

Maximize

YOUR LEADERSHIP POTENTIAL



University of Florida Training and Organizational Development, Office of Human Resource Services

On-Boarding

What is On-Boarding?

On-boarding is the process of helping new employees get started in their roles and welcoming them to your organization. This is an important time to set expectations, introduce new employees to the people they'll be working with, and provide training for specific tasks. A good on-boarding process can help new employees feel comfortable and begin making a contribution more quickly.

The On-Boarding Process

Successful employee onboarding and induction are comprised of many components. Please explore the resources found below to see what you should be doing as a direct supervisor at each step in the process of onboarding and inducting a new employee—from before day one all the way to your employee's first-year anniversary.

Before the start of employment

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

- Create a Welcome packet*
- Send packet with a warm and welcoming email*
- Design a fully prepared workspace*
- Create a successful training plan*

**In some departments, this task is completed by the HR rep.*

Resources

These editable tools will guide you and provide things to consider as you onboard your new hire.

- [Welcoming Your New Employee](#)
- [Assigning a Buddy](#)
- [First Impressions Matter!](#)

Why it matters?

Providing a positive and productive on-boarding experience helps to get new team members up-to-speed quickly. It also improves employee retention and builds team spirit. Most importantly, by providing a quality on-boarding experience, you can demonstrate that you are a thoughtful leader with a strong organization.

First day of employment

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

- Enthusiastically welcome the new employee
- Use the first-day checklist to show that you are prepared for the new employee
- Connect the new employee to the team members, HR rep and his or her buddy
- Explain expectations and onboarding plan
- Have lunch together

Resources

Use the first-day checklist to cover your bases.

- [First-Day Checklist & Itinerary](#)

First month of employment

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

- Assign required training such as HIPAA and Title IX
- Prioritize training for system(s) access
- Intersperse training with job-related tasks

EXPECTATIONS AND FEEDBACK

- Establish weekly check-in meetings to discuss performance expectations and provide feedback (these meetings should be ongoing and continuous)
- Set short-term goals with specific deadlines and discuss completion at weekly check-ins
- Reduce uncertainty whenever possible

BUILD RELATIONSHIPS

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

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

Resources

Stay on track with the first-30-day checklist. Having a corrective conversation is the hardest part of setting expectations and providing feedback. Peruse the "OH NO" resource to get ideas for how to have these conversations when needed.

- [First 30-Day Checklist and Questions](#)
- [OH NO! I have to have THAT Conversation?!](#)

First Three Months of Employment

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

- Continue weekly meetings to discuss performance expectations and provide feedback
- Facilitate goal setting and assign training as needed
- Engage in a focused performance management conversation with the new employee
 - What's going well in your job?
 - How were the trainings?
 - What challenges are you facing?
- Evaluate how the employee is doing
 - Consider how well the employee is doing
 - Consider areas where the employee is struggling
 - What kind of action plan can you provide?
 - Check in with Employee Relations and let them know how the employee is progressing

BUILD RELATIONSHIPS

- Arrange for new hire to meet division personnel
- Inquire if he or she is making work friends

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

Resources

Use the guiding questions below in your conversations with your new hire.

- [Three-Month Checklist & Questions](#)
- [Halfway Through the Probationary Period](#)

Six Months of Employment

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

- Continue weekly meetings to discuss performance expectations and provide feedback
- Engage in a focused performance management conversation and focus on their achievements
 - What's going well in your job?

- How were the trainings?
- What challenges are you facing?
- How can I help you succeed?

BUILD RELATIONSHIPS

- Connect new hire to ways to gain a broader perspective of UF

CRITICAL ACTIONS

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

Resources

The “What’s Next” resource includes a plethora of topics and questions to assist with your regular and ongoing performance conversations.

- [Six-Month Checklist & Questions](#)
- [Six Months and Beyond – What’s Next?](#)

Nine Months of Employment

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

EXPECTATIONS AND FEEDBACK

- 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
- Continue weekly meetings and start to shift the conversation to workload, ambitions and interests
 - What is something that you really enjoy about your job?
 - What are some areas where you would like to grow and learn?
 - How can I help you meet your ambitions?

BUILD RELATIONSHIPS

- Discuss his or her integration with the team
- Connect his or her work to the UF mission and your team’s values and purpose
- Discuss soft skills such as communication and customer service

Resources

Your new hire made it through probation. How can you ensure he or she remains invested and engaged?

- [Tips for Engagement and Retention](#)

First year of employment

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

EXPECTATIONS AND FEEDBACK

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

BUILD RELATIONSHIPS

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

Resources

View ways to acknowledge and celebrate your new hire's work anniversary!

- [Conversation Guidelines to Celebrate a First Anniversary](#)