and Overview

Program Description and Overview

The new onboarding program at the University of Minnesota Twin Cities campus is designed to bring the University's newest employees up to speed, while actively involving and engaging them with campus culture.

The on-boarding program will help ensure that those who are "New to the U" feel as much a part of the University culture as those who have been employed here for years.

The program aims to develop an employee's:

- understanding of the University,
- how we do business here,
- our policies and procedures, and
- fun and exciting elements which make this place home to so many students, staff, and faculty.

Designed with development and engagement in mind, training sessions and modules are held throughout an employee's first year on the job. Each training activity covers a new topic, opening up a new opportunity for learning for the employee.

Different components of the year-long program include:

- a focus and history on the University,
- diversity training,
- professional and personal development opportunities,
- job-specific trainings, and
- communications trainings.

As an employer, the University of Minnesota takes pride in its employees, seeking to recruit and retain top-notch faculty and staff.

The University of Minnesota aims to provide both a supportive and welcoming environment to its new staff and faculty, with the goal of gradually bringing them into the unique culture of the University.

"I appreciate the opportunity to meet and get involved with other individuals. This may not happen if we don't reach outside our own units."

– U of M Employee

Who is Involved?

The University's onboarding program is set up and conducted by the Office of Human Resources (OHR). However, numerous professionals from throughout the University are featured throughout the different areas in onboarding program, giving your newest employees an opportunity to learn from different subject matter experts from various departments around the University.

Departments used throughout the full, year-long onboarding program include:

- Office of Human Resources and New Employee Orientation Staff (OHR)
- Council of Academic Professionals and Administrators (CAPA)
- Civil Service Committee (CSC)
- Office of Equity and Diversity
- Wellness Collaborative
- Organizational Effectiveness (OE) from Office of Human Resources (OHR)
- Office for Public Engagement
- Office of Information Technology (OIT)
- Center for Teaching and Learning (CTL)
- University Relations (UR)
- Union group representatives (AFSCME)
- University of Minnesota Libraries

"I really appreciated the blend between resources for work and life outside of work in each presentation."

– U of M Employee

University of Minnesota – Twin Cities Onboarding Program Timeline and Details

Schedule and Timeline

Working in tandem with the unit-level traditional new employee orientation, the central onboarding program is comprised of sessions, job trainings, and social modules. The full timing of the program is an employee's first year in their new position, starting with the first program occurring in their first month of employment.

Central OHR Onboarding Sessions

The main sessions are designed to give the employees baseline knowledge to help them in functioning in their jobs. Starting at the first few months of employment and continuing throughout the first year, these are formalized training programs offer a wealth of knowledge and exposure to critical elements of the University as an employer.

- **Discover the U: Who We Are, Where We're Going**

Takes place within the first three (3) months of employment start date. The focus of this session provides a quick introduction to the University, giving an overview of the mission and strategic vision of the University as providing a gentle warm-up to the culture found here and equipping new employees with basic University knowledge, which is not typically learned on the job or at the departmental level.

"The first main session was very helpful to see the larger views of the University system."

– U of M Employee

- **Discover Community: Building our Diverse Community**

Takes place after six (6) months of employment at the University. The focus of this session is on diversity, equality in the workplace, access to everyone, and inclusiveness. Conducted primarily by the Office of Equity & Diversity, this session discusses the University's position on diversity, beliefs on diversity, and provides resources available to employees.

"This was the most helpful diversity presentation I've ever attended."

– U of M Employee

- **Discover You: Personal and Professional Development Opportunities**

This is the final session in the series of three (3) sessions, conducted at the end of the first year an employee has been with the University. With a reception style and flair, this final session focuses on the employee's professional and personal development, as well as provides recognition for the employees who have completed the full training series during their first year of employment at the University. Topics covered in this session include professional development, technology, public engagement, and wellness.

Job Trainings

Job trainings are generalized sessions which offer your newest employees an opportunity for a greater understanding about their job, resources available to them, and communication within a higher educational setting. There are three kinds of job trainings, detailed below.

New employees are encouraged to participate in all three:

- **Job-Specific Trainings**

Job trainings vary by an employee's position and are typically held throughout the year, depending on the overall need. Selected trainings are run by the specific department with the content expertise and sessions are marketed through central human resources. Employees sign up for the module which is most relevant to their job category/classification.

Examples of these are Human Resources, Communications, Research, Teaching, and Information Technology. Other sessions are conducted either by central HR staff or appointed subject matter experts, on behalf of central HR.

