



HR Strategic Commitment

Preeminence through people



Agenda

- Discuss the importance of systematic onboarding practices
- Learn the philosophy behind the design of the practices and resources
- Explore the Best Practices and Resources
- Provide Checklists/Guidelines



Best Practices for Supervisors & Managers

when onboarding new employees



Time, money, and effort is invested in searching for and recruiting new employees. Organizations lose when the new employee is disenfranchised at the beginning of his or her employment. Productivity and positive engagement can be affected.

Engage
Retain



Be productive

69% of employees are more likely to stay with a company for three years if they experienced great onboarding.

Up to 20% of employee turnover happens in the first 45 days.

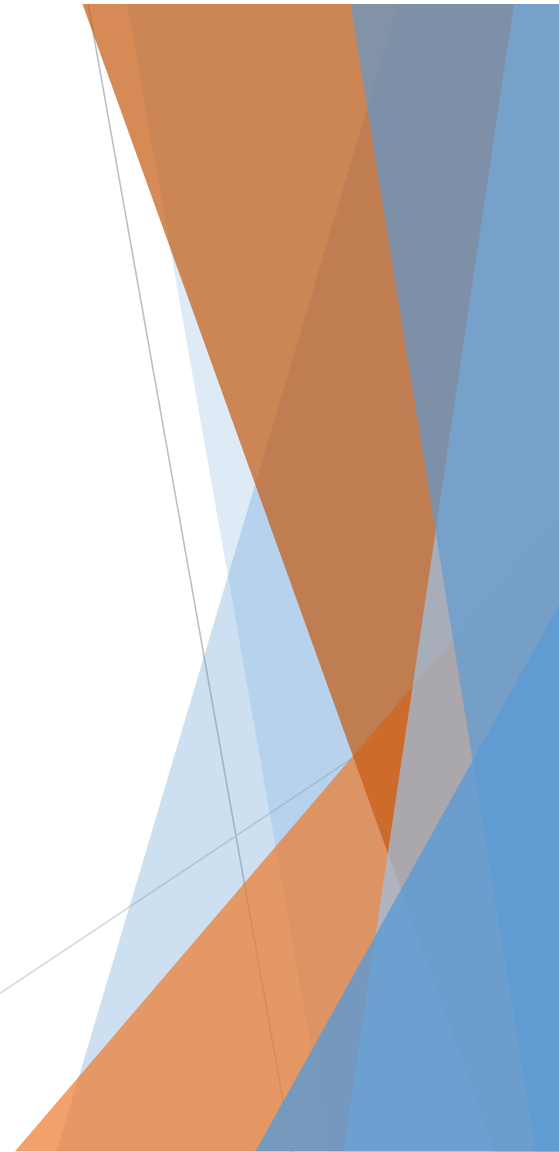
The average cost of replacing an employee is between 16 and 20% of that employee's salary.



According to Deloitte's
2012 Corporate Learning Factbook:

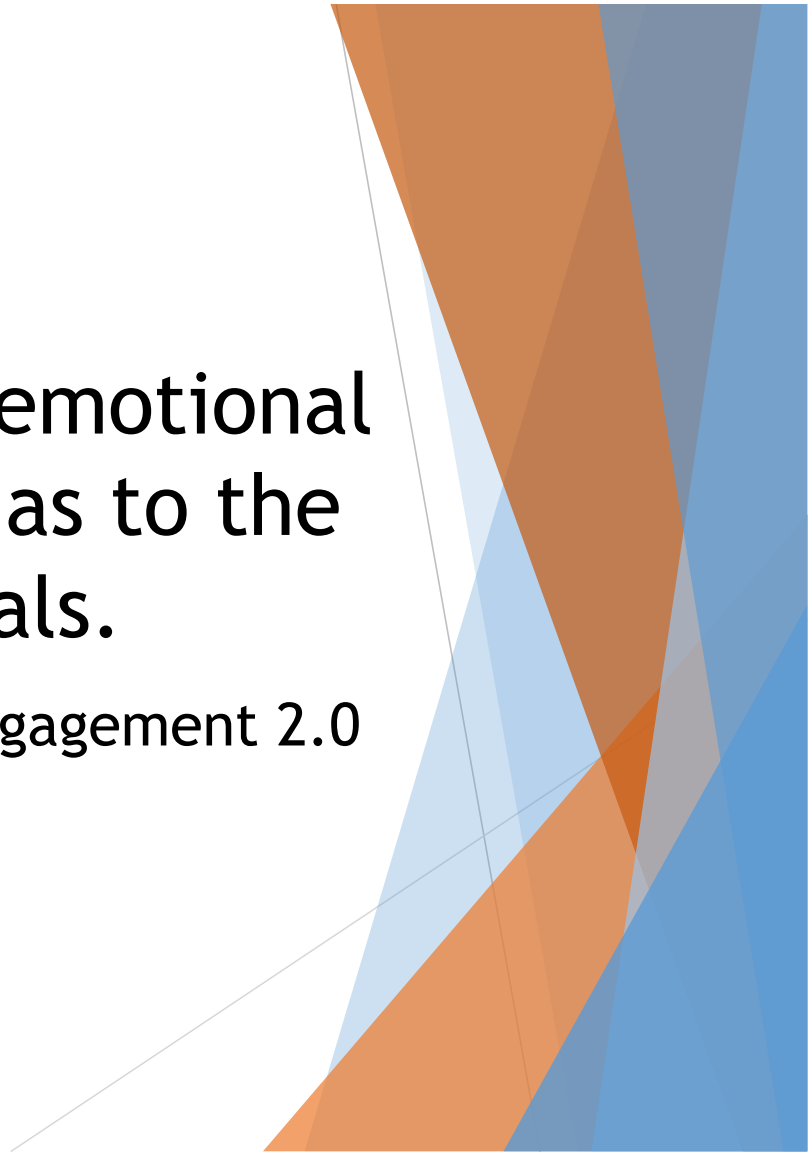
90%

of new hires decide whether to stay at
a company within the first 6 months
of starting a new job.

