



Dear Manager,

Congratulations on the successful hire of your new employee. We are honored to welcome them to Clemson and are available to help in any way.

We understand that this is the beginning for both you and your new employee; excitement is high and potential is endless! The key to carrying this momentum forward and optimizing your new employee's success is through a successful onboarding experience. Research shows that providing onboarding throughout an employee's first 90 days to one year greatly increases employee retention and productivity.

Your department may have already completed a number of new hire welcome activities; in addition to those, we would like to give you a few more tools to help you successfully welcome, orient, and retain your new employee.

I will check in with both you and the new hire through quick surveys and possibly send additional tolls to help you stay connected with the new employee and ensure his continued success.

Happy Onboarding,

- **What is Onboarding? Onboarding is.....**

Getting your newly hired talent up to speed with the policies, processes, culture, expectations, and day-to-day responsibilities of your department/unit.

Making new employees feel welcome and excited, confirming why they joined your department/unit and Clemson University.

- **Why is Onboarding Important? Onboarding.....**

Builds Clemson's reputation for being a thoughtful employer, with great training, clear leadership, and a strong organization.

Helps retain your staff members.

Reduces high turnover costs.

Gets new faculty and staff to efficient productivity levels quickly.

Builds a cohesive team, therefore raising everyone's productivity.

BEFORE THE NEW HIRE STARTS

Pages 2 - 3

Proper administration of this step is critical for both you and your new employee. This checklist provides some suggestions and ideas for you to begin building a strong connection with your new employee before their first day of work.

MANAGER CHECKLIST FOR NEW EMPLOYEES

Page 4

This checklist outlines the initial information each new employee should receive. Having both you and your new employee sign the checklist, once everything has been covered, helps both of you feel confident that necessary information has been shared. In addition, keeping this signed copy on file provides an excellent record of what information was covered.

NEW EMPLOYEE CHECK-IN MEETING

Pages 5 - 6

New employee meetings help to establish relationships built on a foundation of trust. A check-in meeting is designed to quickly address issues. Employee problems usually become unsolvable when allowed to go on for too long without intervention.

THE BUDDY PROGRAM

Pages 7 - 9

This section outlines responsibilities for the manager and Buddy. Managers are responsible for meeting with the Buddy prior to the new employee's arrival to discuss expectations of the program and to gain commitment on the agreed upon activities. The primary role of the Buddy is to help the new employee feel welcome and comfortable. The activities listed in the Buddy Program Checklist are suggestions to consider as you get to know the new employee. You play a vital role in helping him/her adjust into the organization.

TOP WAYS TO TURN OFF NEW EMPLOYEES

Page 10

This list not only reinforces what onboarding is all about, it provides a tongue-in-cheek way to remind you of your role in the onboarding process.

The following indicator appears at the top of various pages in this toolkit. It shows when to use a specific tool -- before the new employee arrives, within the first 30 days, 60 days, 90 days and beyond the 90 day period.

NEW EMPLOYEE DAYS <0 0 – 30 30 – 60 60 – 90 90 +

□ □ □ Before the New Hire Starts

NEW EMPLOYEE DAYS <0 0 – 30 30 – 60 60 – 90 90 +

Accepting the offer to join the Clemson family was a big decision for the new employee. Once an employee accepts a position, the days or weeks leading up to that first day are critical in building a positive impression and relationship. The ideas below will help ensure that the connection you build with your new employee is strong from the start. Orienting a new employee is a process that can last up to a year, depending on the new employee's job and his or her prior experience

- Send an official offer letter outlining the specifics of the employee's new position, including the reporting relationship, salary, etc. For a sample letter go to: http://media.clemson.edu/humanres/sample_offer_letter.doc
- If there is a long period of time between the offer and the start date, stay in regular communication with your new employee via email or phone. Send a packet of introductory information about their position, your department and the University. You can also collect brochures and information about University programs and services to send to your new employee to review on his or her own time.
- Send an announcement to your department. For examples go to: [New Employee Announcement](#)
- Meet with college / division HR liaison to ensure you have necessary paperwork that the new hire needs to complete.

