Talent Acquisition

ONBOARDING GUIDE
for Hiring Managers

KANSAS STATE UNIVERSITY | Human Resources

Introduction

Congratulations on your new employee(s)!

This guide provides an overview of onboarding. It contains information, resources and tools which can be used as a starting point to welcome and develop your new employee(s). This is the new beginning for both you and your colleagues and the possibilities are endless!

Kansas State University aims to be an "employer of choice" – recruiting and retaining top talent. The University strives to create a positive and inclusive working experience where everyone is informed, engaged, and has a strong working relationship with one's manager / supervisor and colleagues. The foundation for this environment can be created through onboarding. Well-engaged employees become champions of **K-State 2025** through K-State's mission, goals and initiatives.

What is Onboarding?
Onboarding is more than completing new hire paperwork or attending orientation. Onboarding is a collaborative, strategic approach that provides new employees with the needed information, tools, and resources to effectively meet organizational goals. According to Human Capital Institute (2008), employees make the critical decision to stay or leave an organization within the first six months and engaging new hires in an onboarding program can maximize retention, engagement, and productivity.

Onboarding aims to:
- [ ] Increase new employee productivity, by training the new employee about the department, college / unit, and university.
- [ ] 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.
- [ ] Provide audience-specific, in-depth, timely information over an extended period of time, so that information is useful and memorable for the new employee.
- [ ] Streamline processes and provide best practice information to enable managers / supervisors to deliver high-quality, consistent, and accurate information systemically to all new employees.
- [ ] Foster an environment of employee engagement, where employees feel that Kansas State University is a great place to work.

Effective Onboarding
Effective onboarding is beneficial because it:
- [ ] Builds K-State's and your college/department's reputation for being a thoughtful employer with great training, clear leadership, and a strong organization.
- [ ] Helps retain your senior staff members.
- [ ] Reduces high turnover costs.
- [ ] Supports new colleagues and quickly moves them to efficient productivity levels.
- [ ] Builds better team relationships across the department/college.

First Impressions

You never get a second chance to make a first impression. Four percent of new hires leave a job after a disastrous first day. Twenty two percent of turnover occurs within the first 45 days costing the company at least three times the former employee's salary.[1] Onboarding is a critical point in the talent lifecycle. A solid program not only bridges the gap between candidate experience and employee experience, it acts as a catalyst for employee satisfaction and retention.

Step 1: Pre-Boarding, Setting the Stage

The key to success of your new colleague is providing a suitable onboarding experience. One of the most important and often overlooked steps is pre-boarding. It's the introduction to the full onboarding experience. Not only does it increase new hires' excitement, but also fosters a relationship with them before orientation.

Before your new employee(s) set foot in your office, do your homework by providing the basics to awesome extras (see examples below) which will make them feel valued and welcomed. Don't hesitate to engage with your new employee(s) before their arrival, refer to the **Hiring Manager Checklist** (in back of guide). This is a great way to communicate how excited you are for them to join the team and prep them for success on day one. Call or send your new colleague an email or letter welcoming him/her to the team. **(Sample Letter Template – in back of guide)**

The Basics:
- ☐ Notify the team regarding the hire or arrival of new employee(s). Use the New Employee Announcement template. You may want to encourage the employee to wear comfortable shoes if you plan on tours and introductions.
- ☐ Arrange for all necessary work tools and resources such as:
  - ▪ Workspace / desk
  - ▪ Computer / phone / email
  - ▪ Building keys (obtained through facilities)
  - ▪ Parking permit, ID card, etc.
  - ▪ Business cards and/or desk nameplate
  - ▪ Campus tour
- ☐ Prepare First Day and Week One Agendas. **(Agendas Template – in back of guide)**

Extras that will surprise and delight:
- ☐ Obtain a welcome card and have everyone sign. Include a team picture if available.
- ☐ Order and place balloons on the new hire's desk.
- ☐ Order breakfast / lunch to be delivered.
- ☐ Plan icebreaker activities.
- ☐ Provide K-State gear: t-shirts, notebooks, pens, water bottles, coffee mug, etc. (as possible).

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[1] Bersin by Deloitte's industry study: Onboarding Software Solution 2014: On-Ramp for Employee Success

- ☐ Mail a t-shirt and welcome note to new employee home address.
- ☐ Request everyone on the team email or text the new hire expressing their excitement to have them join.
- ☐ Reserve time for questions and answers with the Department Head and/or Dean.
- ☐ Identify employee(s) with similar responsibilities to be a coach / mentor.
- ☐ Prepare a welcome packet which may contain brochures regarding K-State 2025 Visionary Plan, College/ Department/Unit K-State 2025 Goals, campus information, events, maps of the campus and community.

Stage 2: First Day/Week One

Give your new employees an amazing first impression of their new career choice with an interactive and fun first day on the new job. Also, facilitate a clear understanding of role(s), responsibilities, and expectations during the first week. Demonstrate how to record time/leave and request time off and review features in HRIS self-service, as well as discuss other department procedures. On the first day, focus on experiential learning which will lead to making a greater impact for the new employee(s). Be sure to address any questions the individual(s) may have (e.g. what is the dress code, work hours, etc.). Welcome and integrate the new employee to Kansas State University and your department/team. Use the First Day Agenda and Week One Agendas templates for guidance.

