

FRESNO STATE[®]

Human Resources

WELCOMING EMPLOYEES

A Guide for Managers

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You never get a second chance to make a first impression.

58% of new hires are likely to remain with an organization after three years if they've gone through a structured onboarding process.¹

86% of new hires make their decisions to stay or go within the first six months of their job.²

Creating a new employee enrichment experience is a critical point in the talent lifecycle. A solid program not only bridges the gap between candidate experience and employee experience, it acts as a catalyst of employee satisfaction and retention.

To help our Managers succeed, we have created this New Employee Welcome Guide. From inspiring examples to practical guides, this book is full of essential resources for every stage of your new hire process.

¹ SHRM (<https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/onboarding-key-retaining-engagingtalent.aspx>)

² Human Resources Professionals Association (<https://www.hrpa.ca/HRPACapters/hamilton/programs/Documents/Essentials-Employee-Onboarding.pdf>)

CREATE THE WELCOME EXPERIENCE BEFORE DAY ONE

One of the most important and often overlooked steps is preparing for the new employee welcome. Not only does it increase new hires' excitement, but it also fosters a relationship with them before starting the onboarding process.

So before your new employees step foot into your office, do your homework with the following checklist. From the basics to awesome extras this list will help you identify every way to make them feel valued and welcome.



NEW HIRE CHECKLIST

Standard items to request and coordinate before the employee's first day:

- Desk/Office set-up (computer, office supplies, etc.)
 - Software/hardware for new employee
 - PeopleSoft Access Request
 - Keys/Card Access Request
 - Phone and voicemail set-up
 - Update department organizational chart and website
 - Place employee welcome basket on desk. HR will order and deliver basket to department before the hire date*
- *New, permanent employees only
- Send notification email to department
 - Other _____

What to do on the employee's first day:

- Arrange for co-workers to meet new employee
- Arrange for tour of office (include copy machines, printers, restrooms, breakrooms, conference rooms, and first-aid/emergency supplies)
- Review PeopleSoft Absence Management & Time Reporting
- Discuss department policies/procedures or role-specific resources that will help the employee learn more about the department and Fresno State
- Schedule time for new employee to take required online trainings. Employee will receive an email with a link to access and complete the required trainings.

Awesome extras that will surprise and delight new employees:

- Organize new hire lunch
- Get a welcome card and have department team sign
- Identify employees with similar responsibilities or someone from a different department to be a coach or mentor

FIRST DAY EXPERIENCE

Give your employees an amazing first impression of their new career choice with an interactive and fun first day on the new job. Start with this sample agenda. This will help you plan an informational yet dynamic experience.

8:00 AM	Employee arrives to department office, places belongings in office/desk
8:30 AM	Employee is walked to HR for New Hire Orientation
10:30 AM	Employee returns to department. <ul style="list-style-type: none">• Introductions to co-workers• Office tour• Computer login and set-up
12:00 PM	New hire lunch
1:00 PM	Introductions to department leads and managers
2:00 PM	Explain job role and responsibilities, and department/campus policies and procedures www.fresnostate.edu/MAPP
4:00 PM	Wrap up

All benefit-eligible employees will be required to attend a benefits orientation with Human Resources. Please refer to the employee's offer letter for the date and time.

30 DAY CHECK-IN

An employee's first 30 days of employment are a critical time for getting acclimated to the new position. Be sure to provide support to your new employee as they transition into their new role and Fresno State. Here are some helpful items to remember during this time period.

Standard items to set your new employee up for long-term success:

- Review job role and responsibilities
- Discuss employee expectations
- Overview of common programs & useful websites
- Review performance goals
- Explain conference room reservations
- Fresno State directory
- Explain how to order and/or request supplies
- Schedule regular 1:1s
- Add new employee to regular team listservs

Awesome extras that will surprise and delight new employees:

- Identify and set measurable career goals for the next months or years
- Identify the required training and development activities needed within the next six months
- Review process to enroll in non-required trainings and professional development courses through Organizational Excellence, Lynda.com, or Chancellor's Office online training system
- Discuss Employee Assistance Program (EAP) and work life balance resources

SAMPLE GOAL SETTING GUIDE

Use the following template to clearly define expectations and keep new hires highly engaged and accountable for success and growth in their role.

Include a combination of quick-wins and long-term goals that will give new employees a sense of accomplishment and lasting impact on campus. These goals are a very important part of the employees' probationary and annual evaluations.

Objectives	Key Results	Lookback
GOAL #1		
What do you want to achieve?	What does success look like?	When do you want to achieve it?
Review what was achieved		
GOAL #2		
What do you want to achieve?	What does success look like?	When do you want to achieve it?
Review what was achieved		
PERSONAL DEVELOPMENT GOAL		
What do you want to achieve?	What does success look like?	When do you want to achieve it?
Review what was achieved		

90 DAY CHECK-IN

The first 90 days of employment are a critical time for establishing new employee's success. To do so, here is a list of suggested check-in questions for you to ask your new hire. This conversation should take place over regular 1:1 meetings. It will create an open working relationship, help to build trust and identify how you can better support the employee's transition into their new role and team.

Here are suggested questions to ask your new employee within the first 90 days:

1. How is it going? How do you feel in your new job?
2. What are you enjoying most about your role?
3. Is the job/team what you expected?
4. Has anything surprised you? If so, what?
5. Has training been helpful? What would you add or change?
6. Do you have all the tools and resources that you need?
7. Do you feel like you are getting the help you need from co-workers?
8. What is working/what is not working?
9. Is anything about your role or team unclear?
10. As your manager, what can I do to make your transition easier?

PERFORMANCE EVALUATIONS

Probationary and annual performance evaluations are a key component of employee development. The goal of an evaluation is to review and update expectations, reinforce positive behaviors, address performance problems, and set future goals. The evaluation is confidential and should give the employee an opportunity to review and respond.

Be sure to review the appropriate Collective Bargaining Agreement to ensure probationary evaluations are completed in a timely manner.

Annual evaluations are completed October of every year.

UNIT	PROBATIONARY PERIOD EVALUATIONS
UAPD (Unit 1)	Sufficient enough to make timely recommendation prior to end of probationary period
CSUEU (Units 2, 5, 7,9)	Prior to the end of 3 rd , 6 th and 11 th month
<i>Employee shall be given up to five (5) work days to review the draft evaluation, may be granted an additional five (5) work days by request.</i>	
APC (Unit 4)	Prior to the end of 3 rd , 6 th and 11 th month
<i>Employee shall be given up to fourteen (14) days to review the draft evaluations.</i>	
SETC (Unit 6)	Prior to the end of 6 th and 11 th month
<i>Employee shall be given up to five (5) work days to review the draft evaluation.</i>	
SUPA (Unit 8)	Prior to the end of 6 th , 9 th and 12 th month
<i>Employee has 30 days to submit a rebuttal</i>	
Confidential (C99) - Non-Academic	Prior to the end of 5 th and 10 th month
Confidential (C99) - Administrative	Prior to the end of 7 th , 14 th and 21 st month
Management Personnel Plan (MPP)	Prior to the end of 6 th and 12 th month
Non-Bargaining Unit Employees	At regularly scheduled times

PARTING THOUGHTS

Now you are ready to make a lasting first impression with a powerful and thoughtful employee enrichment experience. Once you use the resources in this guide, you will captivate and engage new employees, ultimately retaining talent from day one.

Remember that not everything is one-size-fits-all, so be sure to personalize and experiment to see what works best for you and your department.

If you have any questions, please contact your assigned Human Resources Analyst or Consultant at 559.278.2032.



