



# **ON-BOARDING GUIDE FOR THE HIRING MANAGER**

**Everything you need for a successful on-boarding experience**

## Table of Contents

<b>Introduction and Welcome Message</b> .....	3
<b>On-Boarding at Memorial</b> .....	4
<i>On-boarding is an initiative targeting new employees. This initiative aims to help new employees perform better in their roles with a closer connection to Memorial’s unique culture and way of doing things.</i>	
<b>What is On-Boarding?</b> .....	5
<i>On-boarding is a support process designed to manage a variety of tasks and requirements once an individual has accepted a position.</i>	
<b>Orientation vs. On-Boarding</b> .....	5
<i>Orientation is an event; on-boarding is a process that can last up to a year.</i>	
<b>Benefits of On-Boarding</b> .....	6
<i>Successful on-boarding can have many benefits including setting the foundation for a well-engaged employee.</i>	
<b>Roles and Responsibilities</b> .....	6
<i>The roles of the employee/hiring unit/the Department of Human Resources and the hiring manager are outlined.</i>	
<b>Memorial’s On-Boarding Process</b> .....	8
<i>Information is provided to assist in the welcoming and transitioning of a new employee into their role.</i>	
<b>Memorial Navigator</b> .....	8
<i>Having a “buddy system” in place will provide a new employee with a person to go to with any additional questions they may have while creating a supportive and engaging environment.</i>	
<b>Setting the Stage: Pre-Boarding Checklist</b> .....	9
<i>This section provides hiring managers with a checklist and some ideas/suggestions to assist in building a strong connection with a new employee, even before they start their first day.</i>	
<b>Employee’s First Day</b> .....	10
<i>This section provides hiring managers with a checklist of tips and suggestions to guide the conversation and process on an employee’s first day.</i>	
<b>New Employee Goal Setting</b> .....	10
<i>This section enables hiring managers to gain information from their new employee and gauge “success” from their individual perspectives. Having this conversation early can help your new employee set goals and priorities.</i>	
<b>Hiring Manager’s On-Boarding To-Do List</b> .....	11
<i>This section provides hiring managers with an “at a glance” checklist of topics that need to be covered before the employee starts, within their first week, first month and first year in their new role.</i>	
<b>On-Boarding Reminders</b> .....	13
<i>This section provides a list of things for hiring managers to remember. This list reinforces what on-boarding is all about and acts as a guide to help clarify the hiring manager’s role within the on-boarding process.</i>	
<b>Online Resources</b> .....	14
<i>Additional online resources are listed for the benefit of hiring managers and can be used to provide new hires with valuable information about their new place of employment, Memorial University.</i>	
<b>Appendices</b> .....	15
<i>There are many additional forms, letters and checklists included and mentioned throughout this manual, they are all included at the end for your reference.</i>	

Dear Manager,

Congratulations on successfully hiring your newest colleague. This is a new beginning for both of you, one that comes with a number of feelings, questions and concerns, along with a level of excitement. One of the key elements of making this transition smooth and successful is to provide a comprehensive on-boarding experience.

As a manager, you play a crucial role throughout the employment of your newest colleague; especially during the first few days, weeks and months as the new employee becomes familiar with their journey in this new position/career.

It is important that on-boarding begins as soon as an offer of employment is made and accepted by the specific candidate. On-boarding your new employee properly has many benefits; it will make them feel welcomed, valued and it will confirm their personal decision to join your team. We feel confident that you have already completed a number of on-boarding procedures, however, this package will provide you with additional tips, tools and resources to help you welcome, orient, train or re-train your newest colleague.

On-boarding 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.

**You never get a second chance to make a first impression!**

**As a Manager, did you know?**

- **4 per cent** of new hires leave a job after a disastrous first day
- **22 per cent** of turnover occurs within the first 45 days

**Make first interactions with new employees count by effectively on-boarding them.**

*\*Bersin by Deloitte's industry study: Onboarding Software Solutions 2014: On-Ramp for Employee Success*

## On-Boarding at Memorial

On-boarding is an initiative targeting new employees that aims to help them perform better in their jobs sooner, with a closer connection to the university's own unique culture and way of doing things!



Extending beyond the traditional new employee orientation session which continues to be offered through the Department of Human Resources, on-boarding is a shared responsibility with activities managed by the hiring unit and human resources.

Hiring managers play a **critical** role in facilitating the successful integration of new employees into Memorial's community. Hiring the right person at the right time is only the first step in the on-boarding process which goes well into the first year of employment.

