



EMPLOYEE ONBOARDING

NEW HIRE ONBOARDING: A GUIDE FOR MANAGERS

A new employee needs to have a great experience being onboarded. This will ensure that they have the confidence and drive to perform their best. As a supervisor, you will never lose by putting in the extra effort, it'll only increase the performance of your employees.

What's an Onboarding Process?

Onboarding is more than leaving a pile of papers to sign on the day they start, it's about planning ahead and thinking from your new hire's perspective.

Onboarding begins from the hiring process to fully settling into the new role. The first day of work is just a small portion of the overall investment into the employee's experience.

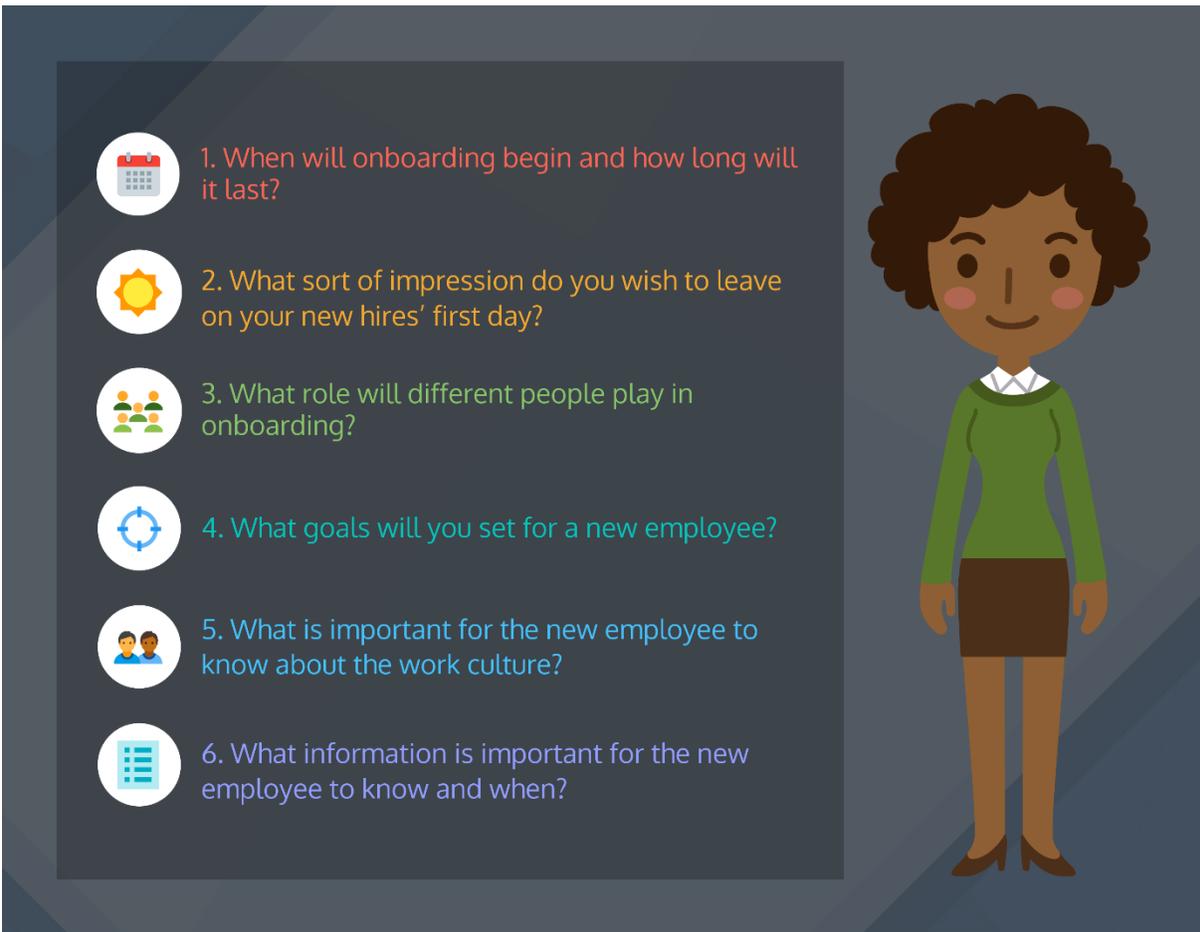
Why Efficient Onboarding Matters

Employees who have a better experience with onboarding, will understand WSU's culture better, making them more aligned with our Warrior Community. This will also help them to make stronger connections with others within the campuses earlier, which will help them settle into their new role more comfortably.