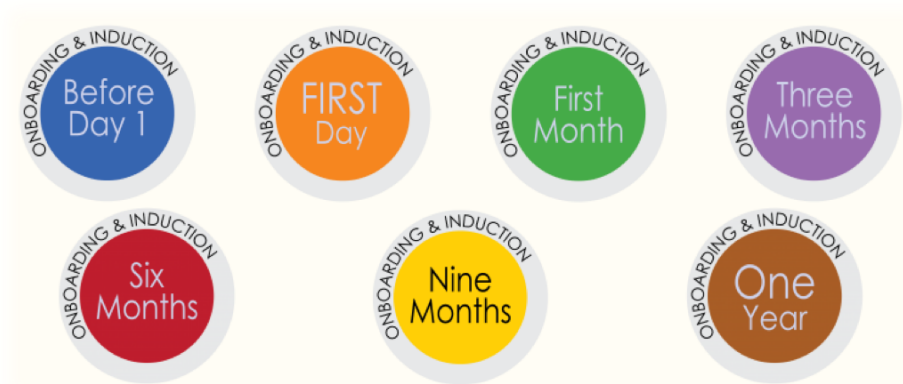


Employee engagement is the emotional commitment the employee has to the organization and its goals.

- Kevin Kruse, Employee Engagement 2.0

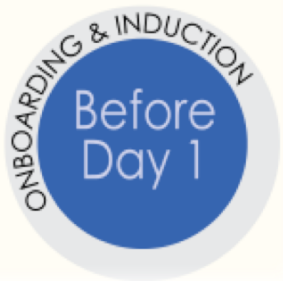


Onboarding Process Progression



Onboarding is the process of integrating and acculturating new employees into the organization and providing them with tools, resources and knowledge to become successful and productive.

- Getting On Board, A Model for Integrating and Engaging New Employees, Partnership for Public Service, 2008



Take these simple steps to ensure your new employee is happy about his or her choice to join your team.

1. Create a Welcome packet.
2. Send a warm and welcoming email to your team and new employee.
3. Design a fully prepared workspace.
4. Create a successful training plan.
5. Identify short term goals for the new employee.
6. Identify a Buddy (Optional).



PREPARING FOR DAY ONE: WELCOMING YOUR NEW EMPLOYEE

*Taking time to build a positive relationship
will provide a foundation for success.
So get Day 1 off to a good start.*

You can think of the suggestions in this resource as conversational suggestions. These suggestions are literal conversation starters. These suggestions or direct supervisor) can help your new employee survive their first day home afterward with a smile on their face.

1. Send a Warm Welcome Email to Your Team, and Copy the New Person.

The day before the new person starts, send an email to the entire team, copying the new person. The email should be upbeat and welcoming. It should provide a brief introduction of the new person, their role, and a few resume highlights. During the new person's first day, have your team to stop by and introduce themselves. If you are able to plan a team breakfast (lunch, coffee, cookies, whatever makes the most sense for your unit), use that as a welcome event. Your new employee will have a positive message waiting for them when they first check their email. Additionally, your team will be reminded of the new person's arrival and will now have their name and email address.

2. Meeting Before The Meeting.

Prepare a team packet, binder, or collage of the key



ASSIGNING A BUDDY FOR YOUR NEW HIRE

Providing a buddy is the first step for building a positive relationship with new peers (as distinguished from managers).

What is a buddy?

A buddy is someone who partners with the new hire for the first 30 days. The buddy is responsible for offering advice and guidance regarding the new hire's first days, as well as offering encouragement, feedback and introducing the new hire to the team. A buddy is like an officially appointed friend.

Why Have a Buddy?

The purpose of assigning your new hire a buddy is to welcome them to the University of Florida. It provides new employees with a resource for questions regarding their work experience at UF (especially their new boss, like: Where is the nearest restroom? What should I do? What, exactly, does casual Friday mean?).

How Does a Direct Supervisor Select a Buddy?

Choose wisely:

- A good buddy is someone who is familiar with the vision of the unit or department.
- A co-worker from the department who will be a positive influence.
- An employee who is familiar with the new hire's background.



FIRST IMPRESSIONS MATTER!

The first 30-days matter! Why?

New hires decide during their early days on the job if they want to stay based on whether they feel connected or disconnected to the organization, their supervisor and co-workers, and the job itself.

First impressions are lasting and can be hard to overcome, so help your new hire's first impression be about their fabulous new job and the great people they will work with. Provide ways for them to feel connected to their work and to their new team.

A key strategy is to organize training so it is spread out across the first 3-4 months. This way your new employee will not only assimilate into your team but they may also retain what they are learning. There is often an enormous amount of training for new hires to complete and cramming multiple trainings into a short amount of time is ineffectual and mind-numbing. In other words, good on-boarding isn't a "one and done" deal. It is a process and each step helps acclimate your new employee to their position, your job expectations, and their place among the team.

With careful planning you can divide the training into **small manageable time slots, embedded with job specific tasks, job shadowing and relationship-building during the first few months.**



Make your new employee's first day a positive experience.

1. Enthusiastically welcome the new employee.
2. Use the first-day checklist to show that you are prepared for the new employee.
3. Connect the new employee to the team members, HR rep and his or her buddy.
4. Explain expectations and onboarding plan.
5. Have lunch together or arrange team breakfast/lunch.
6. Check in on your new employee at the end of the day.



