**Prepare For Your New Employee’s Success**

Beginning a job in a new environment can be both exciting and stressful but with thoughtful onboarding the experience can be positive and one that builds trust. The process of welcoming and assimilating your new employee, to their role and the culture, begins before their arrival and continues throughout the first year, and hopefully for years to come. According to Intrepid Learning “17 percent of companies end onboarding after the first day” yet this is just the beginning of what we hope to be a mutually promising and productive experience.

As the supervisor, you have great influence on your new-hire’s success or failure! This guide is offered as a resource to help you facilitate an onboarding experience that sets the stage for the most positive initial experience possible. This, along with your ongoing support and provision of the requisite tools and training necessary to get the job done, will ensure the employees long term success.

The first day, week and month is a time to welcome the employee by connecting them with those they will work most closely with and providing basic information, answering a range of questions, as well as reviewing policies/procedures specific to your department. Remember, your new colleague will be absorbing an incredible amount of information during this time, so be sure to cover the basics within the first week and check-in regularly.

This checklist serves as a base line of information that should be discussed to aid in a successful transition and is not meant to limit the supervisor in the orientation of the new employee. Most likely, you already cover much of this material in some way, shape or form. You’ll find that some items may not be applicable to certain positions or to your department in general and, alternatively, there may be things specific to your department that should be added.

To compliment the departmental orientation, Human Resources will invite your new staff member to attend a New Employee Orientation within the first month of employment and a New Employee Meet and Greet that is offered quarterly. The New Employee Orientation provides information about campus communication, important policies, safety, security, and some of the perks associated with being a benefits eligible employee. Both sessions are designed to help new members of the Bowdoin community develop an appreciation for the College as a whole, meet others from across the College, and to start building a network of contacts and resources.

Thank you for your interest in helping your new employee excel at Bowdoin. Their success is our success! Please let me know if you have any questions or have feedback to share about this process.

Brian Robinson

Associate Director for Talent Strategy



**New Employee: **   **Title: **

**Department: Date of Hire: **

**Hiring Manager/Supervisor:**  ****

***This is a guide for benefits eligible new hires. Some items on the checklist will not be applicable for all positions.***

***Please add department specific steps as needed.***

**ONBOARDING STARTS BEFORE THE NEW EMPLOYEE ARRIVES**

**Reach out to new employee, prior to their first day. Help them feel welcomed upon their arrival!**  
 Does HR have the employee’s phone # and building location/office # as applicable? This information  
 feeds into the directory via Workday. If included at the time of completing the online hiring proposal   
 then HR has what is needed otherwise please call the HR Employment & Staffing Coordinator at x: 3468

to provide these details.

Send a welcome letter/memo or make a phone call to your new hire confirming their start date/time/place and that you’re looking forward to their arrival!

Offer directions and [employee parking](https://www.bowdoin.edu/security/parking-bikes-transportation/index.html) info

Let them know who they should report to their first day. If for some reason their supervisor isn’t  
 available let them know who will greet them.

Will they be invited to lunch with colleagues their first day or should they plan to bring lunch?

Suggested attire and what, if anything, to bring with them on their first day.

Ask them what immediate questions they might have.

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**In addition…**

Announce to the department and other employees across campus, as appropriate, the: new   
 employee’s name; arrival date; and overview of responsibilities. Encourage support in welcoming  
 the new hire.

Does the new employee go by a name other than their legal name? What pronoun do they use?

Discuss the new hire’s role with department staff, answer any questions that arise and provide clarity  
 as needed. Imbed into this discussion why it’s valuable to include people with different perspectives  
 and skills.

Get others involved! Select a mentoring/welcoming colleague to answer questions, to take your new  
 employee to lunch, and provide a tour of the College

Prepare a comfortable work space: clean the office/workstation/desk. Order supplies and stock desk.

Assemble potential resources (dept. staff list, key campus contacts for position, etc.)

What systems access is required (ie: Polaris, Blackboard, etc…)? Does their computer need to be re-   
 imaged? (IT Service desk: x: 3030; [help3030@bowdoin.edu](mailto:help3030@bowdoin.edu))

Determine telephone extension/PIN access (Telecommunications Office x: 3966)

Arrange for any necessary training over the upcoming weeks with co-workers, others on campus,   
 formal in-class or online training, etc…

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**NEW EMPLOYEE’S FIRST DAY**

**Review the basics and share this with your new employee. What would you want to know on your first day?**

Greet your new employee at the door!