Stage 3: First Month Essentials

While "First Day Experience" covered the basics, new employees will need a refresher as well as more information during their first month on the new job. Take the time to establish a strong development plan with the employee. (Tips: regularly set goals, continue to meet on a consistent basis.) Keep in mind the employee is still familiarizing him/herself with the team. Human Resources recommends maintaining communication and covering the critical topics during these stages. Use the **30/60/90 Day Review** form (in back of guide) for guidance.

Communicate Role Expectations Right from the Start

While you may have spelled out your expectations for the role in the job posting, or have discussed expectations during the interview process, time has passed since you last met with the employee(s). It is important to clearly communicate role expectations to every new colleague when he/she starts his/her new role at K-State.

There are several ways you can and should do this:
- ☐ Discuss the core and job-specific competencies that demonstrate success in the role and what the employee will be evaluated on. Talk about how he or she would demonstrate these competencies in the role.
- ☐ Communicate the university's and department's high-level goals.
- ☐ Assign the employee role-appropriate goals and explain how the employee will help the department, college, and university achieve its goals.
- ☐ Schedule a 15-minute meeting once a week with new staff members to check in on "how it's going" as well as discuss goal status and review performance.
- ☐ Review what has already been covered in earlier conversations.

Hiring managers should strive to communicate expectations continually. Communicating expectations requires conversation. The employee needs to be able to ask questions and receive guidance when he or she needs it. The supervisor/department or unit lead needs to coach, clarify, and guide the new employee on an ongoing basis.

During the First 90 Days

The first 90 days are a critical time in establishing a new employee's success. This is also the point where the new hire's manager takes on more of the onboarding responsibility. It's essential for you to help train and manage new employees effectively, while making the experience personal and transformative.

Recommended tasks are:
- ☐ Ensure that you have arranged for proper training for your new employee. You or an employee in your department one-on-one with the new hire conduct much of the training that is needed will more than likely.
- ☐ Check with Learning and Development on outlining a comprehensive course plan to individuals become effective managers, supervisors and/or team members.
- ☐ Continue meeting with your colleague on a regular basis. The first week for a new employee is often full of meetings, information gathering, and tours. However, your new hire will probably feel "new" for some time. It is important you keep an open line of communication with the person and continue to structure some time for questions, information sessions and training. Use the check-in questions to assist in these conversations, which may take place over weekly one on one's or casual chats. It will create an open working relationship, build trust and identify how you as the manager / supervisor can better help your employee transition to his/her new role, team and the university.

During the First Year

Recommended tasks are:
- ☐ Continually meet with new employee(s) to set goals, review performance, and give feedback. Also, ask for feedback about how things are going and if the employee is provided the appropriate support from you and others.
- ☐ Ask them if there are learning and professional development opportunities, which seem interesting. Discuss which ones are appropriate and show how to enroll.
- ☐ Conduct performance evaluations during this period for a formal review.
- ☐ Encourage your new colleague to get involved on campus or in the community. They could do this by talking to colleagues about campus groups, student organizations, publications and other professional activities and resources that are available. Invite to organizations or events and introduce to other community members. Examples are Faculty Senate, University Support Staff Senate, Black Faculty and Staff Alliance, Alianza, Indigenous Alliance, Women of K-State, Chamber of Commerce, or other community organizations.
- ☐ Create team-building opportunities where your department can bond outside of the workplace.

- [ ] Kansas State University boasts an atmosphere of arts, culture, sports and education. Promote engagement of K-State's culture to your new employee(s). (Examples: Brown Bag Lunch series, McCain Performance Series, Landon Lectures, Beach Museum, Athletics, and more!)

References

Human Capital Institute (2008). Set the Stage for Performance Deliverables through Onboarding, HCI White Paper.

Jones, R. (2007). Comprehensive onboarding beyond line-of-sight: Integrating global and virtual teams, Human Capital Institute: HCI White Paper, pp. 1-11.

Schooley, Claire. 2010 Forrest Research, Inc. 'Case Study: First Horizon National's 90 day Onboarding Benefits the Company'.

Adapted From:

Onboarding in a Box, LinkedIn Talent Solutions
Onboarding Toolkit for Hiring Managers, *San Jacinto College*, Human Resources
Onboarding Toolkit for HR Professionals: New Employee Orientation, *University of Minnesota*
On-Boarding Toolkit: Guidance for the Hiring Manager, *Johns Hopkins University*

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Prior to Your New Employee's Arrival:

- ☐ Notify your team of the new employee
- ☐ Send New Employee Welcome Letter
- ☐ Location and time for your new employee to report
- ☐ Work space set-up for new employee
- ☐ Organize Welcome Event/Lunch for new employee with the team
- ☐ Prepare First Day & Week One Agenda
- ☐ Order 30 Day Parking Permit

First Day:

- ☐ Greet & Welcome your new employee
- ☐ Discuss the First Day & Week One Agenda
- ☐ Review Goals & Job Responsibilities

First 30 Days:

- ☐ Communicate role expectations right from the start
- ☐ Continually encourage professional development

31 - 90 Days:

- ☐ Continually check for understanding of roles and responsibilities with the use of the sample questions
- ☐ Continually encourage professional development

91 Days & Counting:

- ☐ Continue Training
- ☐ Get Involved on Campus

SAMPLE LETTER TEMPLATE

Dear **[Employee's first name]**,

Welcome to K-State and the **[department name]** team! I am delighted you are joining us as a **[new employee's job title]**. Your role is critical in fulfilling the mission of our department and K-State.