FIRST DAY CHECKLIST AND ITINERARY

Best Practices for Direct Supervisors when Onboarding New Employees.

Onboarding assists organizations in ensuring that new employees are up and functioning as soon as possible. If the onboarding process is implemented properly, it will enhance new employees' transitions into the organization and help them become more engaged. – *Workforce Management, 2009a*

Practice	Tasks	✓
Enthusiastically WELCOME the new employee	Prepare work area with a clean desk and chair, stock the necessary supplies	
	remove non-essential items and organize the space	
	Set-up computer with software and all needed component	
	Set-up phone including their name	
	Have a name plate available for their office area	
Show that you are prepared for them	Provide a copy of the UF employee handbook	
	Schedule orientation meetings with appropriate team members	
	Prepare a detailed Onboarding plan (see templates)	
	Have Email account ready	
Connect the new employee to team members, HR Rep, and his/her buddy	Provide a welcome card or small gift	
	Review the Buddy System Process	
	Select and notify a buddy	
	Arrange a meet with the buddy	
	Arrange a meeting with the HR Rep for new employee conversation	
	Schedule one-on-one "Meet the Team" meetings	
	Review the department's organizational chart	
	Explain each team member's role and responsibilities (who is the "go-to person for different questions, etc.)	
	Give a tour of building, lunch area, restrooms (Supervisor or Buddy)	
	Have lunch together with Supervisor and/or Buddy	
Direct supervisor explains the expectations and	Meet with the new hire to discuss job description, expectations, and the UF employee handbook	
	Provide opportunities for questions about the expectations	
	Review onboarding plan	



FIRST DAY SAMPLE ITINERARY

8:00-9:00 a.m.

Meet with the direct supervisor (provide a Room #)

- Building tour (could tour with their buddy)
 - o Work areas and additional rooms to use
 - o Workstation and email log-in
 - o Copier/FAX/Scanner review
 - o Library, supply closet, supply requests and other work spaces
 - o Service drive pass (if applicable)
 - o Bathroom, employee lounge, mailroom
 - o Refrigerator, microwave, water and coffee
- Policies (Supervisor)
 - o Establish hours, including lunch and attendance expectations
 - o Email policy
 - o Telephone usage (How to & logging long distance)
 - o Professional dress and conduct



There are many areas to consider during your new hire's first month. Follow the steps here to cover the most important elements of onboarding.

TRAINING

1. Assign required training such as HIPAA and Maintaining a Safe and Respectful Campus.
2. Register new employee for UFCD trainings: UFCD New Employee Orientation and Hospitality Training.
3. Prioritize training for system(s) access.
4. Intersperse training with job-related tasks.



EXPECTATIONS AND FEEDBACK

1. Establish weekly check-in meetings to discuss performance expectations and provide feedback.
 - These meeting should be ongoing and continuous.
2. Set short-term goals with specific deadlines and discuss completion at weekly check-ins.
3. Reduce uncertainty whenever possible.



BUILD RELATIONSHIPS

1. Meet with your new hire daily during the first week and be available to provide direction.
2. Connect the new hire with team members and the customers he or she serves.
3. Set up time for the new hire to meet area leaders.

BENEFITS AND REWARDS AT THE UNIVERSITY OF FLORIDA

1. Inquire about the new hire's progress signing up for health, retirement and other benefits.
2. Connect new hire to GatorPerks.



FIRST MONTH CHECKLIST

Best Practices for Direct Supervisors when Onboarding New Employees

According to the Society for Human Resource Management (SHRM), research indicates that employee engagement is partially influenced by the new hire's handling of the job during the first 30-90 days of employment.

Practice	Tasks
Align training with job-related tasks	<ul style="list-style-type: none"> Start new hire with required trainings, such as Maintaining a Respectful Campus, HIPAA, and Hospitality Training for employees Prioritize training for work-related system(s) access Intersperse training with job-related tasks Spread the training out over several weeks
Provide clear expectations and regular feedback on the expectations	<ul style="list-style-type: none"> Establish weekly check-in meetings to discuss performance and opportunities for feedback Set short-term goals with specific deadlines and discuss progress during the weekly check-in Determine that the new employee understands the department structure, has the training necessary to complete their work, and work expectations Meet with your new hire for daily conversations during the first week available to provide direction and examples of your expectations Review your department's strategic plan and the team's goals Tell your new hire specifically <u>how well they have done</u> and ways to improve their work Use the "OH NO! Do I Have to Have that Conversation" conversation about success points and areas to grow
Build relationships for success	<ul style="list-style-type: none"> Check-in on the progress of the one-on-one "Meet the team" session Set-up time for the new hire to meet senior leaders Check-in with the new hire's buddy
Benefit selection	<ul style="list-style-type: none"> Inquire about the new hire's progress with ALEX or meeting with a benefits counselor Encourage them to select their retirement plan and health care options



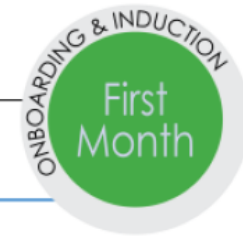
QUESTIONS FOR THE WEEKLY CHECK-IN MEETING

Develop a meaningful agenda so your weekly meetings stay on task. Have your new hire provide:

- Accomplishments for the week
- Successes
- Challenges
- Questions

Questions to consider during the regular check-in meetings and at the end of the first month.

1. Do you have the resources and tools necessary to complete your University, department, and work-related training?
2. Tell me how the training is going? Any questions about the training?
3. What questions do you have for me?
4. What do you need from me that you are not getting?
5. What is working well?
6. What is not working well?
 - a. What ideas do you have to resolve your issue(s)?
 - b. How can I help you resolve your issue(s)?
7. Have a conversation to understand the new hire's experience with their job. Be clear with your expectations.
 - a. I see you are making good progress in these areas. What are areas where you feel successful?
 - b. Are there in areas where you feel like you need special help? Any areas that have a steeper learner curve or are more challenging?
 - c. Here are some specific areas that could be improved and this is what I am looking for. Any questions about what I am looking for?



