At Texas Tech we want to ensure a positive work experience for our new employees from the very beginning of the first day. Part of the role we play as supervisors is to make that first day a WOW experience. Employees are excited to start a new job and we want to welcome them with that same excitement. We need to be intentional about preparing new employees so their first day (and first year) can go as smoothly as possible. We created this guide to make the onboarding experience easy for you and for them. We also created a [**New Employee Onboarding Guide**](https://www.depts.ttu.edu/hr/documents/NewEmployeeOnboardingGuide.pdf) to accompany this guide.

When we find ourselves in new situations, we are highly impressionable. These first impressions for new employees can last the duration of employment. We want to ensure that every new employee on our campus has a quality onboarding experience to provide the best foundation possible for their future career at Texas Tech.

Many people think the onboarding process lasts one month to 90 days; however, onboarding is a journey with many steps taken by the new employee in the first year to become fully integrated into their job and the department. The role of the direct supervisor becomes increasingly imperative for the employee to feel engaged, connected, valued, and that the work they are beginning to do matters.

Within the first year, the employee should develop a deep understanding not only of their job, but also of their department and the university as a whole.

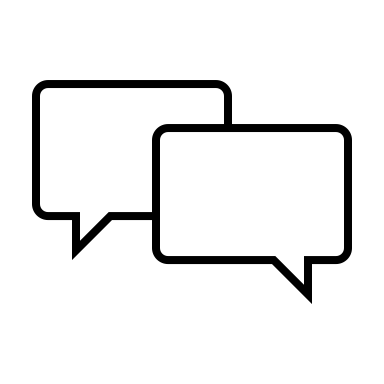
It is our job as supervisors to make sure these things happen. This won’t happen by chance, we need to be intentional to welcome, connect, engage, and teach our new employees.

According to the Harvard Business Review, “Organizations with a standardized onboarding process experience [62%](https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/onboarding-key-retaining-engaging-talent.aspx) greater new hire productivity, along with [50%](http://www.marketwired.com/press-release/new-hire-onboarding-standardization-and-automation-powers-productivity-gains-nyse-fic-1407779.htm) greater new hire retention.” However, in a recent study by the Gallup organization, *“*Only 12% of employees strongly agree their organization does a great job of onboarding new employees.”

**A strong onboarding program is essential to retain the talent we worked so hard to recruit and to hire.**

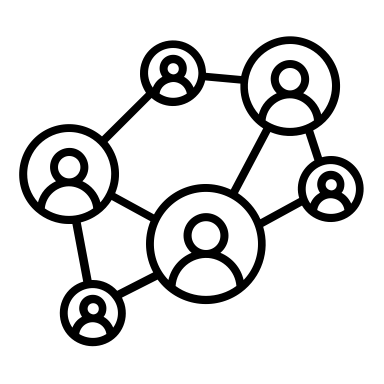
It is our hope that the following guide will help you make your new employee’s onboarding journey rewarding and successful.

Remember the 4 C’s of onboarding to help your new employee navigate their first year well.

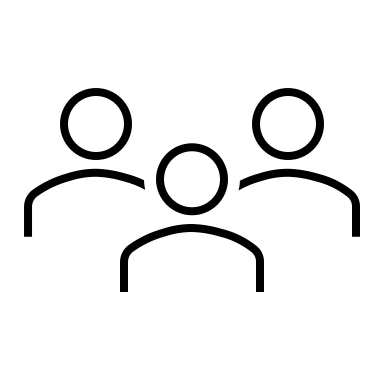
**COMMUNICATION**

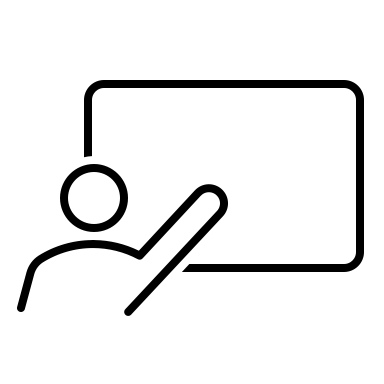
Communication involves everything from communication styles, to what needs to be discussed in person, email etiquette, and the frequency of interaction with co-workers and with supervisors. A supervisor sets the example in these areas. Expectations for how we communicate with each other, with our partners across campus, our customers, and as we send campus-wide information should be established.

**CONNECTION**

****Connection takes communication one step further. It’s how you interact daily within the department. Connection involves feeling included and having a sense of belonging. Connection also includes networking and building professional relationships across campus, serving on committees and attending university-wide events. All these facets connect us as a university. Departmental, inter-departmental, and university-wide connections should be encouraged especially throughout an employee’s first year to gain a sense of camaraderie and belongingness.