Introduce them to colleagues and staff members

Arrange a tour of building and the work area pointing out conference rooms & restrooms (the latter  
 should be done generally without assuming gender)

Review the plan for the day/week

Plan to take them to lunch, if not the 1st day then another day in their 1st week

Schedule appointment with HR if Workday onboarding (e.g. I-9, W-4, direct deposit, etc…) has not  
 been completed prior to their first day of employment

Obtain ID card and check that access to required areas is set (One Card Office x: 4241)

Obtain Bowdoin Username and Password and set up e-mail account (IT Help Desk x: 3030)

Issue required keys

Share information on how to make internal and outgoing phone calls

Common/break areas (where it’s OK to smoke if a smoker or make personal phone calls if do not have an office)

Campus mail

Dress requirements reviewed (e.g. Safety & Security, Dining, and Facilities)

Attendance/punctuality (e.g. review regular hours; expectations and who to call if have a last minute absence)

[Safety & Security](https://www.bowdoin.edu/security/) office, x3458: parking pass / personal & building safety / parking & shuttle info / registering bicycles on Campus

Meal/break schedule and food/beverages at work area (as applicable)

Where to eat on Campus. Get the Bowdoin Dining APP for free on iTunes! Options:

* Moulton Union dining hall (MU) and MU Express lunch or dinner option
* Thorne Dining Hall
* Jack Magee's Pub and Fast Track option (a weekday express lunch operation); also check out Magee’s re-usable container which, when used, gets you 25 cents off your order
* The Café and the Bowdoin Express
* Dining [web site](https://www.bowdoin.edu/dining/index.html)

Discuss noise levels/radios/music in the workplace, especially if working in a cubicle or open area (it is  
 sometimes appropriate for staff to use headphones, but depends on the nature of their work)

Printer/copier/FAX/shredder

Supply room and in general how to order supplies

Fire extinguishers/emergency exits/green stripe phone/first aid supplies

Point employee to online resources, a few listed here:

* [New Employee Resources](https://www.bowdoin.edu/hr/joining-bowdoin/index.html)
* [Employee Handbook](https://www.bowdoin.edu/hr/employee-handbook/index.html)
* **If supervising others** - [Manager Resources](https://www.bowdoin.edu/hr/manager-resources/index.html)
* [Employee Assistance Plan](https://www.anthem.com/video_player/player.html?bctid=4572848714001) (EAP)

Order business cards, if applicable.

Review employee’s work schedule and expectations

Arrange a meaningful assignment for the remainder of the day

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**NEW EMPLOYEE’S FIRST WEEK**

Make important introductions with those whom your new hire will regularly interact with in the course of doing their job. Purposeful introductions and sharing of information will help your new team member be successful and is the start of building relationships. Schedule time for this through a staff meeting, over lunch, or 1:1 meetings as appropriate.

Provide an organizational overview: share org charts for the department / division / College.

Discuss the department mission, goals, significant projects that are in process or upcoming.

Review with the new employee their role and how this integrates with others in the department.

Discuss job assignments/expectations and set initial goals and objectives in context of the six month

adaptation period and the review that will occur by the sixth month of employment.

Review important department policies, guidelines, ‘how to’ (e.g. confidentiality, who to call if need to be out sick, how to schedule a conference room, cell phone use at work, etc…).

**All new employees are required to take the online** [**Workplace Harassment Prevention training**](https://www.bowdoin.edu/hr/manager-resources/important-policies-for-manager.html), in accordance with Maine State law. This is available in [Blackboard](https://blackboard.bowdoin.edu) once access is set up which typically occurs within the first two weeks of employment. If not able to sign-in after this time frame contact Jennifer Snow, Educational Research Consultant, x: 3707 or if the College login password needs to be re-set contact the IT Help Desk, x: 3030

Employees are responsible for familiarizing themselves with the employee handbook found [online](https://www.bowdoin.edu/hr/employee-handbook/index.html), and the following policies, per Workday onboarding:

* [Freedom from Discrimination, Harassment](https://www.bowdoin.edu/hr/employee-handbook/general-policies.html)**;** [Sexual Misconduct & Gender Based Violence](http://www.bowdoin.edu/studentaffairs/student-handbook/college-policies/student-sexual-misconduct-policy-and-procedures.shtml)
* [Code of Conduct](https://www.bowdoin.edu/hr/employee-handbook/general-policies.html)**;** [Professionalism](http://www.bowdoin.edu/hr/handbook/employment/professionalism.shtml); [Attendance](http://www.bowdoin.edu/hr/handbook/employment/attendance.shtml); [Ergonomics and Workplace Safety](http://www.bowdoin.edu/hr/workplace-safety/index.shtml)
* [Computer Use & Network policy](https://www.bowdoin.edu/it/safe-computing/policies/computer-network-usage-policy.html)
* [Financial Policies](https://www.bowdoin.edu/finance/policies/index.html)