Shortly before the start date, send the new employee an email or letter that includes the following:

- Date and time to arrive the first day
 - What to bring on the first day; include information regarding documents to verify employment eligibility.
 - Location to report to and who to ask for upon arrival
- Transportation and/or parking information
 - What to expect during the first days on the job (include a schedule of the first few days if possible)
 - What to wear
 - Options for lunch (better yet, arrange to take the new employee out to lunch with you and/or a group of colleagues)
- Set aside time in your calendar to make sure you're available for the first days and weeks of your new employee's tenure.
- Set up new employee's workstation, including their desk and / or office, computer, etc. First impressions count, so providing new employees with a clean desk in a cubical or office that is in move-in condition will be a positive step in this valuable and new relationship.
- Set up phone(s): determine if your new employee will need a new phone, or have an existing one reconfigured. Also be sure that their new voicemail box is ready to set up on the first day of work.
- Make sure necessary supplies are available; plan ahead to ensure that the new employee has all

required office supplies on their first day of work.

- Order business cards if necessary / possible. Clemson University has a [web-based ordering process](#).
- Add new employees to appropriate email lists and calendaring systems.

Create a first-week schedule for new employees so that they have something to do that is meaningful and helps them hit the ground running. The schedule should include a balance of time with others, down time, and time on their own to read orientation materials or complete other orientation-related tasks. Consider including some of the following:

- One-on-one or small group meetings with other team members. These meetings are typically designed so that team members can describe their work and how it integrates with the work the new team member does.
 - One-on-one meetings with you to discuss job description, performance expectations, appropriate attire, time and leave, etc.
 - Time to review New Employee Orientation and Benefits Orientation.
 - Meetings with key colleagues across campus.
 - Tour of campus

- Information about the buddy assignment.
- Introduction to the university / college / department website.

In addition, if allowed within your department, consider sending the new employee a small welcoming gift, such as:

- A gift related to Clemson (t-shirt, mug, magnet, book, etc)
 - A gift related to the department or division / college

☐ ☐ ☐ Manager Checklist

NEW EMPLOYEE DAYS <0 **0 – 30** 30 – 60 60 – 90 90 +

To Be Filed In Your Departmental Personnel File

Employee: _____

Department: _____

Supervisor: _____

Emplid: _____

ACTION ITEMS FOR EMPLOYEE

- View [New Employee Online Orientation](#) presentation
- Attend a scheduled new employee benefits orientation; to schedule your appointment please click [here](#).
- Complete [OSHA Mandated Portable Fire Extinguisher Training – Online Training](#)
- Read and acknowledge electronically the items listed below:
 - Clemson University (CU) Drug and Alcohol Policy Acknowledgement
 - Sexual Harassment Policy Acknowledgement
 - Online Portal Fire Extinguisher Training Policy Acknowledgement
 - New Employee Orientation Acknowledgement
 - Family Educational Rights and Privacy Act Acknowledgement

INFORMATION COVERED IN ONLINE NEW EMPLOYEE ORIENTATION

- Clemson University overview, including vision, goals and strategic priorities.
- Facts about Clemson University
- New Employee Resources, including policies and procedures
- Required paperwork
- Benefits
- Discounts available to faculty and staff; this is an ongoing project.
- Getting Around Campus, TigerOne Card Services, Safety and Crime Prevention
- Health and Wellness, and Diversity at Clemson

TOPICS TO BE COVERED BY DEPARTMENT / SUPERVISOR

Supervisors: Check off items as you address them with your new employee. Please send questions pertaining to any of these items to [ASK-HR](#).

- | | |
|---|--|
| <ul style="list-style-type: none"> <input type="checkbox"/> Confidentiality Statement <input type="checkbox"/> Job duties and performance expectations <input type="checkbox"/> Work schedules, breaks, and overtime <input type="checkbox"/> Time and leave reporting <input type="checkbox"/> Department / Division / College Org Chart <input type="checkbox"/> Building use and access / security | <ul style="list-style-type: none"> <input type="checkbox"/> Safety / Evacuation <input type="checkbox"/> Equipment use and access <input type="checkbox"/> Telephone use/etiquette/voicemail/directory <input type="checkbox"/> Emergency contact information <input type="checkbox"/> Inclement weather procedures <input type="checkbox"/> Email account & usage |
|---|--|

Employee's Signature: _____ Date: _____

Supervisor's Signature: _____ Date: _____

COPY TO EMPLOYEE



New Employee Check-In Meeting

NEW EMPLOYEE DAYS

<0

0 – 30

30 – 60

60 – 90

90 +

Name: _____

Hire Date: _____

Position: _____

Today's Date: _____

How is your job going?

