

Hiring Manager Toolkit

New Hire Essentials

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What is Onboarding?

Onboarding is the process of:

- Welcoming new employees to the university and their unit,
- Helping them understand job expectations and how their position aligns with the university's mission, and
- Quickly equipping them with the knowledge, skills and key relationships to be successful in their new job.

At Virginia Tech, the onboarding process begins during recruitment and continues through the first year of employment. Successful onboarding requires a partnership between the hiring manager, business unit/senior management area and Virginia Tech Human Resources Team. This guide will focus specifically on the supervisor's role during the first 90 days of employment.

Why is Onboarding Important?

- Helps employees build a strong sense of belonging and engagement from the beginning of their employment.
- Helps new employees fully contribute more quickly.
- Improves overall job satisfaction.
- Builds a more cohesive team and raises team productivity.
- Helps increase new employee retention.
- Reduces high turnover costs.

What is the Supervisor's Role in Onboarding?

Best practices and survey data demonstrate supervisors play a critical role in a new employee's experience and success. Your role as a supervisor is to facilitate the process from start to finish. Included in this document you will find tools and best practices to help you:

- Prepare and plan for the first 90 days of your new employee's experience at Virginia Tech.
- Bring your newly hired employee up to speed with the policies, processes, culture, key relationships, expectations, and day-to-day responsibilities of your department/unit.
- Ensure new employees feel welcomed and engaged; confirm why they joined your department/unit and Virginia Tech.

At-a-glance: Onboarding Your New Employee

When	Objective	Summary of Activities
Pre-hire	Create a strong first impression. Ensure the employee has all the tools to perform their job and all administrative requirements are completed.	<ul style="list-style-type: none"> • Set up workspace. • Communicate about new hire. • Plan welcome events. • Develop onboarding plan. • Schedule training.
First day	Welcome the employee and complete administrative tasks.	<ul style="list-style-type: none"> • Introduce to colleagues. • Meet to review expectations and onboarding plan. • Provide tour of workspace/unit. • Share mission and organization of university and unit. • Plan for new hire lunch.
First few weeks	Assist employee with learning about their job, their unit and the university.	<ul style="list-style-type: none"> • Share policies, practices, and procedures. • Share unwritten policies and practices of the unit. • Expand network/resources. • Provide training.
First ninety days	Establish regular communication channels and communicate expectations and requirements. Help the employee feel part of the larger business unit and university.	<ul style="list-style-type: none"> • Schedule regular one-on-one meetings. • Provide feedback on performance and progress. • Continue introductions of partners and stakeholders.

Top Ten Tips for Successful Onboarding

You have spent a lot of time and money to recruit your top candidate but you are not done yet. After a candidate accepts a job offer, the onboarding process begins. Onboarding continues well into a new employee's first few months on the job. Studies have shown that new employees are not fully committed to the new job for the first six months, which is where a great onboarding plan comes into play. By making a new employee feel welcome, helping them understand their role in the big picture, and helping them get up to speed quickly, you confirm that their decision to join Virginia Tech was the right one.

So while your new hire is still evaluating if they made the right decision, follow these top ten tips that confirm that Virginia Tech is a great place to work:

1. **Be there:** Schedule your new employee to start work on a day/week you know you will be available (i.e., not on vacation, traveling on business, week of back-to-back meetings).
2. **Arrival:** Make sure there is someone there to meet the new employee as they arrive on their first day.
3. **Work area:** Have an assigned work area ready for them and a place for them to put their personal belongings.
4. **Ready for work:** Make sure you have all supplies/tools/equipment (i.e., computer, phone, etc.) ready and working.
5. **Lunch:** Make plans so the employee will not have to eat lunch alone for their first day(s).
6. **Notice message:** Send a notice out before the new employee arrives to inform co-workers and other key people that they have been hired and what their job responsibilities will be. See the Page 9 for more information.
7. **Introductions:** Show the new employee their office/space and introduce them to co-workers.
8. **Time for training:** If you plan to have a co-worker train the new employee, ensure the person has the focused time to spend in order to properly train the new employee.
9. **Assign a guide:** Assign the new employee to someone in your department who is a positive, engaged person to help with their onboarding.
10. **Meaningful work:** Provide the new employee with real and meaningful work from their first day on. Being able to have even a small accomplishment in the first week of work is very motivating for a new hire.

New Employee Success Plan

Documenting and sharing pre-established goals and success points for the first ninety days will create a foundation for success for your new hire. This plan can be used in conjunction with the employee's performance plan (which should be completed within their first thirty days of work), but it is not required. Helping the employee to experience a certain level of success in their first ninety days will encourage the employee to see themselves in a more positive light in their new role.