Request access to IT Security Awareness training video (~20 minutes) by e-mailing: [itsecurity@Bowdoin.edu](mailto:itsecurity@Bowdoin.edu)

New employees attend the HR sponsored New Employee Orientation session (½ day) within a month of their date of hire, scheduled by HR.

Optional: review of benefits & opportunity to ask questions if needed, contact Mary Cote, Asst. Dir. of Benefits and Absence Management, x: 3033

If safety/OSHA training is required for this position contact Lisa Coombs, Assoc. Dir. Environmental Health and Safety, x: 3763

Follow up as needed with IT re: computer needs, email address, phone, training, etc. Is their work  
 area comfortable and do they have what they need?

Explain how to use Workday to record hours worked (if hourly) and time off; or if a **supervisor** how to   
 approve time, and review the related College policies.

Explain payroll schedules and overtime policy (for both supervisors of hourly staff and staff members).  
 All employees should be aware of [College Emergency Planning](https://www.bowdoin.edu/security/emergency-planning/index.html), which includes: emergency procedures,

Campus Emergency Management Plan (CEMP), and the video *Run.Hide.Fight. Surviving an Active*

*Shooter Event*. The College [annual security report](https://www.bowdoin.edu/security/security-reporting/clery-act-public-crime-fire-logs.html) includes all crimes reported to the Office of Safety and  
 Security or to a campus security authority, as well as institutional policies concerning campus security.

Tour campus with member of department and/or sign-up for Admissions Office Tour.

If it is necessary to drive a Bowdoin vehicle for business related purposes (e.g. business trip; employee or

student outing, etc…) see [driver certification](https://www.bowdoin.edu/facilities/college-vehicles/vehicle-use-policy.html) requirements.   
 Ways to connect on campus:

* The [Digest](https://apps.bowdoin.edu/digests) (daily e-mail with announcements, events on campus and in the community; need to subscribe)
* College [events calendar](https://bowdoin.edu/calendar)
* [Faculty Seminar Series](https://www.bowdoin.edu/academic-affairs/scholarly-artistic-work/faculty-seminar-series.html) (all Faculty and Staff are welcome to attend – this is updated each semester)

New employees have many questions so check in with them periodically, some may initially be more reticent than others to ask. Encourage them come to you with questions! Communicate your expectations, do you have an open door policy or do you prefer that they touch base with you at a certain time of day? Check-in at end of first week and ask how the week is progressing. Do they have what they need?

***Consider these checkpoints on the way to the six-month adaptation evaluation and beyond.***

**WITHIN ONE MONTH**

Required training scheduled. Make new employee aware of the HR [Learning page](https://www.bowdoin.edu/hr/learning/index.html).

Meet regularly to discuss progress. Review job description, goals, and expectations as needed. Solicit ongoing feedback using a strength-based approach. Ask questions and listen. Related articles:  
[Strengths based leadership](https://www.mindtools.com/pages/article/strengths-based-leadership.htm) ~ Mindtools.com   
[Strengths based goal setting](http://www.gallup.com/businessjournal/152981/strengths-based-goal-setting.aspx) ~ Gallup.com Business Journal  
[What Great Managers Do](https://hbr.org/2005/03/what-great-managers-do) ~ Harvard Business Review, Management Tip of the Day

Strategies for success book recommendations, for the supervisor and employee, available through the College Library via link provided:

[*How Full Is Your Bucket? Positive Strategies for Work and Life*](https://cbbcat.net/record=b3306536~S19) by Marcus Buckingham  
[*GO Put Your Strengths to Work*](https://cbbcat.net/search~S19?/abuckingham/abuckingham/51%2C109%2C425%2CB/frameset&FF=abuckingham+marcus&2%2C%2C4/indexsort=-) by Marcus Buckingham  
[*The first 90 days : critical success strategies for new leaders at all levels*](https://cbbcat.net/search~S19?/Xthe+first+90+days&searchscope=19&SORT=D/Xthe+first+90+days&searchscope=19&SORT=D&cbbcatsubmit=Search&SUBKEY=the+first+90+days/1%2C21%2C21%2CB/frameset&FF=Xthe+first+90+days&searchscope=19&SORT=D&1%2C1%2C) **by Michael Watkins**

Talk with your new employee about the six-month adaptation review. This will come quickly! Should you have any concerns be sure to discuss early on with the employee and contact HR sooner than later.