## WHAT IS ON-BOARDING?

### On-boarding is....

- A support process designed to manage a variety of tasks and requirements initiated once a new hire has accepted a position
- A supplement to the existing orientation process that is designed to provide specific and customized information about the university culture while also providing tools to help a new employee navigate and become successful at Memorial
- A way to get a new employee up to speed with the policies, processes, culture, expectations and day to day responsibilities of your unit
- A way of shortening a new employee's learning curve to maximize performance
- A way to assist a new employee to be successful in their job and make immediate contributions by understanding their role and responsibilities
- A way of making a new employee feel welcomed and excited, confirming for them the reasons they joined your unit and Memorial University, especially in the early days of the transition and at the onset of new challenges

## ORIENTATION VS. ON-BOARDING

**In short, orientation is an event; on-boarding is a process.**

Orientation is a structured event that is geared to the general employee population and focuses on standard topics such as:

- The organization's mission and vision
- Organizational policies and procedures
- General employee information and related benefits

On-boarding can last anywhere from three months to a year, depending on the responsibilities of the position and the amount of organizational understanding necessary to be successful in the role. The goal is to align new employees with Memorial's culture, vision, mission and values while focusing on strengthening the employee's connection to the organization and its people. On-boarding provides a more strategic plan for employee success than orientation alone.

## BENEFITS OF ON-BOARDING

Memorial’s on-boarding program will set the foundation for a well-engaged employee who can become a champion of Memorial’s vision, mission and values. Memorial’s on-boarding program aims to:

- Increase productivity and retention
- Reduce anxiety and stress for a new employee
- Reduce turnover rates which can negatively impact the budget
- Build successful team relationships across the unit
- Provide hiring managers with consistency in the welcoming of a new employee

## ROLES AND RESPONSIBILITIES

On-boarding is a shared responsibility with activities managed by a new employee, the hiring unit and human resources.

NEW EMPLOYEE	HIRING UNIT	DEPARTMENT OF HUMAN RESOURCES
<ul style="list-style-type: none"> <li>• Completes any necessary training</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures workplace is set up and clean</li> </ul>	<ul style="list-style-type: none"> <li>• Processes new employee documentation</li> </ul>
<ul style="list-style-type: none"> <li>• Submits any required new employee documentation</li> </ul>	<ul style="list-style-type: none"> <li>• Requests appropriate technology access and equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinates and facilitates Memorial’s formal orientation programs</li> </ul>
<ul style="list-style-type: none"> <li>• Attends Memorial’s <b>New Employee Orientation</b> and any other group specific sessions (i.e. management orientation programming)</li> </ul>	<ul style="list-style-type: none"> <li>• Conducts pre-arrival and post- arrival activities as per attached to-do lists and supporting documentation</li> </ul>	<ul style="list-style-type: none"> <li>• Meets with new employee to answer general questions and review the new employee package and documentation</li> </ul>

**NOTE:**

Please ensure New Employee Orientation Checklist (**Appendix E**) is reviewed, completed and signed by both the employee and Hiring Manager. Please keep a copy of this signed document and forward one to Human Resources.

## ROLE OF THE HIRING MANAGER

As the hiring manager, you are the most influential person in the on-boarding process. You are the link that integrates new employees into Memorial's culture and workplace. Finding and retaining good employees is a difficult and time-consuming task. Your key responsibilities are to:

### 1. Clarify Job Expectations

TIP: Do not assume that the new employee knows exactly what they were hired to do.

- Review together the job duties (as outlined in the job description or in the applicable collective agreement) and expectations (more specific than the details in the job description)
- Ensure the new employee understands how to translate expectations into their day-to-day activities and how their role impacts the unit's overall organizational strategic priorities

### 2. Manage Performance and Provide Support

TIP: Do not assume that the new employee is okay if they are not asking questions.

- Schedule regular meetings to provide on-going direction and support
- Provide feedback (both positive and constructive) on their performance and identify support and resources to bridge any gaps
- Address any performance concerns immediately (for assistance, contact your HR advisor [www.mun.ca/hr/about/contact.php](http://www.mun.ca/hr/about/contact.php))

### 3. Ensure On-going Communication

TIP: Get to know and understand your new employee's expectations.