- **The Libraries and U**

This module – open to all interested employees, not just new employees – is to provide a working knowledge of the University's extensive library system, including its resources and search engines, such that the employees gain an understanding of what is at their disposal in terms of resources for their job positions (if required) or their own edification.

- **Communicating at the U (New!)**

This is a new, three-part series, which will focus on communication at the University, including the hidden dynamics between communications of different levels of employees. The three parts include topics such as communication differences, communicating with stakeholders, and general communication at the University.

Social Modules

As many people know, the University can be an exciting place to work, boasting an atmosphere of arts, culture, sports, and education. The onboarding program's social modules aim to engage the newest working members of the University community by encouraging this aspect of the University culture.

- **Brown Bag Fun Lunches**

Held on a monthly basis and over the lunch hour, these sessions aim to give the employee a structured opportunity to socialize with others outside of their department. Each lunch time has a different focus, often with a lecture followed by a relevant tour to a yet-to-be explored area of the University.

- **Culture Crawls**

Held monthly during the school year, these sessions highlight the University's cultural side, by focusing on the University's arts, theater, and more. Employees can bring guests to these events, as the timing varies depending on the venue.

"Culture crawls are great – repeat them often so I can attend the ones that were full or when I had conflicts."

– U of M Employee

- **Gopher Go**

No Big Ten school is complete without athletics! The Gopher Go session allows the newest employees discounted rates to see sporting events and hear from different people affiliated with the University's athletic teams. The timing for this session varies by event and availability.

University of Minnesota – Twin Cities

Support and Collaboration

Enhancing Your Orientation Process

Role of Office of Human Resources (OHR)

The Office of Human Resources will work to set up all of the sessions and modules.

- Once your employees have signed up for their first New Employee Orientation, their names and contact information will be collected and follow-up will be made directly with them via email from OHR.
- Invitations to participate in different events will be sent out per their start date of record and will be timed accordingly.

Please encourage your employees to attend the sessions and modules and allow them the time from their jobs to do so. Employees who are discouraged to attend may start to disengage from the University and their department. Additionally, the content missed in the training sessions and modules will need to be picked up from other means 'on the job', often on an as-needed basis.

Process: Enrolling Your New Staff

Enrollment in the onboarding program is simply a matter of having your employees sign up for "New Employee Orientation".

Have your employees log in at this page:

<http://www1.umn.edu/ohr/newemployee/index.html>

They will need their X.500 and their password to log in at this site. Please make sure that your employees have this information readily available.

Once they have signed up for their first session, enrollment in subsequent sessions will be automatic, as it is organized through the Office of Human Resources. Their job-specific trainings will be arranged accordingly, as will their initial introduction to their union representatives, if applicable.

The only accommodations for the onboarding program you will need to make is to allow your employee the time to attend the events, encouraging them to do so.

Support Provided to You

As a manager, you have many resources available to you. Following are resources which are available to you:

- Explore the New Employee Orientation web site:
<http://www1.umn.edu/ohr/newemployee/index.html>
- Attend a "Keys to Supervision" Training and encourage your supervisors attend this training as well. This interactive session teaches about fostering a positive climate for new hires and highlights the best practices for bringing them on-board successfully. Training schedule for "Keys to Supervision" is found here:
<http://www1.umn.edu/ohr/supervisors/keys/index.html>
- Use the Managers' Checklist included in this toolkit to help you ensure you are getting your new employees off to a great start. (See Appendix A)

University of Minnesota – Twin Cities Questions and Resources For Additional Information

Questions?

New Employee Orientation

Phone (General)	612-626-3490
E-mail	newemployee@umn.edu
New Employee Orientation	http://www1.umn.edu/ohr/newemployee/index.html
NEO Ning Networking Site	http://newumnemployee.ning.com

Office of Human Resources (Communication):

Stacy Doepner-Hove
Onboarding Program Manager
Office of Human Resources, Communication
doepn002@umn.edu
612-624-5866

Website Resources

New Employee Orientation	http://www1.umn.edu/ohr/newemployee/index.html
Supervisory Development	http://www1.umn.edu/ohr/supervisors/index.html
• Keys to Supervision Training	
• Core Supervisory Skills Training	
NEO Ning Networking Site	http://newumnemployee.ning.com

University of Minnesota – Twin Cities

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http://www1.umn.edu/umnnews/Faculty_Staff_Comm/Office_of_Human_Resources/A_bigger_welcome_for_new_employees.html

Transformational Leadership Project, New Employee Orientation Redesign, University of Minnesota

Appendix: New Employee – Manager's Checklist



NEW EMPLOYEE ORIENTATION

UNIVERSITY OF MINNESOTA
Driven to DiscoverSM

New Employee – Manager's Checklist

New employees are a tremendous asset to the University community. The University's employees are our most critical investment in achieving our vision, mission, and goals.