**CULTURE**

****Culture builds on both communication and connection. It includes the “feel” of the department, the norms, how things operate and how employees interact. In cultures that are thriving there is an openness to everyone having a voice about ideas, issues, functions, etc. People feel heard and seen. Employees are acknowledged as individuals and not just workers. There are constructive conversations that move the department forward. Employees are rewarded for a job well done. It’s important to periodically ask the new employee what they are picking up as they are experiencing the culture in your department. What are they encountering that is shaping their view of the culture? What seems important to the department? What does the department value?

**COMPLIANCE**

With every new job comes required trainings to gain a clear understanding of policies and procedures within the organization. These trainings provide guidance for our work. It is important for supervisors to ensure each new employee completes the proper training within the first 30 days of employment. <https://www.depts.ttu.edu/hr/EmployeeResources/TrainingDev.php>

Think back to your first day at Texas Tech. Were you excited? Were you nervous? Maybe you were a little of both. Your new employee will likely be feeling the same way as they enter your department.

At Texas Tech we want to ensure a positive work experience from the very beginning of the first day. Part of the role we play as supervisors is to make that first day a WOW experience. Employees are excited to start a new job and we want to welcome them with that same excitement. We need to be intentional about preparing new employees so their first day can go as smoothly as possible.

A successful first day starts PRIOR to day one. Here is a checklist of things to provide your new employee to help them walk into the office feeling confident and secure. These things will also help confirm that they made a great decision to join your department.

1. **Departmental dress code.**

One of the first things that an employee will do as they prepare for work their first day is get dressed. Different departments have varying expectations on what is appropriate dress for their job function. Nothing is worse than showing up wearing the wrong thing. Help this be one less thing they need to navigate for their first day by sending the dress code ahead of time.

1. **Provide details about lunchtimes and the break room and/or kitchen area.** Next your new employee may be deciding if they need to bring lunch or go out to eat. Make it easy for them by giving them the time they will take their lunch break (is there a staggered lunch schedule for employees, does everyone eat at the same time, etc.) and letting them know if there is a break room/kitchen area. Also of importance is what appliances are available to them (a refrigerator, microwave, coffeemaker, etc.)
2. **Provide a map of campus, and of your building and let your new employee know of any road construction or areas that may be congested as they are traveling to campus.** With this information the new employee can decide what route might be best for them to take to campus and where their new office is located in the building.
3. **Parking.** Inform the new employee where they might park before they are able to get their parking arranged with  [Transportation and Parking Services](https://www.depts.ttu.edu/parking/InformationFor/FacultyStaff/EmployeeParkingOptions.php)

or until they decide if they will park off campus and walk. You might also let them know about the [bus routes](https://www.depts.ttu.edu/parking/InformationFor/Busing.php) and [TECS (Tech Employee Courtesy Shuttle).](https://www.depts.ttu.edu/parking/InformationFor/MobilitySolutions/TECS.php)

1. **Provide an employee directory** with pictures and titles of each employee in your department. This will help the new employee put a face with a name so connections can be made more quickly.
2. **Send the name of who will meet them their first day at the door.** New employees often arrive early to get a great start on their day. Plan to be there early to greet them at the door, or if you are not available, designate someone to greet them and take them to their new office.
3. **Provide an itinerary for the first day and first week.** An itinerary will give the new employee an idea of what will be expected of them on their first day and week. It will also provide a great first impression of your department as one that is welcoming and organized. It will let the employee know that you are excited to have them and that you took the time to help their first week go smoothly. You may also want to send this to the rest of the staff to make people aware what their role in helping the new employee is and where the new employee will be during the first week in case they want to pop in to say hello or help the new employee in any way.

**BEFORE DAY ONE CHECKLIST**

**Clean their office space**. We’ve probably all inherited some interesting things that the person who had our office prior left behind. Let’s plan ahead and not let that happen to our new employee. Remember to wipe down all surfaces, clean out all drawers, storage areas, etc. of any miscellaneous items. Also, go through old files and recycle anything that will not be helpful for the new employee.

**Stock their office**. Make sure their desk is stocked with any office supplies they may need (pens, post-its, stapler, Kleenex, etc.)