- Provide an overview of Memorial's strategic plan, frameworks and the unit's strategic priorities. The university's vision, mission and values can be found here: [www.mun.ca/president/home/vision.php](http://www.mun.ca/president/home/vision.php)
- Talk about Memorial's culture. Provide personal stories on your positive experiences
- Discuss workplace management, communication, problem-solving style and development opportunities

## MEMORIAL'S ON-BOARDING PROCESS

Below is a detailed outline of Memorial's on-boarding process. This outline aims to assist you along the way in welcoming and transitioning your new employee. To begin the on-boarding process, it is suggested that hiring managers choose a person to be a 'mentor' for their new hire. This person will be referred to as a 'Memorial Navigator'.

### Memorial Navigator

Having someone assigned as a Memorial Navigator is an ideal way to make the new employee feel welcomed to their new department and to Memorial as a whole. It also provides the new employee with a contact person they can use as a resource for additional information and helps make the transition into their new role a smooth one.

The goal of pairing a new employee with a Memorial Navigator is to have both employees share knowledge and develop additional skills while allowing the new employee the opportunity to become better acquainted with their new place of employment and all it has to offer. Being a Memorial Navigator can be a rewarding experience as it provides the opportunity for more experienced individuals within your unit to share their professional knowledge and expertise with others who are less experienced.

This part of the on-boarding process is optional, however, highly recommended. If you are having difficulty choosing a Memorial Navigator from your unit, please contact Learning and Development at [myhr@mun.ca](mailto:myhr@mun.ca) for assistance.

### Memorial Navigator Checklist

**Please note:** This section is to be given/explained to the Memorial Navigator by the hiring manager.

Your role as a Memorial Navigator is to welcome the new employee and be there as a resource or "go-to" person. It is recommended that you give the new employee a call or send them an email a few days prior to the new employee's first day.

Below is a sample of pre-first day telephone talking points.

- Introduce yourself. Include where you work, how long you have worked there and any information you may be able to share about your experience working at Memorial.
- Explain your role. You are there to help them through their orientation and will be their "go-to" person should they have any questions or concerns.
- Learn the correct pronunciation of the person's name and ask which name they prefer be used.
- Let them know that you will be meeting them for lunch and should they choose to bring their lunch, there are kitchens that are easily accessible as well as many options to purchase their lunch.
- Repeat your name, position and contact details.

This checklist is attached as **Appendix C** in the event you wish you print this document for the Memorial Navigator you have chosen.

It is also a great idea for the Memorial Navigator to email the new employee and introduce themselves, a sample email is attached as **Appendix D**.

**NOTE: This relationship can be created and started before the new employee begins or anytime throughout the employment.**



Once a Memorial Navigator has been selected to assist the new hire by answering questions and sharing knowledge, you, as the hiring manager, can now begin the next phase of the onboarding process. This next phase is outlined in the 'Pre-Boarding Checklist' below.

## Setting the Stage: Pre-Boarding Checklist

Accepting the offer to join Memorial was likely a big decision for your new employee. Once an employee accepts a position, the days or weeks up to that first day are critical in building a positive impression and relationship.

The checklist below will help ensure that the connection you build with your new employee is strong from the start.

Task	Complete
Send welcome email with important information ( <b>Sample letter Appendix A</b> ).	<input type="checkbox"/>
Send email to the unit announcing the new employee ( <b>Sample email Appendix B</b> ).	<input type="checkbox"/>
Stay in regular communication with the new employee via email if there is a long period of time between the job offer and the start date. Send information about university programs and services to the new employee to review on their own time ( <b>i.e. online resources found on page 14 of this guide</b> ).	<input type="checkbox"/>
Meet with your unit's HR advisor to ensure you know what paperwork the new employee needs to complete.	<input type="checkbox"/>
Assign a "person" from within your unit to assist the new employee as a "go to" person. Provide the chosen person with the <b>Memorial Navigator</b> checklist ( <b>Appendix C</b> ) along with a copy of the sample email ( <b>Appendix D</b> ). If you do not have someone in mind within your unit, Learning and Development may be able to assist in pairing the new employee with a current Memorial employee.	<input type="checkbox"/>
Develop a work plan for the first day and first few weeks.	<input type="checkbox"/>
Develop a training plan and schedule as needed.	<input type="checkbox"/>
Assign and prepare workspace and provide basic office supplies, including desk and/ or office, computer, etc. Ensure work space is in "move-in" condition.	<input type="checkbox"/>
Include a sign on the new employee's door or workstation welcoming them to the team and have the team sign a welcome card to make their workstation more inviting.	<input type="checkbox"/>
Arrange for a telephone, reset the password, and obtain accessing instructions and codes.	<input type="checkbox"/>
Arrange your schedule to be able to spend some time with the new employee on their first day.	<input type="checkbox"/>
Have building keys or other access methods ready.	<input type="checkbox"/>
Make sure the new employee is added to appropriate email lists and calendaring.	<input type="checkbox"/>

## Employee's First Day

The first day of a new job is an exciting time for new employees, current employees and the manager as well. It can also be overwhelming for all parties involved. The checklist below will help ensure that the connection you have built in the pre-boarding of your new employee will continue to grow as you on-board them during their first day, weeks and year.

