

(Pilot Version)

THRIVE @ CC

Hiring Managers

Onboarding Toolkit

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What is Onboarding? – Definition

Onboarding is a series of activities to help new staff achieve performance excellence in their role sooner. Onboarding starts during recruitment and ends with full integration into the Colorado College's campus community and includes:

- Creating a positive new hire experience
- Preparing the workspace, setting user accounts, completing paperwork, etc.
- Defining job responsibilities, priorities and performance goals
- Describing policies, processes and procedures
- Explaining the culture of the college and "how things work around here"
- Explaining the division/department and how it contributes to the college mission
- Giving timely and specific performance feedback

Benefits of Effective Onboarding

Best practice higher education institutions show that well-planned and organized onboarding programs provide your department with the following:

- Increased productivity and retention
- Increased engagement and higher levels of job satisfaction
- Reduced anxiety and stress for the new employees
- Less costs devoted to re-recruiting and re-training
- Positive relationship between staff member and supervisor
- Decreased time for new employees to achieve performance excellence

In addition, an effective onboarding program will assist new CC employees to:

- Be successful in their jobs and make immediate contributions in their role and responsibilities.
- Contribute to the success of the department by understanding the impact of their role.
- Integrate into the culture of Colorado College(both formal and informal)
- Feel genuinely welcomed and believe that their entry into the college was handled professionally, with care, and they "made the right decision".

Colorado College's Onboarding Program

THRIVE @ CC is the comprehensive onboarding program for new staff at Colorado College.

Purpose: To provide new Colorado College staff with the critical information, connections and experiences to achieve success in their careers with us.

Goal: To engage and retain a highly committed staff that successfully contributes in achieving the college's vision, mission and strategic initiatives.

Goal Measurements: 90 day evaluations, first year performance reviews, retention rates, feedback from new staff and hiring managers.

Key Events and Components of THRIVE @ CC

- **CCNEW:** Conducted by HR within the first 30 days of employment. Provides critical information that new staff need to know upon hire concerning key policies and benefits.
- **CC CONNECT:** Conducted by HR to connect new staff with CC leadership, key contacts and the college's vision, mission and strategic initiatives.
- **Ambassador Program:** connects a new employee with an existing employee from another department so the new employee has a "go to" contact for questions, clarifications and someone to assist them in connecting to the campus community.
- **Hiring Manager's Onboarding Toolkit** – Provides checklists, templates and other information to assist the hiring manager in onboarding a new employee from offer acceptance to the end of their first year of employment.

HIRING MANAGER’S ONBOARDING CHECKLIST

This checklist is designed to assist you with the onboarding process. It is organized chronologically and provides the necessary information to successfully onboard a new employee and put them on the path to performance excellence. You may wish to add additional activities and delegate some tasks to your team members.

| <i>Before the Start Date (Pre-boarding)</i> | |
|--|---|
| Schedule and Job Duties | |
| <input type="checkbox"/> | Finalize Day One Agenda (reference template in appendix) |
| <input type="checkbox"/> | Contact employee a couple days before start date to: -Confirm start date, time, location, parking, dress code, etc. -Review status of new hire paperwork -Remind employee of identification requirements for I-9 form -Provide Day One agenda to employee |
| <input type="checkbox"/> | Schedule meetings with team members and key employees outside department with new employee |
| <input type="checkbox"/> | Notify the following of new hire if applicable, campus community, division, department,(reference email template in appendix |
| <input type="checkbox"/> | |
| Socialization | |
| <input type="checkbox"/> | Partner with HR to assign CC ambassador to new employee |
| <input type="checkbox"/> | Determine “Department Buddy” for new employee to ask department specific questions |
| <input type="checkbox"/> | Arrange for campus tour (First Week), conducted by Department Buddy |
| <input type="checkbox"/> | Put upcoming campus events of employee’s calendar (In the Loop, First Monday’s, etc.) |
| <input type="checkbox"/> | |
| <input type="checkbox"/> | |
| Work Space/ Tools | |
| <input type="checkbox"/> | Clean work area and desk |
| <input type="checkbox"/> | Stock desk with office supplies |
| <input type="checkbox"/> | Suggestion - Have team members sign a welcome sign or card and have on new employee’s desk |
| <input type="checkbox"/> | Suggestion -Pick-up welcome gift, CC branded item and have on new employee’s desk |
| <input type="checkbox"/> | Order name badge http://www2.coloradocollege.edu/communications/services/NameBadges_sa.asp |
| <input type="checkbox"/> | If Applicable -Order business cards http://www2.coloradocollege.edu/communications/services/BusinessCards_sa.asp |
| <input type="checkbox"/> | Order keys, if applicable (Must pick-up from Facilities Services, 389-6568 |
| <input type="checkbox"/> | Get P-card application from Purchasing Coordinator, 389-6695, if applicable |
| <input type="checkbox"/> | Pick-up Phone Book, Central Service, 389-6950 |
| <input type="checkbox"/> | Contact Motor Pool (Approval to drive CC vehicles, Facilities Services, 389-6175) |
| <input type="checkbox"/> | |
| Technology Access & Related | |