OH NO! Do I have to have THAT Conversation?!

We regularly hear this comment from experienced leaders when we ask them what they would tell their younger selves about managing people: "Have the important conversations. Make sure your employees know what you expect of their performance and behavior."

When we ask the same leaders what prevented them from doing that earlier in their careers, their answer is often something like: "I just didn't know how to do it, didn't know what to say or when to say it. So, I either avoided it or did it very badly."

Our leadership role requires that we give consistent and regular feedback all year long. ***That is our right and our responsibility.***

Many leaders care deeply about their employees but when it comes to delivering tough feedback, their compassionate natures often over rule their obligation. Bold and direct leaders say exactly what is on their minds to employees, but they lack compassion when delivering the feedback. Neither of those approaches is effective.

The best feedback conversations are rooted in a dialogue between the supervisor and employee that establishes a path for improvement and the supportive encouragement to make changes stick. A dialogue is a product of an established relationship with the employee that leverages the trust that has already been established.

Feedback conversations require three things:

1. A desire to do good
2. Skills
3. Strategies

Truth #1.

People don't repeat behavior unless it is rewarded.
(Truth #1.5. Ignoring poor performance is rewarding it.)

Truth #2.

People don't spontaneously improve on their own without feedback from managers.

Truth #3.

Managers get the performance and the behaviors we tolerate.

What NOT to Say:
*"Your attitude toward
the administrative
assistants is rude!"*

A better option is:

"There is a perception that you are often angry or frustrated with the administrative assistants. Our values support respectful communication and that means with everyone. Can you tell me your point of view so I can understand what is going on? I'd like for us to resolve this together so that behaviors change as soon as possible."

What NOT to Say:
*"Your work is sloppy, you
forget to follow up with me,
and you lose all the
paperwork I give you."*

A better option is:

"I'm very concerned about what I'm seeing in terms of the quality of your work. There appears to be a lot of open work orders on your desk and the ones I've returned to you with my signature have not been followed up on. Please help me understand what is going on and if there is anything I need to do to help you. This needs to change immediately, so let's figure out a solution."

In summary, if you approach any feedback conversation from the *desire to do good*, the outcomes are going to improve simply because the employee senses that you care about their well-being and success.



Your new hire is halfway to the end of the probationary period; be sure the employee knows how he or she is performing in the new job.

EXPECTATIONS AND FEEDBACK

1. Continue weekly meetings to discuss performance expectations and provide feedback.
2. Facilitate goal setting and assign training as needed.
3. Engage in a focused performance management conversation with the new employee:
 - a. What's going well in your job?
 - b. How were the trainings?
 - c. What challenges are you facing?
4. Evaluate how the employee is doing:
 - a. Consider how well the employee is doing.
 - b. Consider areas where the employee is struggling.
 - c. What kind of action plan can you provide?
 - d. Check in with College HR on how the employee is progressing.



BUILD RELATIONSHIPS

1. Arrange for new hire to meet department/college personnel.
2. Check in with the new hire's buddy.
3. Inquire about how the new hire is feeling about integration into team.

BENEFITS AND REWARDS AT THE UNIVERSITY OF FLORIDA

Arrange for new hire to meet department/college personnel

1. Inquire if the new hire has made his or her mandatory retirement election.



THREE MONTH CHECKLIST

Best Practices for Direct Supervisors when Onboarding New Employees.

"... the biggest reason why people fail or underperform has to do with the culture and politics of the organization ... so I focus a lot on basically three things:
how we are going to help this person adapt to the new culture;
how are we going to connect them to the right people and help them form the right relationships; and
how are we going to be sure that we really align expectations in every direction so that they're set up for success..."

— Michael Watkins, author of *"The First 90 Days"*

Practice	Tasks
Provide clear expectations and regular feedback on the expectations	Be an active supervisor; intervene early with any attendance, performance conduct concerns; clarify expectations often; provide feedback weekly
	Facilitate goal setting and assign training as needed
	Evaluate how the employee is progressing through probation — Are they a No or Maybe? (see the Three Month Probationary Check-in)
	Use the "OH NO! Do I Have to Have that Conversation" guide and check-in questions on page 2 to engage in a conversation about success points and areas to grow with your new hire
	Explain and provide examples of what excellent work looks like from your perspective
	Tell your new hire specifically <u>how well they have done</u> and include specific ways to improve their work
Build relationships for success	Inquire about any duties the new hire is unclear on
	Arrange for new hire to meet division personnel
	Provide new hire with a buddy
	Check-in with the new hire's buddy
	Inquire about how the new hire is feeling about his/her integration into the team



QUESTIONS FOR THE WEEKLY CHECK-IN MEETING

Develop a meaningful agenda so your weekly meetings stay on task. Have your new hire provide:

- Accomplishments for the week
- Successes
- Challenges
- Questions

Questions to consider during the regular check-in meetings and at the conclusion of 90 days.

1. Do you still have the resources necessary to complete your University, department, and work-related training?
2. What is working well?
3. What is not working well?
 - a. What ideas do you have to resolve your issue(s)?
 - b. How can I help you resolve your issue(s)?
4. Is there any support you need from me? Am I providing the right level of feedback for you or do you need more or less from me?
5. Have a conversation to understand the new hire's experience with their job. Be clear with your expectations.
 - a. I see you are making good progress in these areas. What are areas where you feel successful?
 - b. Are there in areas where you feel like you need special help? Any areas that have a steeper learner curve or are more challenging?
 - c. Here are some specific areas that could be improved and this is what I am looking for. Any questions about what I am looking for?