- Set aside time in your calendar to make sure you are available for the first few days and weeks of your new employee's employment. (See **Appendix F - Sample Guiding Questions For Your Initial Meeting**)
- Ask them if they have any questions and be present to answer them or direct them to the appropriate person.
- Get their email set up and show them the basics of how to use Microsoft Outlook, if they are unfamiliar with it.
- Ensure that after the initial meeting all areas of the **New Employee Orientation Checklist (Appendix E)** are completed.
- Give employee any onboarding documents they may need to review and let them have time to review these on their own.
- Please have new employee review the Health and Safety Orientation Handbook, ([www.mun.ca/health\\_safety/Safety\\_Orientation\\_Handbook.pdf](http://www.mun.ca/health_safety/Safety_Orientation_Handbook.pdf)).
- At the end of their first day, schedule a meeting with them to have a check in conversation one week later. During this meeting you can see how things are going and ask if they have any questions regarding the documents you had provided in their initial meeting.

## New Employee Goal Setting

It is a great idea to start the process of setting goals with a new employee as early as possible. This will help them set priorities and open the lines of communication. This stage of the on-boarding process builds upon previous stages where you developed qualifications and competencies for a position.

In addition to thinking about the current competencies of a position, you may also want to consider the objectives of the unit along with the future needs of the position and unit. Thinking about changes in the position or within the unit provides a great opportunity to start preparing staff for future success. Once the document is completed you should review with the employee to ensure that it is accurate and that it meets the SMART format (ie: they are **S**pecific, **M**easurable, **A**greed upon/**A**ttainable, **R**ealistic and **T**ime-based). You should also ensure that it sets out a plan which will meet the competencies of the position. The plan may also outline goals to help an employee meet the needs of future positions as well.

For guiding materials to assist a new employee in setting their personal goals and priorities, please refer to attached **Appendix I**.

When having this discussion with your new employee, it is important to set aside enough time to be able to discuss in detail objectives that you see as relevant and to answer any questions that they may have. It is also important to ensure that the new employee is given time to reflect upon their own skills and to conduct a self-assessment to determine areas where they may feel they need further training or development. It is reasonable that the new employee may need to take a few days to think about their goals. A follow up meeting should be scheduled with them once they have had an opportunity to reflect.

Completing **Appendix I** within the first few weeks of employment is not the end of the process. It is important that you keep the dialogue open between yourself and the new employee to ensure that they are progressing towards achieving the goals as outlined. Professional development planning support is provided by Learning and Development in the Department of Human Resources. For support in this area please contact [myhr@mun.ca](mailto:myhr@mun.ca).

## Hiring Manager's On-Boarding To-Do List

### BEFORE NEW TEAM MEMBER STARTS

- Ensure work space, including computer, phone, parking permit, etc. has been set up
- E-mail address is set up through Information Technology Services (ITS)
- System/software is set up (i.e. Banner applications, unit network, etc.)
- Arrange for office and desk keys as well as any other necessary access codes
- Assign a Memorial Navigator to assist the new employee as a “go-to” person (see **Appendix C & D** for supporting documentation)
- Send a welcome email to the new employee (see **Appendix A**)
- Send an email to the unit announcing the new employee (see **Appendix B**)
- Arrange your schedule to be able to spend some time with the new employee on their first day
- Develop a training plan and schedule as needed
- Develop a work plan for the first day and first few weeks