**Order office keys** **through the** [**Key Management System**](https://www.depts.ttu.edu/operations/kms/).

**Order name plates/nametag to have on their desk the first day.**

**Leave a small welcome note and/or gift on their desk.**

**Have a training schedule outlined.** Remember not to overwhelm new employees with training, but rather spread training out during the course of a few weeks. This will help them retain the material better. Remember to explain how each training fits with their job.

**Prepare a list of expectations and the position description.**  You canreview these the first day.

**Have an assignment prepared so the new employee can feel involved and engaged from the very start.**

**Prepare your calendar to meet with your new employee at the beginning of the first day, at the end of the first day, periodically throughout the first week and at the end of the first week.** The first month you may want to have a one-on-one each week.Going forward remember to schedule monthly (or weekly) one-on-ones on each of your calendars.

**Have a welcome email ready to send.**

**Send a message to the rest of the department** so they can be ready to welcome the new employee, as well.

**Set up their computer.** If possible, reach out to [IT Help Central](http://ithelpcentral@ttu.edu) to get their email set up.

|  |  |
| --- | --- |
|  | Welcome the new employee and show them to their office. |
|  | Take a few minutes to visit and get to know them. The first impression of the supervisor is vital for helping the new employee transition well on the first day. You are also their connection to the rest of the department. |
|  | Tour the office, including introductions of each employee. |
|  | Form I-9 process |
|  | Review their first week itinerary. |
|  | Register them in Cornerstone for New Employee Orientation and Benefits Orientation [https://ttu.csod.com/samldefault.aspx](https://nam04.safelinks.protection.outlook.com/?url=https%3A%2F%2Fttu.csod.com%2Fsamldefault.aspx&data=02%7C01%7CStephanie.West%40ttu.edu%7Cb5d74e388058475c55b708d6e858754f%7C178a51bf8b2049ffb65556245d5c173c%7C0%7C0%7C636951863986100595&sdata=C2OGqQ6BafIYl5XXydvf1ag63lMLdHEh6e22c9TLFG8%3D&reserved=0) |
|  | Review Cornerstone so they can register for additional classes they may need (according to your training plan.) |
|  | Take them to get their Texas Tech ID (or assign a buddy to go with them.) |
|  | Take them to Transportation and Parking if they will be getting a parking pass (or assign a buddy to take them.) |
|  | Review the list of expectations, their position description, and the mission and vision for your department. Explain how their job fits with the mission and vision. Also, emphasize that no matter what job we do, we are all working to help students be successful. Talk about how their job fits into helping students. Explain all applicable operating policies and procedures. |
|  | Review timeclock procedures. |

|  |  |
| --- | --- |
|  | Review the holiday schedule, vacation and sick time, and procedures for asking for time off and calling in when they are sick. |
|  | Review building safety procedures (emergency exits, evacuation meeting place, safety locations) |
|  | Provide an organizational chart or direct them to one on the department’s website. |
|  | If you haven’t been able to get their email set up, contact IT to get this done. If they are not able to log onto their computer yet, make sure you have an assignment for them to work on or someone to shadow so they can feel productive their first day. |
|  | Provide a few short questions that they can think about throughout their week that you can use as a review at the end of their first week. Encourage them to jot down notes along the way so these questions will be easy to answer. For example, what is the culture like here? What does the department seem to believe is important? What is my role? Who are my partners? What have I learned this week? What questions do I have? |
|  | Plan to pop in on them several times the first day for any questions. Also, plan to spend 10 minutes reviewing with the new employee at the end of their first day. |
|  | Remember to keep your door open so the employee feels comfortable coming to you for questions. |
|  | Get all necessary meetings, events, etc. on the new employee’s calendar. Also, set dates on your calendars for 30-, 60-, and 90-day check-ins as well as a 6-month evaluation, so these things don’t get overlooked when your schedule gets busy. |

Date

Dear add name of new employee*,*

Welcome to your first day in department name at Texas Tech University. I hope today will be memorable and you will feel welcomed and supported in your new role.

I am providing an additional copy of the itinerary I sent you in preparation for your first day. Please refer to this as it is an outline for your day.

We will be meeting periodically throughout the day, and I am available for any questions. You will also have a brief introduction to your new co-workers and a tour of our department to help you become familiar with your new environment.

I hope you will enjoy your day and that you will quickly feel a part of all we do at Texas Tech to help students succeed. We are all excited to have you join our department and we look forward to investing in you and your career at Texas Tech.

Sincerely,

Add name

**Texas Tech Mission**

As a public research university, Texas Tech advances knowledge through innovative and creative teaching, research and scholarship. The university is dedicated to student success by preparing learners to be ethical leaders for a diverse and globally competitive workforce. The university is committed to enhancing the cultural and economic development of the state, nation and world.