Is the job what you expected when hired?

Have you received the necessary training to enable you to succeed in your job thus far?

What training would you add?

Tell me about your experience with your buddy?

What changes if any would you recommend for the buddy program?

Do you have the supplies, equipment, tools to perform your job functions?

Tell me about your interaction and relationship with your co-workers?

Was the online New Employee Orientation presentation helpful?

What improvements would you recommend with the New Employee Orientation program?

Are there improvements you would recommend for the department orientation?

Additional comments:



The Buddy Program

A Buddy System is a means of welcoming and encouraging new employees to help them in their first few months up to 1 year build a personal connection with Clemson University.

It's tough being new. You're not sure what lies behind each door: there are enough acronyms and buzzwords to fill a book! These concerns seem insignificant, however, in comparison to the uncertainty of what's "normal" in the organization—what's "right" and "wrong" here?—what's expected of me?—what's accepted here? Apprehensions make new employees feel like "outsiders"...less confident in relating with their colleagues—senior, peer or junior—and unsure about how to act. A "Buddy" can answer questions about the work environment, culture, resources and other information.

The specifics of the Buddy Program will vary slightly from one department to the next. It is the hiring manager's responsibility to assign each new employee a Buddy and to effectively communicate the expectations to him/her. Use the New Employee's Interest sheet to choose a buddy with similar interests and backgrounds. For example, if a new employee enjoys hiking, a wise choice for a Buddy might be someone who also enjoys hiking.

When meeting with a prospective Buddy for the first time, please use the Buddy Checklist to discuss potential activities and gain their commitment.

EXPECTATIONS FOR BUDDIES.....

The first week, an introductory meeting is an opportunity to tour the department, introduce colleagues, find their work space, and explain the operation of any equipment or systems they need to start work. Note; be familiar with the content of the orientation training, so that information is not duplicated.

Explain how you can be reached during the day for assistance with anything that materially hinders their

A Buddy can contribute to the success of a newly hired employee by.....

- Scheduling regular contact, such as lunch, coffee, and phone calls
- Sharing insights about "how things are done around campus"
- Discussing why you like working here and the Clemson culture
- Answering questions and providing resources

What is a Buddy?

Buddies are colleagues who are willing to serve as resources for newly hired employees and help them feel connected to the team by answering questions and providing opportunities to socialize.

Buddies welcome new employees and:

- Identify needs and answer questions
- Introduce them to colleagues, the organization, and the facilities
- Are available for support during a new employee's first year.

work or performance. Make it clear that you are available to them as required, but to leave non-urgent issues for a scheduled weekly meeting. Make sure you clearly cover rules regarding contact outside working hours. Ask if the new employee has any questions; then leave the new employee to get on with the job. Remember: your role is to help the new employee get up to speed....not to prevent them from doing so.

Frequency and Timing of Meetings

Aim to meet regularly for at least 30 minutes. This meeting is best held over lunch or in an informal setting and is used to discuss any non-urgent issues the new employee may have. During the first few days of employment, it is reasonable to expect as many as a half dozen questions a day; this should taper down to one or two a day thereafter. All new employees are different; after two or three months, you may hear little or nothing from them on a daily basis. THIS IS A GOOD SIGN.

Meetings with the new hire are expected to occur during working hours. However, some buddies and new employees agree to meet on a social basis, outside working hours. This is a discretionary matter between you and the new employee. It is up to you to tell the new employee how you feel about being contacted regarding work-related issues outside of working hours. Many buddies feel comfortable with being contacted where necessary outside working hours up to 9:00 pm on weeknights, but not on weekends. The details are entirely up to you.

Expectations from the Buddy Relationship

Your relationship should be open, positive, supportive, and your discussions, confidential. Discourage gossip and speculation within a buddy relationship.

Termination of the Relationship

The Buddy relationship operates under a “no-fault” mechanism: at the request of either party, the Buddy relationship can be terminated at any time. The new employee will be assigned a new buddy, and the buddy is assigned a different new employee. Contact your manager if you wish to start the process.