THREE MONTH PROBATIONARY CHECK-IN

*Your new hire is halfway through the probationary period.
Since you have been providing regular and detailed feedback for the last three months,
this conversation will be more of a summary of prior discussions, rather than new material.*

It is time to conduct a face-to-face check-in with the new hire. It is a wise move for a supervisor to have a comprehensive and more formal check-in halfway through the probationary period. Probation can be a stressful time for a new hire, it is important for them to know how they are doing and be given an opportunity to ask questions. Plus, your new hire will probably be expecting a status update.

Assess the employee's transition. You should clearly discuss whether the new hire is:

- Completing required and job-related training successfully
- Meeting performance (doing the work well) and behavioral (with an appropriate attitude) expectations
- Managing time appropriately for the workload
- Paying attention to details and meeting deadlines for quality deliverables
- Communicating effectively with colleagues and stakeholders
- Developing positive engagement with the work and their colleagues

(Modify, as needed, to fit the new hire's role.)

Questions to ask the new hire after three months on the job:¹

1. What surprised you during the first few months on the job?
2. What has been your biggest challenge or adjustment?
3. Tell me about an experience in the last three months that made you feel successful.
4. Tell me about an experience in the last three months that left you feeling discouraged. Tell me why.
5. Have you developed partnerships or a feedback friend within the team?
6. What are some aspects about this role that you expected and some that you didn't expect?
7. If you could assess your learning curve at this point, what grade would you give yourself and why?
8. How can I help you succeed? What additional tools or training would be helpful?

This is a critical employment fork in the road. As the supervisor, you will need to decide if your new hire will successfully complete probation. Boiling it down to the basics, you really have only three possible answers.

YES



NO



MAYBE

Is the New Hire Meeting Performance Expectations?

YES!

- If you are happy with their performance, make sure that the new hire knows.
- ***They should not have to guess!***
- Even if you are satisfied, there is ***always*** room for improvement. Still provide the new hire with suggestions and constructive feedback.
- Ask them what they need to be successful and stay engaged and challenged in the job.

NO!

- If the employee is not meeting expectations regarding performance, conduct, or attendance, ***be sure they know.***
- You should already be providing contemporaneous feedback, but the three-month check-in is an ideal time to recap the performance expectations.
- Make it very clear that immediate changes need to be made, or the new hire will not be completing their probationary period.

MAYBE?

- Adjusting to a new job can be tough.
- You may have an employee who is doing great in some areas and is weak in others.
- Or, you may have an employee who is just "okay" all around. If you can't tell what you have after three months, ***it's time to be paying closer attention!***
- Take some time to identify and articulate where you have concerns and where you are satisfied.
- A "maybe" employee will need specific guidance to have a chance at moving into the "yes" bucket.

What Kind of Feedback is Needed?

YES!

- Provide positive and detailed feedback on the great work the new hire is doing.
- Include suggestions for ways to improve or enhance their performance by taking the work to the next level.
- **Build on their successes!**

NO!

- Being honest and forthcoming is only fair to the new hire. These conversations aren't fun, but they really need to happen.
- If the new hire's performance, conduct, or attendance issues are serious, talk to your HR Rep or UFHR - Employee Relations.

MAYBE?

- Provide suggestions for improving or enhancing the work they are performing that you do think is satisfactory.
- Make sure you acknowledge this, so there is some weight given to the positives.
- **Build on their successes!**



*Help to establish excellent relationships between you, your new hire and the people he or she works with across UF. Have a performance conversation **BEFORE** the six-month probationary period ends.*

EXPECTATIONS AND FEEDBACK

1. Continue monthly meetings to discuss performance expectations and provide feedback.
2. Engage in a focused performance management conversation and focus on their achievements:
 - a. What's going well in your job?
 - b. How were the trainings?
 - c. What challenges are you facing?
 - d. How can I help you succeed?



BUILD RELATIONSHIPS

1. Connect new hire to gain a broader perspective of UF.

CRITICAL ACTIONS

1. Evaluate the new employee prior to the end of his or her six-month probationary period.

SIX MONTH CHECKLIST

Best Practices for Direct Supervisors when Onboarding New Employees.

"Beyond the challenges of recruitment and retention, productivity is perhaps the most important reason onboarding has taken on such immense strategic relevance for progressive firms."

– Mark Stein & Lilleth Christiansen, author of "Successful Onboarding"

Practice	Tasks	✓
Provide clear expectations and regular feedback on the expectations	Engage regularly with the new hire, intervene early, clarify expectations often, provide feedback weekly	
	Facilitate goal setting and assign training as needed	
	Use the "OH NO! Do I Have to Have that Conversation" guide and check-in questions on page 2 to engage in a conversation about success points and areas to grow with your new hire	
	Explain and provide examples of what excellent work looks like from your perspective	
	Tell your new hire specifically <u>how well they have done</u> and include specific ways to improve their work	
	Inquire about any duties the new hire is unclear on	
Build relationships for success	Suggest ways for the new hire to gain a broader perspective of UF and connect their work to UF's mission and values	
	Inquiry about how the new hire is feeling about their buddy	
	Check-in with the new hire's buddy	
	Inquiry about how the new hire is feeling his/her integration into the team	
Critical actions	Evaluate how the employee is doing <i>before the six month date</i> Use the "Are they a Yes, No or Maybe?" (see the Three Month Probationary Check-in)	
	Contact Employee Relations with any concerns prior to the end of their six months probationary period	

QUESTIONS FOR THE WEEKLY CHECK-IN MEETING

Develop a meaningful agenda so your weekly meetings stay on task. Have your new hire provide:

- Accomplishments for the week
- Successes
- Challenges
- Questions

Questions to consider during the regular check-in meetings and at the conclusion of 6 months.