**Texas Tech Strategic Objectives**

**Educate and empower a diverse student body**

Student success will reflect the University's commitment to fostering an environment that promotes inclusive access while attracting committed and high-achieving students.

**Enable innovative research and creative activities**

We will continue to expand research, scholarship and creative activity to discover and advance knowledge, to improve quality and sustainability of life for the citizens of our state, nation and world, and to support technology transfer and other activities that enhance economies.

**Transform lives and communities through strategic outreach and engaged scholarship**

We will partner with our local, regional, national, and global communities to stimulate creativity, innovation, and social and economic development … working together to solve the complex problems facing people and communities.

**Department Name Mission**

Add your department’s mission.

**Department Name Vision**

Our number one job at Texas Tech, no matter what our position, is to help students succeed. Your position as add position titlewill help accomplish this by:

* Add job duty
* Add job duty
* Add job duty
* Add job duty

**SAMPLE LIST OF EXPECTATIONS**

TO:

FROM: Supervisor’s Name

SUBJECT: Expectations

DATE:

This memorandum sets the general expectations for Name of Department.

**EXPECTATIONS:**

**Customer Service:** I expect that we will work together as a team to greet each person as they walk in our door and help them find what they need either in our department or other departments on campus. I expect that when someone walks out our door that they feel that they have received excellent service and leave with the information they were seeking.

**Correspondence:** Much of what we do each day revolves around calls, emails and IM’s. I expect we will be professional in all our correspondence with customers. In addition, my expectation is that if we are sending out major correspondences, we all proofread the material before it goes out. It is also my expectation that if we use any TTU logos, etc. we check to make sure it is in compliance with the TTU Office of Communications and Marketing.

**Teamwork:** We are one team, so I expect that each of us will contribute to the success of all projects and events.

**Enthusiasm:** I want you to be happy in your job and my expectation is that you will want to come to work and be a major part of what we are doing together on behalf of those who work at Texas Tech. Let’s strive to always look for the positive in people and our work in general.

**Students:** Texas Tech is dedicated to student success by preparing learners to be ethical leaders for a diverse and globally competitive workforce. Part of our role in this mission is to help our student assistants develop professionally. My expectation is that we will make our student assistants feel they are valued members of our team. I expect that we will demonstrate professionalism in all

our interactions with them. If you ever have an issue with a student assistant, please let me know so we can resolve the issue. Please keep me informed on work or special projects given to student assistants.

**Dress:** I expect for each employee to dress according to the departmental dress code which has been outlined by the Director and is located on the departmental share drive.

**OFFICE PROCEDURES:**

**Tardy/Absent:** The goal is for each of us to be here ready to work by 8 a.m., or by your scheduled start time. If you are going to be more than 5 minutes late, please text or call me and let me know. If you are going to be absent for an unplanned reason, please let know as soon as possible, preferably by 7:15 a.m. the morning of the absence.

**Vacation:** Normal vacation time and /or planned absences should be scheduled as far in advance as possible to allow for planning. Vacation requests should be made at least 2 weeks in advance. I do understand events happen with less planning at times, so we will work with each vacation request on a case by case basis.

**Communication:** I expect each of you to communicate professionally with me and all the members of our department. I have an open door policy and I encourage you to talk to me about any issues or concerns you may have. If there is an issue, let’s work it out together, early on, before it becomes more of a problem. I also welcome hearing from you about areas of professional growth you are interested in pursuing. I will encourage and support you within the bounds that I am able to do so.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Employee Name Date

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Supervisor Name Date

Add Employee name

**DAY 1** Add date

8 a.m. New office review

8:30 a.m. Welcome with staff

9 a.m. Tour of department and introduction to larger staff

9:45 a.m. Departmental IT to set up computer and phone

10:45 a.m. Overview of Cornerstone (Learning Management System)

Register for Benefits Orientation and New Employee Orientation

11:15 a.m. [ID Office](https://www.depts.ttu.edu/unvid/) office to get your TTTU ID made

12 p.m. to 1 p.m. Lunch

1 p.m. Review of position description, list of expectations, university and departmental missions

Explanation of training list

Review dress code

Review of time clock or reporting procedures

Review of university holiday schedule

2:30 p.m. Explanation of first assignment

3 p.m. Work on first assignment

4:45 p.m. Wrap up and review of first day with add supervisor’s name

Receive list of questions to review at the end of the week

**DAY 2** Add date

8 a.m. Meet with add supervisor’s name

8:30 a.m. Go [Transportation and Parking Services](https://www.depts.ttu.edu/parking/), to if necessary