Name:		Today's Date:	
Position title:		Start Date :	
Top four position-specific knowledge/skills:			
1.			
2.			
3.			
4.			
Note: Use additional pages if there are more than four position-specific knowledge/skills to focus on in the first ninety days.			
First thirty days			
Success looks like (What will the new employee have learned or done?)			
Others or I will help our new employee achieve success by...			
First sixty days			
Success looks like (What will the new employee have learned or done?)			

Others or I will help our new employee achieve success by...
First ninety days
Success looks like (What will the new employee have learned or done?)
Others or I will help our new employee achieve success by...
Additional goals and training
Other goals for the new employee include...
Other team members or I will help our new employee achieve success with these goals by...
Specific training needs or action plans to achieve the goals are...



Pre-hire Checklist

The checklist below will guide you through key tasks to complete prior to your new hire's first day. You may also want to review the list in partnership with your HR representative and other department administrative contacts.

Administrative

- Create a transition plan for the new employee and those currently handling the tasks of the position. Define a timeline for how each task will transition to the new employee, who will be responsible for training, and who will communicate the plan to departments and colleagues across campus. A clear plan will set the expectations for the employee and assist them in being successful.
- Add new employee to Outlook or Google calendars for the work group or business unit.
- Update internal communications, distribution lists, email lists, organizational charts, and other communications channels with the employee's contact info.

Technology

- Get employee's desk phone set up. Order a cell phone, if applicable to the position.
- Order employee's computer and other equipment.
- Request system accesses that the employee will need to perform their job.

Workspace

- Order keys and security codes, if applicable to the position.
- Order nameplate, nametag, and/or business cards, if applicable to the position.
- Prepare the employee's workspace: set up, make sure it is clean and organized.

Supplies

- Request procurement card, travel card, etc., if applicable to the position.
- Order uniforms, if applicable to the position.
- If the employee has requested workplace accommodations, arrange for them in advance, if possible.

Work Assignments

- Plan initial assignments. Be sure the employee has the tools and information needed to complete their first assignment successfully. This will set the tone for productive supervisor-employee interactions to come.

Welcome Plan

- Plan a get-together, such as a coffee break or meet and greet, to welcome the new employee as appropriate to your work group.
- Plan the new employee's first lunch, including who will participate.

- Plan your schedule so you can spend time with your new hire on their first day. We recommend spending time with them at the beginning and the end of the day.

Communications

- Call the employee a day or two before their start date to answer immediate questions and invite them to call with new questions.
- Send out an announcement to welcome your new hire into the organization. Following are some recommended details to include in your announcement:
 - Name
 - First day on the job
 - Job title
 - Where they worked prior to joining your team. (If a new hire, include prior employment information. If an internal transfer or promotion, provide information on their university career).
 - Reporting structure information
 - Provide new hire's work email and phone number, if available

Other

- _____
- _____



First Day Checklist

The following checklist contains key tasks to help with your employee's first day acclimation. You may want to ask others on your team to help with some of these responsibilities.

Introductions

- Greet the employee, show them their workspace/office, and where to put personal belongings.
- Introduce them to others in the department/work area.
- If planned, have lunch with scheduled participants. If not, make sure the new employee knows where they can go for lunch and what others generally do for lunch.

Workplace Orientation

- Confirm workspace is ready. Ensure they have all the equipment and tools needed to do their job.
- Give a tour of the office and building, point out key locations (copier, mailroom, fax machine, office supplies, restrooms, break areas, emergency exits, fire extinguishers, vending machines, etc.).
- Provide them with facility information such as keys and security codes.
- Schedule time with desktop support to provide the new employee with an orientation to their computer systems, including log-on, email, security, wifi, mapping to printers, and calendaring.
- Review the phone system and usage, fax, scanning, and copying procedures.
- Review office procedures and guidelines (time away from work reporting requirements, personal phone calls, lunch breaks, office coverage, etc.).
- If there is a dress code, review it with the employee. If the position requires a uniform, make sure they have the right sizes, etc.

Administrative Onboarding

- Ensure the new employee is scheduled for Human Resources New Employee Orientation and that they have the date on their calendar. Orientation is at the North End Center on the Blacksburg campus at 300 Turner St. NW. **Note:** If the new employee has already attended the HR orientation in a previous Virginia Tech role and did not have a break in service, they do not need to attend again.
- Complete the I-9 verification process with the employee.
- Ensure the employee has completed their direct deposit information, tax forms, and other new hire forms.
- Complete additional forms specific to the department or position, (i.e. confidentiality agreements.)
- Schedule any required training or show the new employee how to register for required training.