1. Do you still have the resources necessary to complete your University, department, and work-related training?
2. What is working well?
3. What is not working well?
 - a. What ideas do you have to resolve your issue(s)?
 - b. How can I help you resolve your issue(s)?
4. What do you enjoy least/most about your work?
5. What talents or skills do you have that you aren't using often enough in your current role?
6. Is there any support you need from me? Am I providing the right level of feedback for you or do you need more or less from me?
7. Have a conversation to understand the new hire's experience with their job. Be clear with your expectations.
 - a. I see you are making good progress in these areas. What are areas where you feel successful?
 - b. Are there in areas where you feel like you need special help? Any areas that have a steeper learner curve or are more challenging?
 - c. Here are some specific areas that could be improved and this is what I am looking for. Any questions about what I am looking for?
 - d. It would be good to finish these tasks by the time we meet next week. Does that seem reasonable?
8. Do you feel that your experience as a team member is a positive one? Are you feeling included as part of the team?
9. How are things going with your buddy?
10. Do you have feel you are adapting well to our culture and standards?
11. What would you like to learn more about? What types of training or development opportunities would be of interest in the months ahead?

Review the "OH NO! Do I have to have THAT Conversation?!" in the First Month Resources to have a conversation about the new hire's performance, behavior or attendance.

SIX MONTH AND BEYOND

The 6-month mark is a major milestone.

Don't let it slip by without acknowledging it as such . . . and take this as an opportunity to discuss with your new hire your thoughts on his or her performance.

Part of employee retention relies on the employee seeing a future with the employer. Be active in helping your new hire understand what lies ahead.



Hopefully, you have been actively providing feedback up to this point, so the employee knows exactly how they are doing. The employee should know what you think they are doing well and where they have additional progress to make.

No matter where the new employee lies on the scale of good to superstar, passing the 6-month threshold is something to celebrate.

Reminder:

If an employee's performance is dreadfully poor, they have not positively responded to early intervention, they should be released from employment ahead of the 6-month mark.

As the direct supervisor, consider structuring the 6-month performance conversation by selecting appropriate and relevant topics and questions in three steps:

- STEP 1: General questions and clarification
- STEP 2: Key employee attributes
- STEP 3: In-depth discussion of higher-level skills

Before you start, first acknowledge the successful completion of the probationary period. Even if an employee is doing a great job (and you've been telling them), this is still a milestone to acknowledge.

The topics and questions in this resource can also be used in the 9-month and all performance conversations going forward. This is not an all-inclusive list. However, it is an excellent way to have meaningful conversations with your employee(s).



Step 2: Consider Key Employee Attributes

Select the questions that are relevant to the new hire's performance and share them with your employee prior the performance check-in meeting. Both the manager and the employee should reflect on the categories and the questions that the direct supervisor selects.

Select 1-2 Key Employee Attribute that are relevant for the employee for discussion.

1. **Knowledge of the Job**
 - Is the employee knowledgeable and able to demonstrate their knowledge in all phases of the assigned work (considering the short tenure)?
2. **Relations with Supervisor**
 - Is the employee responsive to supervisory directions & comments?
 - Does the employee seek guidance from supervisors and apply the feedback provided?
3. **Relations with Co-Workers and Business Partners**
 - Does the employee get along with others?
 - Consider the employee's tact, communication skills, and effectiveness in dealing with co-workers, subordinates, and customers, how well do they do?
4. **Attendance and Reliability**
 - Has the employee adopted acceptable attendance practices?
 - Does the employee complete tasks on time and appropriately manage their meeting and task schedule?
5. **Initiative, Creativity, Problem Solving**
 - What questions or concerns do you have about your job responsibilities?
 - Any questions about departmental or university policies or procedures that regularly apply to your job?
6. **Capacity to Develop**
 - Does the employee demonstrate an ability and willingness to learn new skills, accept additional responsibilities?



Continue your investment in your new hire. Ongoing feedback and relationship-building will ensure your investment pays off.

EXPECTATIONS AND FEEDBACK

1. Now that your new hire has successfully completed probation and is a “full” member of the team, discuss his or her future goals with the team.
2. Continue weekly or monthly meetings and start to shift the conversation to workload, ambitions and interests:
 - a. What is something that you really enjoy about your job?
 - b. What are some areas where you would like to grow and learn?
 - c. How can I help you meet your ambitions?



BUILD RELATIONSHIPS

1. Discuss his or her integration with the team.
2. Connect his or her work to the UF mission and your team's values and purpose.
3. Discuss soft skills such as communication and customer service.

Ask your employees:

What do we need to do to keep you engaged, challenged, and a happy member of our team?



NINE MONTH: PROMOTING TO ENGAGEMENT AND RETENTION

We've trained them, encouraged good behavior and attitudes, and coached the new hires on their job duties. "Now, how can you keep your stellar employees?"

Are your employees engaged? Are you sure?

How would they answer these questions?

1. Do you know what is expected of you at work?
2. Do you have the materials and equipment you need to do your job?
3. At work, do you have the opportunity to do what you do best every day?
4. In the last seven days, have you received recognition or praise for doing a good job?
5. Does your supervisor, or someone else at work, seem to care about you as a person?
6. Is there someone at work that encourages your development?
7. Does the mission of your unit (department or college) make you feel like your job is important?
8. Are your fellow employees committed to doing quality work?
9. Do you have a best friend at work?
10. Has someone at work talked to you about your progress?
11. Have you had opportunities to learn and grow?
12. Do your opinions seem to count?

Employee engagement matters!

Why?