When onboarding is done correctly, it has a multitude of benefits such as: higher job satisfaction, commitment to the organization, lower turnover rate, higher levels of performance, and less stress.

The more prepared a new employee feels, the more they will be motivated to perform well, it comes with confidence.

Things to Consider at the Start of the Process:



The infographic features a dark grey background with a list of six questions on the left, each accompanied by a circular icon. On the right, there is a full-body illustration of a woman with dark curly hair, wearing a green sweater and a brown skirt. The questions are:

1. When will onboarding begin and how long will it last?
2. What sort of impression do you wish to leave on your new hires' first day?
3. What role will different people play in onboarding?
4. What goals will you set for a new employee?
5. What is important for the new employee to know about the work culture?
6. What information is important for the new employee to know and when?

New Hire Needs

The socialization of your new hire is important, there are multiple levels of it. The 4 C's:

Compliance – Teaching new hires the basics, rules and regulations

Clarification – Ensuring that your new hires understand the expectations of their job

Culture – Providing a sense of the company culture norms

Connection – Relationships that new hires must form with others

Using these 4 principles will allow you to start with a foundation to build on. These are the goals you are trying to achieve in your onboarding, and it will always begin with your new hire's needs.



New Hire Needs

The socialization of your new hire is important, there are multiple levels of it. The 4 C's:

- **Compliance** - Teaching new hires the basics, rules and regulations with regards to policy
- **Clarification** - Ensuring that your new hires understand all the expectations of their job
- **Culture** - Providing a sense of the company culture norms
- **Connection** - Relationships that new hires must form with others

THE FIRST DAY:

Welcoming Your New Team Member:

New employees need to feel socially comfortable and accepted by their peers and superiors. Orientation programs help social roles, by helping new employees feel welcome in their new surroundings. A formal orientation program helps them understand many important aspects of their jobs, and their new organization, including the company's culture and values, its goals, history, and overall mission. If you are expected to participate in an orientation program, arrive on time and project a positive attitude.

Procedures & Paperwork:

- Allow the new employee time to attend their HR orientation appointment (within first 3 days)
- Verify that all new hire paperwork has been completed
- Introduce the new employee to managers, colleagues, and team members within the organization. Incorporate leadership as much as possible.
- Introduce the new employee to their designated "peer support"
- Hold a small welcome celebration and/or go out for lunch together
- Be available as much as possible throughout the entire day. They need to see you invested in their success.

Discuss Time and Attendance:

- Hours of operation and work schedule
- Telework options
- Overtime policy
- Absence policy
- Time reporting procedures

Pro Tip: If you want to avoid information overload, plan out your onboarding process by defining what the person needs to know and when – so you don't give all the information to them at once and they become overwhelmed. A department timeline can help you communicate this.

4 Contributing Factors of Successful Onboarding

- Self Efficacy**
 - employee feels confident they are doing their job well
- Role Clarity**
 - employee understands their role and your expectations
- Social Integration**
 - employee feels accepted by peers and superiors
- Knowledge of Culture**
 - employee knows how to navigate the company's unique culture

The information above is from the Society for Human Resource Management Foundation's Effective Practice Guidelines Series - Onboarding New Employees: Maximizing Success

G&A Partners
Time to grow.

THE FIRST WEEK:

Continue to meet regularly with your new employee. They need the confidence, clarity, and skills to do the job they were hired to do. To facilitate this, it's important to prepare them for success.