Long term retention of any new employee starts at recruitment. Now that you have your new employee recruited with a planned start date, you want to foster their (and your) success. Use this checklist to ensure that you have all of the needed elements to help get your employee off to the best start possible. Some things on the checklist may appear more than once. If you have already completed them, check them off again as you move down the list.

Before the Start Date	
Schedule and Job Duties	
<input type="checkbox"/> Call employee	<input type="checkbox"/> Confirm start date, place, time, dress code, parking, etc. <input type="checkbox"/> E-mail follow-up on I-9 (initiates Internet ID), W4, and new employee checklist on the OHR website <input type="checkbox"/> Give new employee their U of M ID number
<input type="checkbox"/> Set up meetings with critical people for the employees' first few weeks	Add to new employee's calendar
<input type="checkbox"/> Have a copy of the job classification guidelines/regulations ready	Guidelines may include bargaining unit, civil service, P&A, faculty, etc.
<input type="checkbox"/> Create action plan/tasks for the employee's first day	If appropriate.
<input type="checkbox"/> Put together welcome packet from the department and include:	<input type="checkbox"/> Job description <input type="checkbox"/> Welcome letter <input type="checkbox"/> Job manual or employee handbook (if available) <input type="checkbox"/> Job classification guidelines <input type="checkbox"/> Contact names for the department <input type="checkbox"/> Schedule for first week <input type="checkbox"/> Benefits packet <input type="checkbox"/> Information on pay statements and direct deposit <input type="checkbox"/> Department/unit organization chart <input type="checkbox"/> Department/unit phone/email list <input type="checkbox"/> Map of campus with building highlighted <input type="checkbox"/> Parking and transportation information <input type="checkbox"/> Probation information (if appropriate) <input type="checkbox"/> Mission/vision and guiding principles for U and department/unit (if appropriate) <input type="checkbox"/> New Employee Orientation invitation <input type="checkbox"/> HIPAA and FERPA (if appropriate) <input type="checkbox"/> Student development outcomes (if appropriate)

New Employee – Manager's Checklist

Socialization	
<input type="checkbox"/> Notify your department of the new hire <input type="checkbox"/> Send via email to department <input type="checkbox"/> Copy the new employee, if appropriate	<input type="checkbox"/> Include start date, what their job will be, and employee bio
<input type="checkbox"/> Assign a mentor or buddy	If appropriate.
<input type="checkbox"/> Arrange for a campus tour	<input type="checkbox"/> Provide map and tunnel walking guide map
Benefits	
<input type="checkbox"/> Contact your HR professional	<input type="checkbox"/> Obtain benefits packet and information <input type="checkbox"/> Determine needed payroll information <input type="checkbox"/> Submit payroll documentation
Work Space	
<input type="checkbox"/> Clean the work area	
<input type="checkbox"/> Pull together basic office and/or desk supplies	<input type="checkbox"/> Make welcome sign (or card) and have department members sign it.
<input type="checkbox"/> Have key made/order card access (if appropriate)	If appropriate.
<input type="checkbox"/> Verify working computer	If appropriate.
<input type="checkbox"/> Order business cards, name tag, and name plate	If appropriate.
Technology Access and Related	
<input type="checkbox"/> Order computer	If needed.
<input type="checkbox"/> Contact computer tech team to have the system set up in advance	Consider software needs of the job such as: <input type="checkbox"/> Calendaring system (UMCal, Meeting Maker, other) <input type="checkbox"/> E-mail platform <input type="checkbox"/> Daily software needs <input type="checkbox"/> Printer connections <input type="checkbox"/> Departmental portal and network access
<input type="checkbox"/> Arrange for phone installation	If appropriate.
<input type="checkbox"/> Submit requests for access to Enterprise-wise system software	If appropriate.
<input type="checkbox"/> Submit P-card and travel card requests	If appropriate.