### WEEK ONE

- Meet and greet on day one
- Show work space/desk
- Introduce new employee to colleagues
- Review hours of work, schedule, pay schedule, unit policies and culture
- Discuss procedures for scheduling time off and unexpected absences
- Review proper attire for workplace (i.e. uniforms, safety equipment, etc.)
- Provide employee with keys, security access, parking permit, etc.
- Tour of the unit and/or building (this should include the location of washrooms, lunch room, water fountain, emergency exit, first aid kit, etc.)
- Computer orientation, including log-in, passwords, email and networks (this should include information about accessing the my.mun.ca portal and the types of information contained there)
- Ensure employee completes all on-boarding paperwork/requirements and encourage them to complete the Employment Equity survey located in the my.mun.ca portal under the Employees tab (once this tab is selected, the Current Leave, Pay, Equity and Employee Self Service Data button will need to be selected, then Employee Services and Employment Equity Survey. Once finished, the Survey Complete button will need to be clicked)
- Ensure Memorial Navigator has made arrangements for coffee/lunch
- Meet with the new employee at the end of the day to answer any questions
- Provide a list of acronyms typically used in your unit
- Refer to appendices for additional resources/sample documentation

### DURING THE REMAINDER OF THE 1<sup>ST</sup> MONTH

- Schedule a 15-minute meeting once a week with new employee to check in on “how it’s going”
- Review what has already been covered in previous checklists
- Refer to **Appendix H** for guiding questions

### **DURING THE FIRST 30 TO 60 DAYS**

- Ensure you have arranged for proper training for your new employee. Much of the job specific training will likely be conducted by you or by an employee in your unit one-on-one with them
- It's strongly recommended that you meet regularly with your new employee during the first few months, allowing time for questions, information sessions and training. Sample questions to ask your new employee at these meetings can be located at the end of this manual in **Appendix F, G and H**
- Be sure to begin some goal setting with your new employee – Refer to **Appendix I**

### **DURING THE FIRST SIX MONTHS TO ONE YEAR**

- Regularly meet with a new employee to set goals, review performance and provide feedback. Also, ask for feedback on how things are going and if they are getting the support they need from you and others
- Ask your new employee if there are learning and development opportunities that seem interesting to them. The Department of Human Resources provides learning and development opportunities to employees ([www.mun.ca/hr/learning-development/](http://www.mun.ca/hr/learning-development/))
- Conduct evaluation period/trial period formal review
- Encourage your new employee to get involved with the Memorial community. They could do this by talking to colleagues about campus groups, publications and other professional activities and resources that are available

## On-Boarding Reminders

*You want your new employee to be excited about their new job. Here are some things to keep in mind.*

**Be sure that you:**

- Remember to create or assign a work space for your new employee
- Schedule the new employee to start on a date that their supervisor is in the office and available
- Don't leave the new employee standing in the unit reception area for half an hour while staff try to figure out what to do with them
- Introduce the new employee to co-workers on their first day
- Assign the new employee to a Memorial Navigator. The chosen Memorial Navigator should be a positive and helpful team member who has time available in their schedule during the first few days of employment to help the new employee
- Remember to include the new employee in any social plans that are taking place in the unit and confirm that they have lunch or coffee plans with their Memorial Navigator on their first day
- Assign the new employee work related to their core job description (please note that it is not appropriate to assign "busy work" that is unrelated to their job description because you are having a busy week)
- Are available to provide support and guidance to the new employee (ie: don't leave them alone to find their own way)

*\*Adapted from Susan M. Heathfield's Top Ways to turn off a New Employee*

## Online Resources

### On the Web:

- Memorial University Website  
[www.mun.ca/](http://www.mun.ca/)
- My.mun.ca  
<https://login.mun.ca/cas/login?service=https://my.mun.ca/Login>
- Department of Human Resources  
[www.mun.ca/hr/](http://www.mun.ca/hr/)
- New Employees Link  
[www.mun.ca/hr/services/new\\_employee/](http://www.mun.ca/hr/services/new_employee/)
- Orientation Resources  
[www.mun.ca/hr/learning-development/newemployees/resources.php](http://www.mun.ca/hr/learning-development/newemployees/resources.php)
- Learning and Development  
[www.mun.ca/hr/learning-development/](http://www.mun.ca/hr/learning-development/)
- Memorial University Policies and Procedures  
[www.mun.ca/policy/](http://www.mun.ca/policy/)
- Newsline Registration  
[www.mun.ca/hr/services/new\\_employee/newsline.php](http://www.mun.ca/hr/services/new_employee/newsline.php)
- Memorial University's President's Office  
[www.mun.ca/president/home/](http://www.mun.ca/president/home/)
- Memorial University Vision, Mission and Values  
[www.mun.ca/president/home/vision.php](http://www.mun.ca/president/home/vision.php)
- The Gazette (Memorial's Newspaper)  
[www.mun.ca/gazette/](http://www.mun.ca/gazette/)