Work Environment:

- Introduce the new employee both internal and external stakeholders
- Allow the new employee time to set up their respective working areas
- Point out storage areas for supplies, mailboxes, printers, and copiers
- Explain building access, security measures, emergency procedures, and mass notification requirements
- Issue keys or other means of department access

Administrative Matters – Familiarize Your New Employees With:

- Calendar(s)
- E-mail system(s)
- Telephone system and etiquette
- Office equipment usage, etc.
- Office staff list
- Mail room procedures and forms

Agency Mission Assurance, Safety, and Emergency Management Procedures:

- Review your department's security planning & emergency procedures.
- Review Emergency Response Guide

Computer Accessibility and Network Awareness:

- Discuss policies and procedures regarding "Acceptable Use Policy" for electronic communications, including information security, confidentiality, and privacy issues.
- Ensure the new employee completes all computer-related training.
- Review office's website (local, Minnstate, MMB), along with other relevant websites.
- Discuss reporting requirements for security incidents.

THE FIRST MONTH:

The onboarding process may influence the degree to which a new employee can become productive. Understanding WSU's goals, values, and learning our mission & vision are important indicators of how well employees adjust to their new work environment. These indicators are also associated with commitment and job satisfaction.

The ultimate failure of onboarding is when potentially good employees withdraw. Losing an employee who is a poor fit or not performing well may be a possible outcome, but losing employees because they are confused, feel alienated, or lack confidence indicates inadequate onboarding.

Performance Management:

- Review the position description to ensure a clear understanding of job duties and responsibilities.
- Establish performance objectives and introduce the performance management process.
- Discuss the employee trial period (Midpoint Memo & Probationary Appraisal if applicable).
- Develop, with the employee's input, an IDP. Monitor accomplishments.
- Ask the employee for their top strengths and how they see themselves utilizing them in their work
- Define the customer base and discuss expectations for customer service.
- Emphasize the importance of ongoing, open communication.
- Contact the Human Resources Office with any performance concerns.

THE FIRST THREE TO SIX MONTHS:

During the first **three to six months**, be clear and consistent about what you expect from your new employee, and how performance is measured so there is no question as to where your new employee should focus their efforts. Ongoing feedback and training will support your new employee in becoming a valued member of our Warrior Community.

- Review achievements, performance, trainings (IDP), and challenges.
- Discuss Mid-Point Memo (if applicable)
- Provide feedback.
- Set goals and performance expectations for the next three to six months.

THE FIRST YEAR:

Your new employee should now be fully engaged in their role, applying skills and abilities, making sound decisions, contributing to team goals, understanding how their assignments affect others in the organization, and developing effective working relationships. They should have a strong understanding of the agency mission and culture. At this point, they will have gained greater confidence in their position and should have begun taking on more complex assignments.

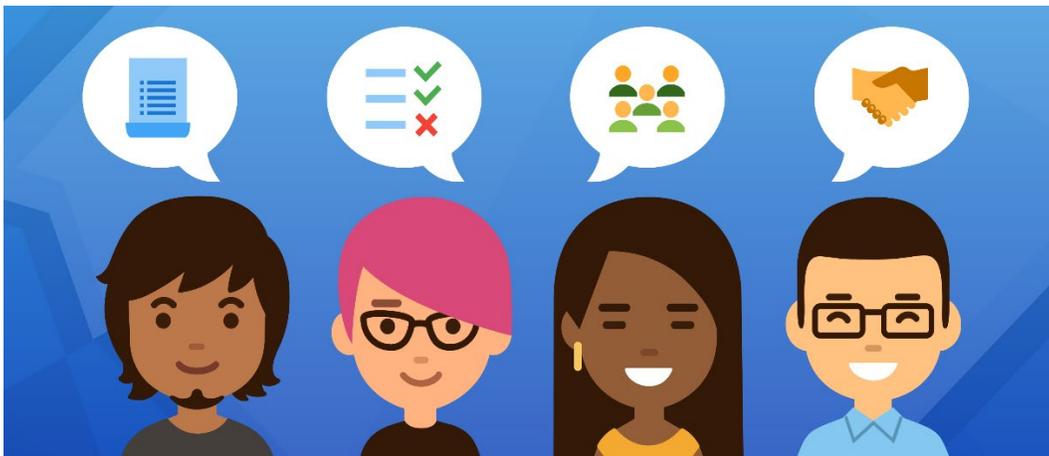
To increase their level of autonomy, you should:

- Review their achievements, performance, trainings, and challenges.
- Continue providing formal and informal feedback.
- Obtain feedback from the employee and from associated team
- Complete their Annual Performance Appraisal (if applicable)

ONGOING CONCLUSION:

Successful onboarding is a key part of any talent management or retention strategy. Agency leaders must understand that an effective onboarding process is critical to guarantee the successful integration of new employees. Every organization & department has a unique culture, so helping new hires navigate that culture and their place within it is **essential**, resulting in a more productive and engaged workforce ready to carry out the agency's overall mission.

And to hopefully have a whole lot of fun while doing so 😊



RESOURCES:

- ▶ [New Hire Checklist for Supervisors](#)
- ▶ [New Hire Checklist for Employees](#)
- ▶ [New Hire Announcement Email Templates](#)
- ▶ [New Employee Resources](#)

Appendix A | Warrior Guardian Role

As a peer coach/sponsor, you are our new employee's 'Warrior Guardian.' You are responsible for helping the employee get settled into their workspace, building, and community. Please make yourself available to answer questions or offer help finding someone who can offer suggestions and advice about their assigned work.

Guardian Responsibilities (include but aren't limited to):

- ✓ Introduce yourself, answer questions and offer your assistance.
- ✓ Ensure that the employee has the contact information for you, their immediate supervisor, and HR.
- ✓ Review the onboarding checklists and ensure you are prepared to assist the new employee with all the items as appropriate.
- ✓ One business day prior to arrival, contact the new employee to offer assistance and ensure they are prepared to report for work.
- ✓ On the first day, escort the new employee to the in-processing location.
- ✓ At the conclusion of the in-processing, meet and escort the new employee to his/her work location.
- ✓ Identify the employee's office space and help the supervisor, resource advisor, or executive assistant ensure that it is prepared for the first day with:
 - Telephone and assigned telephone number
 - Computer, E-mail Address and User ID/Password
 - Furniture (e.g., desk, chair, file cabinets)
 - Desk supplies (e.g., pens, notepads, stapler, tape dispenser)
 - Provide the new employee with a copy of the DSS In-Processing Checklist, so he or she may follow along with planned activities and procedures.
 - Assist the supervisor in introducing them to their co-workers and other key personnel.
- ✓ Familiarize the new employee with the office areas and facilities (e.g., restrooms, building exits, fitness center, cafeteria, local restaurants, and ATM, if applicable).
- ✓ Escort, if necessary, the new employee to the appropriate office to obtain ID card (and ensure access rights, if required).
- ✓ During the new employee's first couple of weeks, check in often to see how he/she is doing and answer any questions

Appendix B | New Employee Check-In Meeting Questions for Managers

NAME:

DATE:

How is your job going?

Is it what you expected when you were hired?

Any surprises? If yes, what were they?

Has training been helpful?

What training would you add?

Have your strengths been utilized in your role?

Has your Warrior Guardian been helpful?

Can you suggest any changes for the Guardian program?

Do you have all the equipment and/or work tools you need?

Do you know where you stand in terms of your progress since you started working?

How are your relationships with your co-workers?

Was the New Employee Orientation helpful?

Do you have suggestions on how to improve the New Employee Orientation?

Do you have suggestions on how we could improve our work across the department?

Are there any questions you still have/ is anything still unclear?

Is there something we should be providing to new employees that we have missed?

Do you feel out of the loop about anything?

Is there anything that you need and to which you don't have access?

Do you have any general suggestions?

Do you have any general work needs that haven't been met?

Is there anything you would like to tell me that I have not asked you?