The enclosed information is designed to serve as an introduction to **[department name]** and provide resources that will help you make a smooth transition into your new role.

The **[department name]** team is here to support your transition so, please know that you can call on any of us to assist you. We are looking forward to you joining our team and your success at K-State.

Sincerely,

[Manager's/Supervisor's Name]

[Manager/Supervisor Title]

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First Day Agenda (example)

Welcome to Kansas State University!

Please join us for New Hire Orientation on [Weekday, Month Date] where you will learn more about our university, our culture, and discover the many perks of being an employee. Here's everything you need to know for your first day.

New Hire Orientation   [Weekday, Month Date]
9:00 am – 5:00 pm   [department address]
                            Ask for [onboarding facilitator name]

        [Google Map link for directions]

Schedule

8:00 am – 9:00 am   Arrive and tour of (XXXXXX) Hall with (Direct Reporting Supervisor)

9:00 am – 10:00 am   Meet with (Office Administration) to complete new hire paperwork, request keys, Strength Finder, and parking permit

10:00 am - 10:30 am   Meet with (ITS Staff) to setup computer/phone.

10:30 am - 11:30 am   Meet with (Similar Level Colleague/Mentor): Introduce to staff and provide a tour of the department building, show the break room/vending machines, restroom, discuss the functions of various departments, and services offered/how they work

11:30 am - 12 pm   Meet with other staff and team members Explain/show office procedures, equipment, and supplies for:

- Supplies location and policy
- Phone/fax policy
- Copy policy
- Use of office equipment
- Suggested office attire
- Recycling
- Drug-Free Workplace
- Fire Extinguisher, Fire & Tornado Drills
- Emergency Evacuation Plan
- Disability rights and procedures

12 pm - 1:30 pm   Lunch with Team

1:30 pm - 3:00 pm   Staff meeting

What to bring?

- A driver's license or passport to verify your identification and eligibility to work.
- A voided check or proof of banking account/routing number for direct deposit.
- A big smile! ☺

First Week Agenda (example)

Monday
☐   First Day Orientation

Tuesday
☐   8:00 am - 5:00 pm   Job Shadow (Team Member)

☐   10:00 am - 12:00 pm   Walk-in portrait day in Dole Hall
           1:00 pm - 3:00 pm

Wednesday
☐   8:00 am - 9:00 am   Meet with (Team Member)

☐   9:00 am - 10:30am   Complete Strength Finders assessment

☐   10:30 am - 11:30 am   Complete online "Anti-Discrimination Training"

☐   11:30 am - 12:00 pm   Complete the online "Secure IT" training

☐   1:00 pm - 2:00 pm   Meet with (Team Member)

☐   2:00 pm – 3:00 pm   Training Session

☐   3:30 pm - 4:30 pm   Meet with (Team Member)

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Thursday

☐   8:00 am - 11:30 am   Complete LearnSmart online training (job relevant modules)

☐   11:30 am - 1:00 pm   Lunch with (Department Head)

☐   1:00 pm - 2:00 pm   Complete online training

☐   2:00 pm – 4:00 pm   Job Shadow (Team Member)

Friday

☐   8:00 am – 10:00 am   Team Meeting

☐   10:00 am – 5:00 pm   Job Shadow with (Team Member)

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Employee Name:		Start Date:	
Today's Date:		Position Title:	

Ask the following questions as applicable.

30 DAY REVIEW	
How is your job going?	
Is it what you expected when you were hired?	
Any surprises? If yes, what were they?	
Has the training you received been helpful? *Obtain details*	
What training would you add?	
How do we compare with what we discussed during the interview?	
Has your mentor been helpful?	
What have team members done to make you feel welcome and assist in your transition to the department.	
Do you have all the work tools you need? If no, what is needed?	
Do you have enough information about the division/department's current goals?	

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60 DAY REVIEW	
Tell me how you feel about the progress you have made since joining our department.	
Do you know where you stand in terms of your progress since you started working?	
Do you have suggestions on how to improve the New Employee Orientation?	
How are the relationships with your co-workers?	
Do you feel left out of the loop on any department processes or meetings? If yes, please elaborate.	
Is there anything that you need but don't have access to?	

90 DAY REVIEW	
How would you describe your workload? Tell me about times you have felt overwhelmed.	
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?	

30 | 60 | 90 Day

ASK AT ALL 30	60	90 DAY REVIEW	
Any questions? Any suggestions?	
What would you like to discuss that I have not mentioned?	

Additional Comments:

More Information

If you have any questions about the **international hiring process, we are glad to assist.** Please contact:

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