- Engaged employees are **66% more likely** to always try their hardest at work.
- Engaged employees are **83% likely or very likely** to stay late at work if something needs to be done after the normal workday ends.
- Engaged employees are **74% more likely** to do something that is good for your company even if it is not expected of them.
- Engaged employees are also **50% more likely** to make recommendations for improvements.

Source: <https://www.ellucian.com/White-Papers/Cornerstone-Empowering-Employees/>

Ask your employees:

**What do we need to do to keep you engaged, challenged,
and a happy member of our team?**



You have created structures for feedback on expectations and built a relationship; now how will you support the employee going forward?

EXPECTATIONS AND FEEDBACK

1. Celebrate the new employee's first year!
2. Engage in a focused performance management conversation for his or her one-year anniversary:
 - Facilitate goal setting, a career development plan, and align training and work opportunities.
3. In year two, you will want to continue periodic meetings to discuss performance expectations and quality work and provide feedback.
4. Shift the focus to employee engagement and retention. Discuss ways to keep the employee challenged, engaged and part of the team.
5. Find opportunities to encourage problem-solving and critical thinking.



BUILD RELATIONSHIPS

1. Connect his or her work to the UF mission and your team's values and purpose
2. Discuss soft skills such as building trust, communication, collaboration and customer service.

FIRST YEAR ANNIVERSARY



Your new employee isn't so new anymore. The one-year mark is quickly approaching and it is time to recognize the anniversary and discuss performance, retention, and engagement.

What are you planning to do to acknowledge this important anniversary?

Hopefully, it has been a great year for your new hire. If you followed the onboarding plan, you have been providing regular and timely feedback and you had a more formal performance discussion at the six-month mark.

Naturally, part of the 1-year conversation needs to be about performance, conduct and attendance. But you should also devote time to ensuring the new hire is engaged and feels like they have a future both with UF and in this particular position.

If they are doing a good job, you want them to stay put, right?



No Surprises...Schedule Ahead

Plan ahead and tell your new hire there will be a 1-year conversation and ask them to reflect upon their first year—what is going well, what isn't. This way they know what to expect and what you want them to be thinking about—whether it is goals, training, what they like about the job, what frustrates them, areas where they realize they need to improve, areas where they think they are excelling, etc.

Give them some food for thought so they can come to the meeting with ideas to share. If you are providing a written appraisal, provide it to the employee in advance, so they can review it in private and take some time to process what you've written. Consider asking the employee to assess themselves using the same form or topics that you will use in assessing them.



Start by Listening

This conversation should be more than just you telling the employee what you think of them. This is also an opportunity for you to learn more about what your employee thinks of the job and what they need to feel challenged, be successful, and remain engaged.

- Do they want more responsibilities?
- Is the workload reasonable?
- What ambitions do they have and how can you help them advance their skills and knowledge?

"What do I need to do to keep you here and keep you happy?"



Set a Tone

You can respond to the employee's perspective by following up with your own. Keep in mind, the conversation needs to be honest...so, forego the sugar-coating. Be respectful, but also be honest and constructive. Start by laying out your top compliments first—identifying the employee's strengths and achievements. Be specific. "You're doing a great job," while nice to hear is not actually terribly helpful.

Spend some times identifying your top concerns and areas for growth and improvement. Be specific. "I need you to communicate better," may be a true statement, but you need to follow it up with specific and actionable examples of what the employee is doing now that needs to stop and what the employee needs to start doing instead.

Talk about the path forward and where you would like to see the employee. Even though frank conversations are often difficult, you are not doing any employee a favor by not sharing the full picture—the good, the bad, and the aspirational.



Set Goals & Expectations

Whether you have an okay employee or a superstar, you want to get them thinking about what they can accomplish in the future. Consider setting SMART goals. These are goals that are goals designed to be: Specific, Measurable, Attainable/Achievable, Relevant, Time-bound. Instead of vague goals ("work harder" or "be more organized"), SMART goals are intended to add clarity and specificity to what the goal is and what success looks like. For example, a SMART goal is: Increase Customer Satisfaction Score to 90% by December 31 rather than Provide Better Customer Service.

Be sure to offer resources. Good goals should provide successes rather than failures if the new hire works at them diligently.

Need Help Articulating Goals or Preparing for a Tough 1-year Conversation? Contact UFHR - Employee Relations.



Embrace your Coaching Duties

In reality, we understand that most supervisors have their own workload. It can be a struggle to find time to devote to actual supervising. But, that's part of the job—and *not a trivial part*. Embrace your role as a coach. Coaching—which requires positive and negative feedback as well as encouragement—is a good way to think of these duties. Part of your responsibilities is to help your employees hone the skills they need to be successful in their positions.



Express Gratitude

Your new employee has now devoted a year of their professional life to your team. Even if they have room to improve, this is still worth recognizing and appreciating. Be sure to end the conversation by reiterating the top action-items you want to see the employee taking in the year ahead.