New Employee – Manager's Checklist

Training/Development	
<input type="checkbox"/> Enroll the employee in the New Employee Orientation program through central OHR.	Look here for a schedule of trainings: www.umn.edu/ohr/newemployee
<input type="checkbox"/> Arrange pertinent trainings required for the job.	Examples could include: <input type="checkbox"/> PeopleSoft <input type="checkbox"/> WebVista <input type="checkbox"/> HIPAA <input type="checkbox"/> UTTC/OIT <input type="checkbox"/> Credit card processing/security <input type="checkbox"/> Specialized software
Additional: _____	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	

Employee's First Day	
<input type="checkbox"/> Welcome them upon arrival	Understand that they may be nervous; try not to overwhelm them.
<input type="checkbox"/> Provide overview of the first day and work week	
<input type="checkbox"/> Introduce them to department and team members	<input type="checkbox"/> Introduce mentor or "buddy" (if using one) <input type="checkbox"/> Break/lunch areas <input type="checkbox"/> Restrooms <input type="checkbox"/> Building access cards/keys
<input type="checkbox"/> Provide welcome packet and take time to discuss contents	<input type="checkbox"/> Review contents of welcome packet and give them time to look through it on their own <input type="checkbox"/> Customer service standards and philosophy <input type="checkbox"/> Discuss how to sign up for benefits and review pay statement <input type="checkbox"/> Onboarding schedule and timeline <input type="checkbox"/> Have them sign up for New Employee Orientation <input type="checkbox"/> HIPAA and FERPA (if applicable) <input type="checkbox"/> Start times/end times and time cards (if appropriate) <input type="checkbox"/> Relevant websites
<input type="checkbox"/> Introduce them to work area	<input type="checkbox"/> Supply them with key(s), ID, or other items to gain access to office <input type="checkbox"/> Show them how to order office/desk supplies <input type="checkbox"/> Show them where to obtain U-Card <input type="checkbox"/> Overview of software and other technology use (calendar system, phone/voicemail, computer, email, internet, departmental portal, etc.) <input type="checkbox"/> Provide employee ID number <input type="checkbox"/> Show them X.500 login <input type="checkbox"/> Safety procedures/policies (if applicable) <input type="checkbox"/> Introduce them to email system <input type="checkbox"/> Introduce them to the office computer network (shared files and/or drives) <input type="checkbox"/> Show them how to use the copier
<input type="checkbox"/> Introduce them to the department/unit	<input type="checkbox"/> Take them on a tour of the building <input type="checkbox"/> Show them elevators, stairs, exits, restrooms, kitchen area (if available), break room (if available), lockers/closets (if available) <input type="checkbox"/> Show them copy room, office supply area, mail area <input type="checkbox"/> Introduce them to key departmental people, such as mailroom staff, payroll staff, etc. <input type="checkbox"/> Show them how to open/close office (if appropriate) <input type="checkbox"/> Provide tour of different area(s) of campus, as appropriate to their position

New Employee – Manager's Checklist

<input type="checkbox"/> Arrange to bring them to lunch on the first day	<input type="checkbox"/> Include other employees if possible
<input type="checkbox"/> Review department and/or job classification policies	<input type="checkbox"/> Process and recording for sick leave, sick child, and vacation time/requests <input type="checkbox"/> University calendar, holidays and religious holidays <input type="checkbox"/> Dress code <input type="checkbox"/> Emergency procedures <input type="checkbox"/> School closings <input type="checkbox"/> Security protocols and building hours <input type="checkbox"/> AFSCME/Teamster/Civil Service/P & A information <input type="checkbox"/> Student development outcomes (if appropriate) <input type="checkbox"/> Overtime and comp time policies (if appropriate) <input type="checkbox"/> Probationary period/tenure period <input type="checkbox"/> Phone and computer use <input type="checkbox"/> Timecard procedures (if appropriate) <input type="checkbox"/> Department traditions and recognition events <input type="checkbox"/> Online resources for additional information, such as New Employee Orientation website <input type="checkbox"/> Percent time for new employee and what hours will be
<input type="checkbox"/> Discuss transportation and parking	
<input type="checkbox"/> Review job description	<input type="checkbox"/> Discuss expectations for job <input type="checkbox"/> Review first week schedule
<input type="checkbox"/> Have them complete any required forms	<input type="checkbox"/> Computer system access <input type="checkbox"/> W4 <input type="checkbox"/> I-9 <input type="checkbox"/> Direct deposit <input type="checkbox"/> Others: _____
<input type="checkbox"/> Give them their first assignment	<input type="checkbox"/> Make it small and doable so they feel like they have already accomplished something
Additional: _____	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	