9 a.m. Add name of co-worker Review of their position and shadow

11 a.m. Register for an additional required trainings in Cornerstone

12 p.m. to 1 p.m. Lunch

1 p.m. Add name of co-worker Review of their position and shadow

3 p.m. Work on first assignment

4:45 p.m. Meet with add supervisor’s name here

**DAY 3** Add date

8 a.m. Meet with add supervisor’s name here

8:15 a.m. Travel to training

8:30 a.m. Training

12 p.m. to 1 p.m. Lunch

1 p.m. Review training and further explanation how training will be used in department with add supervisor’s name

Review ePM and digitally sign position description

1:30 p.m. Work on first assignment

3:30 p.m. Add name of co-worker Review of their position and shadow

**DAY 4** Add date

8 a.m. Review [Operating Policies](https://www.depts.ttu.edu/opmanual/) that pertain to job with add supervisor’s name

9 a.m. Work on first assignment

10:30 a.m. Departmental staff meeting

12 p.m. to 1 p.m. Lunch

1 p.m. Travel to training

1:30 p.m. Training (training runs until 5 p.m. so you will not return to the office this day)

**DAY 5** Add date

8 a.m. Work on first assignment

9:30 a.m. Meeting with key stakeholders

11 a.m. Weekly one-on-one meeting with add supervisor’s name

12 p.m. to 1 p.m. Lunch

1 p.m. Work on first assignment

4 p.m. Review list of new employee questions with add supervisor’s name

Discuss list of questions given on Day 1

Review of the week / Ask questions about any clarification that is needed

Preview of week 2

We are glad you have chosen to join department name here. To assist with your transition into your new position, you are required to take the following training modules:

**UNIVERSITY-WIDE TRAININGS – REQUIRED FOR ALL EMPLOYEES:**

* **New Employee Orientation**
* **Benefits Orientation - Must be completed within your first 30 days of employment**
* **Safety Awareness**
* **Cybersecurity**

Please register for these trainings through [Cornerstone](https://ttu.csod.com/LMS/catalog/Welcome.aspx?tab_page_id=-67&tab_id=-1)

**IF YOU WILL BE SUPERVISING OTHERS, ARE REQUIRED TO TAKE:**

* **Leadership 1.0 Modules, 1, 2, and 3**
* **Leadership 2.0**

The leadership modules should be taken during your first 60 days of employment. Please register for these trainings through [Cornerstone](https://ttu.csod.com/LMS/catalog/Welcome.aspx?tab_page_id=-67&tab_id=-1)

**IF YOU WILL BE WORKING WITH STUDENT INFORMATION YOU ARE REQUIRED TO TAKE:**

* **FERPA**

Please take FERPA through [Cornerstone](https://ttu.csod.com/LMS/catalog/Welcome.aspx?tab_page_id=-67&tab_id=-1)

**DEPARTMENTAL TRAININGS:**

* **Add your list of departmental trainings here**

Departmental trainings should be taken within x weeks of your employment.

**JOB SPECIFIC TRAININGS:**

* **Add your list of job specific trainings here**

Job specific training should be taken within x weeks of your employment.

**The following is a list of positions and people you will work with in your new position.**

Within the department



Outside the department



**Generally, you may work with the following on a**

Daily basis:



Weekly basis:



Seasonal basis:



Sometimes meetings can be awkward, but they don’t have to be with a little planning. Here are some questions to help your end-of-the-first-week-meeting productive. (Remember, these are the same questions you provided the employee on their first day to think through during the week.)

* What is the culture like here?
* What does the department seem to believe is important?
* What is my role?
* Who are my partners?
* What have I learned this week?
* What questions do I have?
* To end your meeting ask, “Is there anything I can get you or anything I can do that will make next week productive for you?”
* Review second week itinerary
* Explain ePM and have them electronically sign their position description.
* Remember to set up once a week check-in meetings for the first month.

Establishing trust within the first 30 days is critical for the supervisor-employee professional relationship to thrive. New employees need to know you have a vested interest in them.  You need to be involved in setting them up for success and making the first thirty days a productive and meaningful experience.

Meet weekly to ensure the employee has a chance to ask necessary questions and to reflect to you how they think things are going.

Follow up after each training to ensure the employee is understanding the material and how it relates to their job.