| | |
|--|--|
| <input type="checkbox"/> | Order and set-up computer, printer(Help Desk, 389-6449) |
| <input type="checkbox"/> | Ensure department drive access and other required systems, programs |
| <input type="checkbox"/> | Network account, Email address, Employee ID number, and Self Service Banner PIN. Supervisor will receive an email from the Help Desk with all of this information, usually on the day following the employee's start date. Contact HR if accounts need immediate set-up. |
| <input type="checkbox"/> | Order phone, phone line and long distance pin (Help Desk, 389-6449). |
| <input type="checkbox"/> | Cell Phone allowance (Payroll, 389-6420. Form available at http://www2.coloradocollege.edu/business/controllersofficeforms.asp) |
| | |
| Performance Excellence | |
| <input type="checkbox"/> | Schedule require training and place on new employee's calendar |
| <input type="checkbox"/> | Determine performance objectives/goals for first 90 days of employment |
| | |
| | |
| Additional – Hiring Manager To Add Job/ Department Specific Tasks | |
| <input type="checkbox"/> | |

| Employee's First Day | |
|--|---|
| Welcome | |
| <input type="checkbox"/> | Welcome them upon arrival; understand that they may be nervous and try not to overwhelm them with too many activities etc. |
| <input type="checkbox"/> | Introduce them to their team members and department buddy |
| <input type="checkbox"/> | Conduct department tour; break/lunch area, restrooms, copies/fax machine, emergency exit, etc. |
| <input type="checkbox"/> | Review Day One agenda |
| <input type="checkbox"/> | |
| <input type="checkbox"/> | |
| Introduce Work Area | |
| <input type="checkbox"/> | Review access to building and work space |
| <input type="checkbox"/> | Show location of office supplies and how to order |
| <input type="checkbox"/> | Conduct computer overview, provide computer id, email, shared drives, etc. |
| <input type="checkbox"/> | Based on position and department discuss other applications and websites that are needed |
| <input type="checkbox"/> | Conduct phone and voice mail overview |
| <input type="checkbox"/> | Provide time in second half of day for employee to "settle" into workspace, set-up computer, etc. |
| <input type="checkbox"/> | |
| <input type="checkbox"/> | |
| Socialization | |
| <input type="checkbox"/> | Take new employee to lunch, include other team members if possible |
| <input type="checkbox"/> | |
| <input type="checkbox"/> | |
| <input type="checkbox"/> | |
| Review CC and Department Policies | |
| <input type="checkbox"/> | Bring them to HR to finalize the new hire paperwork |
| <input type="checkbox"/> | Recording time worked and sick/vacation time, pay dates, dress codes, emergency procedures, |
| <input type="checkbox"/> | Have employee contact (Campus Safety 389-6888) for parking permit |
| <input type="checkbox"/> | |
| <input type="checkbox"/> | |
| Performance Excellence | |
| <input type="checkbox"/> | Review "THRIVE at CC" onboarding plan and employee's responsibilities |
| <input type="checkbox"/> | Ensure "THRIVE at CC" events are on employee calendar, information is in employee's offer letter -CCNEW – Held the first working day of each month -CCConnect – Held once a quarter |
| <input type="checkbox"/> | Review job description |
| <input type="checkbox"/> | Provide employee with copy of 90 day review |
| <input type="checkbox"/> | Review upcoming training sessions and their objectives |
| <input type="checkbox"/> | |
| Additional – Hiring Manager To Add Job/ Department Specific Tasks | |
| <input type="checkbox"/> | |

| <i>Employee's First Week</i> | |
|--|--|
| <input type="checkbox"/> | Meet daily to answer questions and ask "How is it going?" |
| <input type="checkbox"/> | Ensure new employee is invited and introduced at department meetings |
| <input type="checkbox"/> | Department Buddy conducts campus tour- highlighting key buildings and introduces new employee to employees that they will be working with |
| <input type="checkbox"/> | Get Gold Card during tour Gold Card (CC ID) (Worner Center - http://www2.coloradocollege.edu/resources/goldcard/) |
| <input type="checkbox"/> | CC ID Number (Appears on Gold Card, if needed prior to receiving Gold Card contact HR, 389-6421.) |
| <input type="checkbox"/> | Pick-up parking permit, keys also during the tour, if applicable |
| <input type="checkbox"/> | Share department's culture nuances and traditions with employee |
| <input type="checkbox"/> | Review the department's mission, vision, current goals and priorities and how the employee's job supports them |
| <input type="checkbox"/> | New Employee meets with CC Ambassador – HR schedules meeting |
| <input type="checkbox"/> | Explain your own responsibilities and current priorities |
| <input type="checkbox"/> | At end of first week, conduct check-in interview (reference appendix for template) |
| <input type="checkbox"/> | Performance Excellence |
| <input type="checkbox"/> | Review in detail, job responsibilities, competencies, expectations and explain how their role fits in the work group and department |
| <input type="checkbox"/> | Review progress of training activities |
| <input type="checkbox"/> | Begin providing informal feedback |
| <input type="checkbox"/> | |
| <input type="checkbox"/> | |
| <input type="checkbox"/> | |
| Additional – Hiring Manager To Add Job/ Department Specific Tasks | |
| <input type="checkbox"/> | |
| <input type="checkbox"/> | |
| <input type="checkbox"/> | |

