

# Employee Onboarding - Cultivating a Culture of Engagement & Belonging

## Executive Summary

### Background

This CAIFE project began as a combination of two Bold Ideas, submitted by Arturo Mendoza and Dr. Larissa Mercado-Lopez. Both emphasized the need for an ongoing training program for new employees that introduce them to Fresno State and provides training on the how to navigate the university. For the purpose of this project, the CAIFE team chose to define the onboarding period from date of hire to the first 12 months.



The CAIFE team gathered data from administrative support staff, faculty and managers about the current onboarding process. Current disconnect for employees that emerged from the data was grouped into three themes:

#### Operational Resources

- Campus policies
- Ongoing assessments for new tools and trainings
- Institutional knowledge

#### Networking & Social Engagement

- Engaging orientation
- Welcome Resources (e.g., welcome basket, mentor, campus tour, welcome video from President)
- Housing/transformation information
- Cohort model for trainings

#### Training, Leadership & Professional Development

- Office of Organizational Excellence
- Center for Faculty Excellence
- Campus resources
- Online Resources

A screenshot of the 'Bulldogs at Work' website. The header includes the Fresno State logo and the tagline 'Discovery. Diversity. Distinction.' Below the header is a navigation menu with links for 'HOME', 'BEFORE YOU ARRIVE', 'YOUR FIRST DAY', 'DAY TWO &amp; BEYOND', 'GUIDES &amp; RESOURCES', and 'MANAGER RESOURCES'. The main content area features a large image of a California State University Fresno sign and a welcome message: 'Welcome to Fresno State! We are thrilled you have decided to join our team. Whether you contribute to Fresno State's mission - to boldly educate and empower students for success - from a classroom, laboratory, the campus grounds or an on-campus office, Bulldogs at Work will provide a solid foundation as you transition into your new position. We hope this website helps you feel connected and engaged in our University's culture of Discovery, Diversity, and Distinction.'

### CAIFE Response

Over the course of the project, the CAIFE team developed several strategies to improve the onboarding process and set the stage for further improvement. Developed by the team is a beta "Bulldogs at Work" website, manager checklist for new employees, and brings together communication about existing resources such as trainings and workshops. Additionally, the team developed a welcome video for new employees, also featured on the Bulldogs at Work website.



## Future Recommendations

- Review pre-onboarding process
- Integrate new employee information and resources with the Fresno State app
- Develop 12 month cohort-based buddy system for new employees
- Tailor onboarding to meet the needs of different employee groups
- Encourage participation in Fresno State experiences as part of the onboarding process (e.g. athletic events, cultural events, farm market, etc.)

## Proposed Campus Investments

- Cabinet level support and tone setting for new employee onboarding
- Centrally funded onboarding practices:
  - Welcome Basket at  $\$50 * 170 = \$8,500/\text{year}$  (approx)
  - Welcome Cards signed by the President at  $\$.30 * 170 = \$51/\text{year}$  (approx)
  - Joint Faculty/Staff Orientation =  $\$4,000/\text{twice a year}$  (approx.) in August and January
- Continued investment in employee professional development
- Team/s to tackle the different levels of ongoing assessment (specific asks of people. e.g., hr staff member, data fellow)
  - OIE Assessment Fellow =  $\$10,280/\text{year}$  (approx.)
- Exploration and financial support of new employee engagement mobile technology



**Team members:** Bryan Berrett, Zhanna Bagdasarov, Brittany Isom, Marylou Miller, Diana Ralls, Kathleen Schock, Keith Story, Diane Volpp and Katie Williamson.

**Executive Sponsors:** Provost Lynnette Zelezny and Vice President Debbie Adishian-Astone