Human Resource Information Systems (HRIS) and **Supervisors**.   
Those new to supervising (external hire or internal promotion) will be given access to the applicable HR systems on or close to the effective date of their start in the role. Beyond this they should be introduced to the processes and policies related to hiring, performance management, payroll, and leave management, within the first month. This responsibility falls primarily to their manager and appropriate department colleagues. In addition, time can be scheduled with the applicable human resource representative, especially in situations where performance reviews are coming due or a position needs to be filled.

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**WITHIN THREE MONTHS**

Regular meetings and/or check-ins continue.

Ask the employee where they feel they are exceling and where they need assistance.

Discuss performance evaluation goals and progress toward goals.

Consider matching newcomers with seasoned mentors. When new hires have an experienced person

to turn to it helps them acclimate to the team more quickly and better understand the workflow.

Schedule appointment for adaptation review before the 6 mth anniversary date (e.g. in the 5th mth).

Attend a *New Employee Meet & Greet* session sponsored by Human Resources (typically offered three times a year, October, February, May/June. Dates may vary based on new hire volume).

Voluntary attendance at *Safe Zone training* sponsored by the Resource Center for Sexual and Gender Diversity (offered each semester). This training covers a basic understanding of sexual orientation and gender identity/expression. Upon completion of this program staff and faculty receive a Safe Zone decal which can be displayed in their work area as a visible show of support of students and community members of all gender identities and sexual orientations.

Additional ways to connect on campus. Get to know the members of either the:

* [Support Staff Advocacy Committee](https://www.bowdoin.edu/ssac/) (SSAC) for hourly staff
* [Bowdoin Administrative Steering Committee](https://www.bowdoin.edu/bas/) (BAS) – for administrative staff

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**SIX MONTH EVALUATION**

A critical check-in point to discuss and document accomplishments, opportunities for

improvement, additional training and future goals. The goals set here will be utilized in the annual

review.

Write goals with clarity and that are: specific, measurable, attainable, relevant and time-bound (S.M.A.R.T.). Use the [Manager Resources](https://www.bowdoin.edu/hr/manager-resources/managing-performance/index.html) page for resources to assist with accessing the Review system and writing performance reviews.

Now is a good time to discuss the upcoming annual review process and associated goals/expectations.

Continue to meet regularly to discuss progress in reaching goals, continued development of strengths, and

opportunities for growth/development.

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**AFTER THE FIRST YEAR AND BEYOND**

The employee has now completed a full cycle in their job! Ongoing, two-way, communication

should be the norm via regularly scheduled meetings, project updates, and on the fly.

The focus shifts to retention and engagement. Research shows that the #1 thing employees want is

development. Ask them what they need and provide growth opportunities through training, conferences, stretch assignments, mentoring opportunities, etc… Refer to the HR web site [Learning page](https://www.bowdoin.edu/hr/learning/index.html) for resources.

Consider conducting annual *stay interviews*, a structured conversation where the manager talks with their employee(s), 1:1, regarding what is working and what isn’t working for them. This is a way to measure employee job satisfaction and is recommended at least once a year opposite the performance review. Resources:

* [Want Your Best Employees to Never Leave You? Ask Them 5 Simple Questions](https://www.inc.com/marcel-schwantes/want-your-best-employees-to-never-leave-you-ask-them-5-simple-questions.html)
* [Stay Interview Questions](https://www.shrm.org/resourcesandtools/tools-and-samples/hr-forms/pages/stayinterviewquestions.aspx)

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**Hear From Subject Matter Experts … Why Does Thoughtful Onboarding Matter?**

**“The talented employee may join a company because of its charismatic leaders, its generous benefits, …, but how long that employee stays and how productive [they are] while […] there is determined by [the] relationship with [the] immediate supervisor.” *~ Marcus Buckingham****,* [*First, Break All the Rules: What the World's Greatest Managers Do Differently*](https://www.goodreads.com/work/quotes/49725)

**“You get the employee engagement you deserve. If you don’t engage with them, they won’t engage with you…”**

***~ George Bradt, Forbes,*** *Founder and Managing Director of executive onboarding group PrimeGenesis. Author or co-author of three books about onboarding.*