| <i>Employee's First 30 Days</i> | |
|--|--|
| <input type="checkbox"/> | Meet weekly with employee to touch base, review and clarify performance objectives, expectations, project updates and answer questions |
| <input type="checkbox"/> | Review progress of training activities |
| <input type="checkbox"/> | Provide information about CC events and activities related to employee's interests |
| <input type="checkbox"/> | Check on how the Ambassador /New Employee relationship is going |
| <input type="checkbox"/> | Continue to provide regular informal feedback |
| <input type="checkbox"/> | Review issues or challenges and identify how to resolve |
| <input type="checkbox"/> | Discuss EXCEL@CC and identify professional development opportunities |
| <input type="checkbox"/> | |
| Additional – Hiring Manager To Add Job/ Department Specific Tasks | |
| <input type="checkbox"/> | |
| <input type="checkbox"/> | |

| <i>Employee's First 30 – 90 Days</i> | |
|--|---|
| <input type="checkbox"/> | Continue to meet with employee to touch base, review and clarify performance objectives, expectations, project updates and answer questions |
| <input type="checkbox"/> | Review progress of training activities |
| <input type="checkbox"/> | Review the “THRIVE at CC” onboarding process with the employee..is it working well? |
| <input type="checkbox"/> | Continue to provide informal feedback |
| <input type="checkbox"/> | Conduct 90 day review |
| <input type="checkbox"/> | |
| Additional – Hiring Manager To Add Job/ Department Specific Tasks | |
| <input type="checkbox"/> | |

| <i>Ongoing onboarding – Employee's First 90 Days to 1 Year</i> | |
|--|---|
| <input type="checkbox"/> | Continue to meet with employee to touch base, review and clarify performance objectives, expectations, project updates and answer questions |
| <input type="checkbox"/> | Introduce annual performance review document and process |
| <input type="checkbox"/> | Continue to provide informal feedback |
| <input type="checkbox"/> | Discuss and offer professional development opportunities |
| <input type="checkbox"/> | |
| Additional – Hiring Manager To Add Job/ Department Specific Tasks | |
| <input type="checkbox"/> | |

APPENDIX

DAY ONE AGENDA (EXAMPLE)

| Time | Topic/Activity | Responsibility of |
|-------------|--|--------------------------|
| 8:30am | Arrive/Introductions | New Employee |
| 9:30am | Introductions/Department Tour | Hiring Manager |
| 10am | Complete New Hire Paperwork | HR/New Employee |
| 10:30am | Review Work Space | Department Buddy |
| Noon | Lunch with Team | Team Members |
| 1-3pm | Settle Into Work Space | New Employee |
| 3-4pm | Discuss Policies and Performance Excellence | Hiring Manager |

NEW STAFF EMAIL ANNOUNCEMENT TEMPLATE

The following template is designed to help you introduce new staff to the team.

Please note that this is only a suggested format. As you make changes to personalize the email, please keep the following in mind:

- *BE UPBEAT*: Focus on how excited you are to welcome this new team member.
- *BE BRIEF*: It is important to provide background information on your new team member and that person's responsibilities, but be careful to not go too in-depth and potentially set false expectations for the team regarding the new employee's role.
- *BE HELPFUL*: Encourage the new employee's team members to reach out to help the new employee transition into their new role.

Dear (team),

It is with great excitement that I announce (new employee)'s future role with our team. (new employee) will be responsible for (provide description of the role).

(new employee) comes to CC from (former company name) where they (provide a two to three sentence description of the new employees relevant work history).

(new employee)'s first day is (date). We are excited and very fortunate to have (him/her) join our team. Please join me in welcoming (new employee). I encourage you to connect with (new employee) to welcome (him/her) to the team and to share your formal and informal knowledge regarding CC and our department. (Encourage the team to play a role in integrating the new employee to the organization.

NEW EMPLOYEE CHECK-IN INTERVIEW

Purpose: This tool provides hiring managers with questions to initiate a productive and meaningful discussion with new employees. These discussions will assist in the development of a positive working relationship and it is recommended that this takes place within the first week.

1. Who have met this week (colleagues, department contacts etc.)?
2. If you had questions, who was available to answer to your questions?
3. What has our team done to make you feel comfortable?
4. What was the best part of your first week? What did you find most interesting?
5. What was the most challenging part of your week? How could we have made that challenge easier to manage?
6. Is there anything that you think we should change to help new employees during their first week?
7. Is there anything that we haven't explained fully?