New Employee – Manager's Checklist

First Week	
<input type="checkbox"/> Show them training schedule	<input type="checkbox"/> Pre-schedule trainings if possible <input type="checkbox"/> Talk about overall training timing
<input type="checkbox"/> Show them NEO (onboarding) schedule	<input type="checkbox"/> Sign them up for first session (this will instigate consecutive sessions and trainings associated with this program)
<input type="checkbox"/> Technology check-in	<input type="checkbox"/> Verify working computer <input type="checkbox"/> Departmental access/portal <input type="checkbox"/> Printer hook-up <input type="checkbox"/> Software needs <input type="checkbox"/> E-mail <input type="checkbox"/> Calendar <input type="checkbox"/> Phone/voicemail <input type="checkbox"/> Other requirements
<input type="checkbox"/> Review org chart for the department	
<input type="checkbox"/> Meet or touch base with new employee daily to answer questions	<input type="checkbox"/> Inquire how first week went <input type="checkbox"/> Make time to listen to any questions <input type="checkbox"/> Encourage them to ask questions <input type="checkbox"/> Explain your work style and discuss how it will fit with the style of the new employee
<input type="checkbox"/> Provide list of current department projects and cyclical programs, highlighting roles of other department members	
<input type="checkbox"/> Inquire if questions on benefit and pay statement (if appropriate)	
<input type="checkbox"/> Discuss University employee websites and resources	<input type="checkbox"/> Employee Online Directory (required for all) and directory suppression function <input type="checkbox"/> U Portal <input type="checkbox"/> Employee Wellness Program <input type="checkbox"/> Employee Assistance Program <input type="checkbox"/> Ergonomics worksite consultation <input type="checkbox"/> Disability Services <input type="checkbox"/> Rec Center <input type="checkbox"/> Libraries <input type="checkbox"/> UTTC/OIT Training <input type="checkbox"/> Training and Organizational Development <input type="checkbox"/> Vehicle and Travel Policy <input type="checkbox"/> Online HIPAA training information and schedule <input type="checkbox"/> Regents Scholarship

New Employee – Manager's Checklist

<input type="checkbox"/> Complete required personnel paperwork	<input type="checkbox"/> Ensure that employee has completed required paperwork as well <input type="checkbox"/> I-9 <input type="checkbox"/> W4 <input type="checkbox"/> HR Information Form <input type="checkbox"/> Timecard <input type="checkbox"/> HIPAA/FERPA data privacy (if appropriate)
<input type="checkbox"/> Complete other required forms, as needed	<input type="checkbox"/> P-card <input type="checkbox"/> Travel card <input type="checkbox"/> Other
<input type="checkbox"/> Discuss training policies and procedures	<input type="checkbox"/> Who to contact <input type="checkbox"/> Where to go with questions <input type="checkbox"/> Online options
Additional: _____	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	

New Employee – Manager's Checklist

First Month	
<input type="checkbox"/> Weekly or bi-weekly meetings with new employee	Answer their questions and help foster engagement with the organization
<input type="checkbox"/> Check in about benefits and pay statement	<input type="checkbox"/> Ensure that they have access <input type="checkbox"/> Answer any questions that they have <input type="checkbox"/> Ensure attendance of benefit and retirement tutorial
<input type="checkbox"/> Ensure participation in the NEO programs	<input type="checkbox"/> Check on timing of first session, if not yet occurred <input type="checkbox"/> Inquire how first session went, if attended
<input type="checkbox"/> Discuss process for reviews	
<input type="checkbox"/> Review performance standards	
<input type="checkbox"/> Review job description	
<input type="checkbox"/> Discuss job rules and regulations	
<input type="checkbox"/> Check in on mentor/buddy	<input type="checkbox"/> Talk with mentor/buddy (if appropriate) <input type="checkbox"/> Talk with new employee about mentor/buddy relationship (if appropriate)
Additional: _____	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	
First Three (3) Months	
<input type="checkbox"/> Ensure participation in NEO program	<input type="checkbox"/> Inquire how first session went, if not yet discussed
<input type="checkbox"/> Performance appraisal	<input type="checkbox"/> Can be informal <input type="checkbox"/> Check in with employee to let them know how they are doing
<input type="checkbox"/> Determine performance goals	<input type="checkbox"/> Both short term and long term
<input type="checkbox"/> Check in with questions	
Additional: _____	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	

New Employee – Manager's Checklist

First Six (6) Months	
<input type="checkbox"/> Ensure continued participation in NEO program	Employee should have completed two (2) sessions by this time or be close to completion of two (2) sessions.
<input type="checkbox"/> Performance appraisal	<input type="checkbox"/> More formal <input type="checkbox"/> Document for probation purposes
<input type="checkbox"/> Determine performance goals (continue)	<input type="checkbox"/> Both short term and long term
<input type="checkbox"/> Check in with questions	
Additional: _____	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	
After Probationary Period	
<input type="checkbox"/> Celebrate the end of the probationary status	
<input type="checkbox"/> Schedule annual performance review	If not already completed.
<input type="checkbox"/> Check in with questions	
Additional: _____	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	