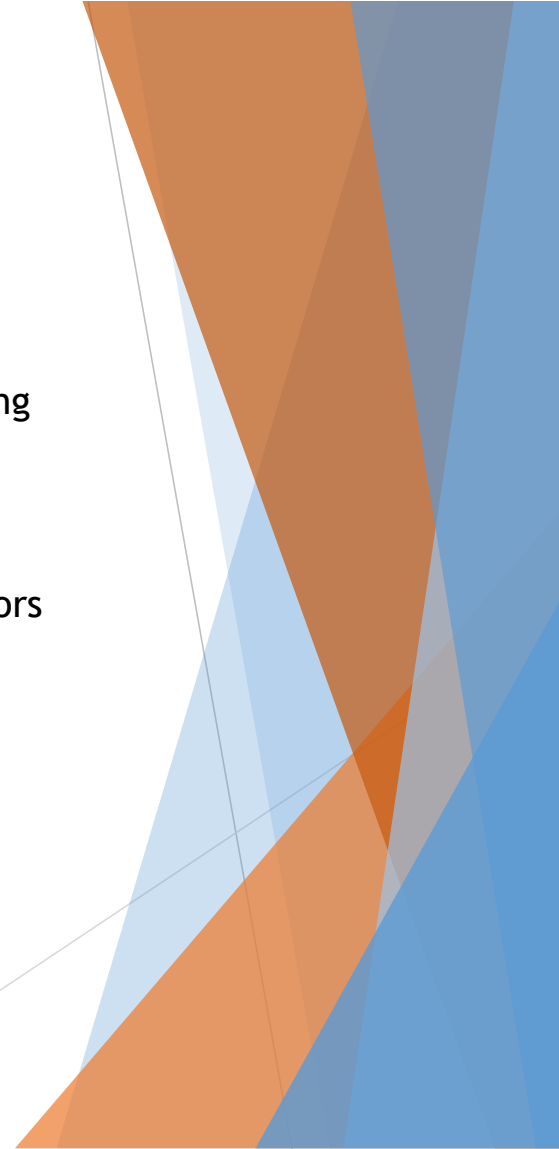
Continue to provide at least bi-weekly feedback that is timely and specific with words of praise, recognition, and correction, as needed, throughout the year.

Share Ideas

How will you assist your college or unit to:

- ▶ Communicate with supervisors about these best practices and the supporting resources.
- ▶ Support and encourage supervisors to use these resources.
- ▶ What practices have you already developed or adopted to support supervisors that you can blend with these onboarding tools?

Identify 2-3 resources that could be the most impactful in your area.



Share Ideas

Option A: Academic Focus

How will you assist your department or unit to:

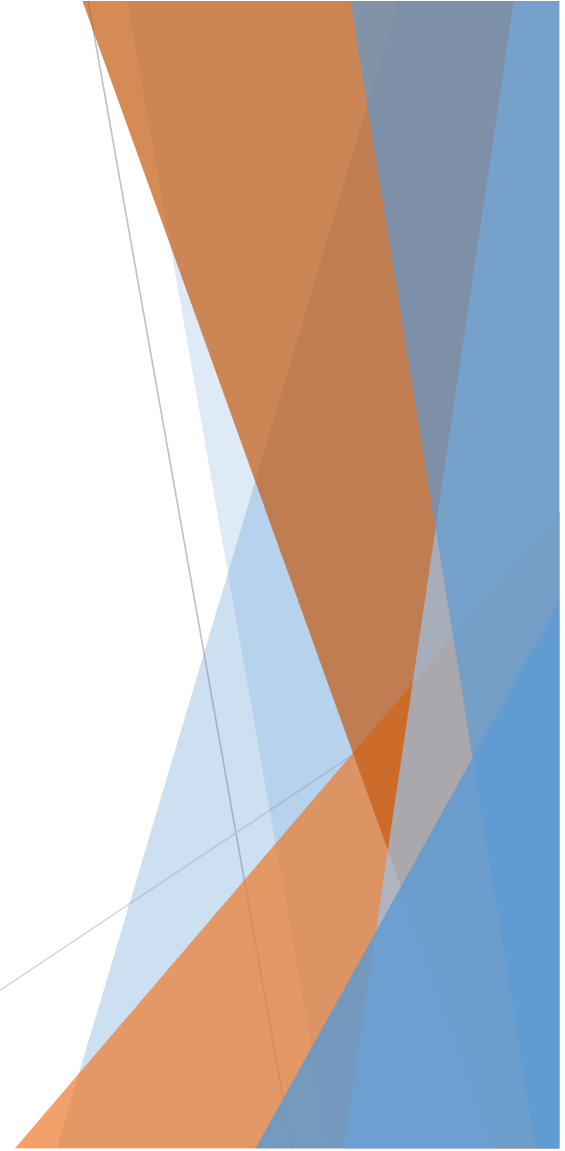
- ▶ Adapt these resources for faculty, adjuncts, postdocs, etc.
- ▶ What additional tools or resources would be helpful?
- ▶ What practices have you already developed or adopted to support supervisors that you can blend with these onboarding tools?

Option B: Staff Focus

How will you assist your department or unit to:

- ▶ Could these resources be adapted for OPS, student employees, and part-time employees?
- ▶ What are key concerns or challenges when onboarding student, OPS, or part-time staff?
- ▶ How do you currently encourage or assure supervisors make the most of the probationary period for TEAMS?
- ▶ What additional tools would be helpful?

Questions?
Comments?
Suggestions?



Resources

- <https://hr.ufl.edu/manager-resources/recruitment-staffing/hiring-center/best-onboarding-practices-for-direct-supervisors/>
- <http://talent.uff.ufl.edu/onboarding/>
- <https://hr.utexas.edu/student/managing-student-employees>
- <https://hr.utexas.edu/student/new-student-employee-checklist>
- “Onboarding New Employees” on YouTube: <https://youtu.be/XeREWk-PyrU>
- “Onboarding New Hires” on YouTube: <https://youtu.be/aaSSPYxXhNU>
- <https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/onboarding-key-retaining-engaging-talent.aspx>
- <https://blog.accessperks.com/2018-employee-engagement-loyalty-statistics#1>
- <https://blog.accessperks.com/2018-employee-engagement-loyalty-statistics#2>
- <http://blog.clickboarding.com/18-jaw-dropping-onboarding-stats-you-need-to-know>
- <https://www.pageuppeople.com/en-us/2017/07/25/onboarding-to-learning-keep-new-hires-on-the-highway-to-success-lea001/>

More good news...

- ▶ TEAMS/USPS Employee Handbook Update

Thank You