Other

- _____
- _____



First Few Weeks Checklist

By now, your new employee should be settling into their role and building relationships with their team. The following checklist will help you take their onboarding to the next level by establishing priorities and goals for their role and helping the employee identify professional and career development opportunities that may be interested in.

Workplace information:

Functions

- Provide information and instructions on office supplies and equipment.
- Provide safety and emergency information and share how to report hazards where applicable.
- If needed for the position, provide budget, finance, and purchasing procedures including policies and rules for use and information on training.
- Add regular team meetings, partner meetings and other events to the employee's calendar and provide information on meeting purpose, attendees, what to expect, and the employee's role. Debrief with employee following these experiences to answer questions and provide additional information.

Culture

- Share unwritten rules, nuances, and traditions with employee such casual days, spirit days, etc.
- Discuss your management style and the organization's culture and strategic initiatives, including the Principles of Community and Beyond Boundaries vision and plan.
- Consider developing a glossary of terms and acronyms as a reference guide.

Role

- Set your new employee up for success by assigning something they can accomplish relatively quickly and easily to help build an initial sense of contribution and success.
- Set priorities for the new employee and discuss what is important to achieving overall objectives. This will help the new employee prioritize tasks since they are new to the organization.
- Introduce the employee to partners external to the college/unit with whom they will interact regularly.

Policies

- Explain confidentiality in the workplace, what can and cannot be shared, and how confidential documents are stored.
- Provide information and time for the new employee to review the following important university policies and notices:

Virginia Tech policies, notices, and handbooks:

- [Policy 1005: Health and Safety Policy](#)
- [Policy 1025: Anti-Discrimination and Prevention Policy](#)
- [Policy 4305: Policy on Compensation During Authorized Closings](#)
- [Policy 4815: Minors on Campus or Participating in University-Related Programs](#)
- [Policy 5616: Campus and Workplace Violence Prevention Policy](#)
- [Policy 7000: Acceptable Use and Administration of Computer and Communication Systems](#)
- [Alcohol and Drug Policies and Summary](#)
- [Workers Compensation Information](#)
- [Faculty Handbook](#) (*Faculty only*)
- [Annual notice on rights and responsibilities of the Virginia Tech community](#)

Commonwealth of Virginia Department of Human Resource Management policies:

- [Department of Human Resource Management Policy 1.60: Standards of Conduct](#)
- [Department of Human Resource Management Policy 1.75: Use of Electronic Communications and Social Media](#)

Career Information:

Career Development

- Work with your new employee to determine mutual performance standards by reviewing position responsibilities, setting performance expectations, and success measures expectations.
- Identify training resources and opportunities for the employee and set a realistic plan of action.
- Introduce the employee to resources such as the professional development workshops and educational benefits.

Connect With Big Picture

- Review your organizational chart and explain how the individual's work connects to Virginia Tech's mission of education, research and outreach. The broader pictures will help link their efforts to larger goals and avoid looking at a single set of tasks.

Other:

- _____
- _____



Ninety-Day Checklist

At this stage of onboarding, your new employee should be working from an agreed upon list of priorities and goals that you have discussed. Now, as the supervisor, you must continue to regularly check in to make sure the new employee is fully engaged in their role, is continuing to build relationships with the team, and understanding how their role fits in with the bigger picture at Virginia Tech.

- Provide regular feedback to new employee during the first ninety days and beyond.
- Provide formal feedback for employee at the end of their ninety-day probationary period.
- Direct the employee to training opportunities.
- If applicable to the position and department's needs, provide guidance on identifying appropriate flexible work options to assist the employee's effectiveness and efficiency. Refer the employee to [this webpage](#) for more information.
- Check to ensure the employee is fully engaged and sees themselves as a valued contributors. See questions below for prompts to help facilitate this conversation.

Questions to Ask During New Hire Check-in Meetings

- How is your job going?
- Is it what you expected when hired?
- Any surprises? If yes, what...
- Has the training been helpful?
- What training would you add?
- Do you have all the work tools/resources you need?
- Do you know where you stand in terms of your progress since you started work?
- How are your relationships with your co-workers?
- Is there room for improvement in the department?
- Are you making connections in the local community (for new hires who have relocated)?
- Are you aware of the resources available to support your family members' adjustment (for new hires who have relocated with families – refer to Virginia Tech Work/Life)?
- Do you feel you have been able to manage your work/life needs since starting this job?
- Was your Onboarding appointment helpful? Is everything OK with your benefits and pay?
- Any questions/anything unclear?



*North End Center, Suite 2300
300 Turner Street NW
Blacksburg, VA 24061
540-231-9331
hr.vt.edu*