Incorporate the new employee’s co-workers in teaching them about the different roles within the department and how their job interacts with each. Encourage mentoring and provide opportunities early on for employees to interact and build trust. Partner the new employee with co-workers on projects or to shadow and observe.

Explain what your departmental acronyms mean. We speak in terms that those who have been in department easily understand. Without this knowledge, new employees can feel lost.

Review the evaluation process.

Address any behaviors that do not fall in line with your expectations. The first 30 days are critical to ensure the employee stays on track not only with the work but also with behaviors and attitudes that are suitable for a positive work environment.

Set goals and clear deadlines. Provide guidance along the way and establish check points on projects. Define what success looks like for each project. Hold people accountable within the first 30 days to set the standard for performance.

Provide clear feedback, both positive and constructive.

**30-DAY MEETING QUESTIONS**

1. What have you enjoyed so far about your job?
2. What tools or training do you need to be successful in your position?
3. What was your biggest challenge in the first 30 days?
4. What can I do to continue to help you transition well in your position?

Within the first 60 days, new employees are learning everything from the names of their new co-workers and partners throughout the organization to processes to how their job fits with the mission and vision of the organization. Understandably, there is a lot to learn, and your continual interaction provides them with a sense of assurance they are establishing a solid foundation. Regularly scheduled check-in meetings help the new employee navigate questions, guide their work, receive feedback and help them course-correct any pitfalls before these become problem areas. This is also a good time to determine if they feel under-challenged or overwhelmed in any way.

**60-DAY MEETING QUESTIONS**

Here are some sample questions to cover at the end of the first 60 days:

1. What opportunities have you had to learn and grow in your new position?
2. What does success like look for you in the next 30 days?
3. What are you encountering that is shaping your view of the culture in our department?
4. Are you feeling overwhelmed with any part of the job?
5. Do you feel like you have enough to do? Do you feel like you are managing your time well?
6. What can I do to better support you?

At this point your new employee has been with your department a full three months. They are settling in and hopefully feeling more comfortable in their role, with their co-workers and in the department. Still, they may feel that there are gaps in their training, their skills, or their understanding of the full picture of what your department does. They may struggle with goal setting, time management, or their professional relationships in the office. This is an important time for you as their leader to provide insight, strategies, coaching, and/or correction. This is also a good time to set goals going forward.

**90-DAY MEETING**

1. What are you most proud of accomplishing in your first 90 days?
2. How are things going with your co-workers?
3. Are there any obstacles that are hindering your work that I can help remove?
4. Is this role what you thought it would be?
5. What is your biggest challenge in this role?

**90 DAYS TO 6 MONTHS**

Between the 90-day mark and the six-month mark engage the new employee in conversations involving learning, growth, and professional development opportunities. At check-in meetings ensure the new employee feels a sense of ownership in their work, that they are connecting well with their co-workers, and that they are building a strong foundational professional relationship with you as their leader.

Reflect on the growth you have seen in them and areas of improvement.

Continue to be available for questions, but also use questions to help the employee think through answers themselves with you there to provide feedback. It’s easy for supervisors just to provide answers, but of greater value is teaching the employee how to process information on their own. This will promote ownership of their job and foster a sense of accomplishment in their work.

The 6-month mark provides a good opportunity to look over the essential job functions and determine which job functions the employee has done, and which job functions may still need to be incorporated. It allows you to see if your training has been effective and what gaps may need to be addressed.

|  |  |
| --- | --- |
|  | Review ePM |
|  | Provide a 2-week deadline for them to fill out their self-evaluation. |
|  | Review their self-evaluation before creating their 6-month evaluation. |
|  | Set up an in-person meeting to review their 6-month evaluation. |

After one year the new employee should feel engaged, connected, valued, and that the work they do matters. They should be well-connected in the department and on campus.

|  |  |
| --- | --- |
|  | Take time to congratulate them on their one-year anniversary. |
|  | Discuss opportunities for growth. Look ahead at goals for the next year. |
|  | Provide a 2-week deadline for them to fill out their one-year self-evaluation. |
|  | Review their self-evaluation before creating their one-year evaluation. |
|  | Set up an in-person meeting to review their one-year evaluation. |

**ADDITIONAL ONE-YEAR QUESTIONS**

1. How do you feel you are acclimating to your role after one year? The department? Texas Tech in general?
2. What could I have done to make your onboarding this year a better experience for you?
3. What are some ways you believe your efforts are contributing to the mission of our department?
4. Do you feel a part of the team in our department?
5. What else can I do to contribute to your success?