Buddy Program and Guidelines

What is a Buddy?

A buddy is a team member who partners with a new or transferring employee during their first 6-12 months on the job. They offer advice, resources, and guidance regarding the day-to-day aspects of working in the department and at Clemson. They may also offer encouragement and suggestions as they introduce the new employee to the Clemson culture.

Why have a Buddy?

Assigning new employees a buddy provides them with a trusted and motivated person who will help them feel welcome and affirm their decision to join the department and Clemson. A buddy helps to reduce the initial confusion and uncertainty faced by all new employees. A buddy also supports the manager by allowing them to focus on job-specific issues. By increasing the new employees ability to contribute to the department and organization, the buddy helps increase their self-confidence.

Hiring Managers

You are responsible for selecting a buddy for your new employee. Selection should be based on the following characteristics:

- Demonstration of high performance
- Is willing and able to be accessible to the new employee
- Is skilled or knowledgeable about the new employee's job
- Is proud of Clemson and the department
- Is a peer of the new employee
- Has patience, good communication and interpersonal skills and wants to be a "buddy"
- Is a role model and well regarded and respected by team members
- Has been selected in advance and trained in their responsibilities

Buddy Responsibilities

- Be a contact for general information on policies, procedures, work rules, norms, day-to-day operational issues, etc.
- Help the new employee integrate with the department and organization regarding Clemson culture, norms, and expectations.
- Make introductions and help establish networks
- Assist in training
- Establish rapport and provide open, positive communication, respecting confidentiality
- Follow up with the new or transferring employee on a weekly basis. This can include meeting for lunch, brief chats, accompanying them to a meeting, etc.

What a Buddy is Not?

A buddy is not a mentor or a manager.

Mentor: Someone, typically more experienced, who is involved with the overall development of an individual (personal and professional).

Manager: Someone responsible for the employee's job performance and development. The manager resolves work-related issues.

Advantages of having a Buddy program

Having a Buddy program offers significant advantages for the new employee, Clemson, and the Buddy.....

Buddy:

1. Opportunity to encourage and engage others
2. Enhanced leadership and communication skills
3. Recognition as a strong performer / team player

New Employee:

1. One-on-one assistance
2. Jump-start on networking
3. Single point-of- contact
4. Smooth transition into the department and onboarding period.

Clemson:

1. Increased employee satisfaction and retention
2. Increased employee communication
3. Enhanced employee development
4. Enhanced quality work processes
5. Increased employee productivity

☐ ☐ ☐ Buddy Program Checklist

New Employee: _____

Buddy: _____

PRIOR TO START DATE

- Contact the Hiring Manager to develop an onboarding plan
- Obtain a copy of the new employee's schedule after orientation
- Obtain the new employee's interest sheet from supervisor

ACTIVITIES TO CONSIDER

- Coordinate introduction of new team member
- Invite new employee to lunch with team
- Schedule recurring conversations; perhaps weekly at first
- Share with new team member community resources of interest (shopping, doctors, child care, DMV, etc)
- Invite to social events; share calendar of events
- Arrange for or provide a tour of campus
- Share a list of activities and places that you and your family enjoy in the area
- Attend a sporting event
- Introduce them to key people outside of your department
- Arrange for or tour historical landmarks after work
- Share a list of acronyms specific to your department, college, and or Clemson
-
- Celebration of completion of first year

Employee's Signature: _____ **Date:** _____

Buddy's Signature: _____ **Date:** _____

COPY TO EMPLOYEE

□ □ □ Top Ways to Turn Off a New Employee

NEW EMPLOYEE DAYS

<0

0 – 30

30 – 60

60 – 90

90 +

You want your new employee to experience his/her new job as a major turn-on. So why is it that organizations often act in ways that create the opposite result? Here are the top ten ways to guarantee your new employee will start off on the wrong foot----possibly forever.

AVOID These:

1. Make sure that a work area has not been created or assigned. (Let the new employee sit in a hall or awkwardly share a work space for the first few days).
2. Schedule the new employee to start while the supervisor is on vacation.
3. Leave the new employee to manage on their own while coworkers pair up and head out to lunch.
4. Don't give the new staff member a tour of the building.
5. Assign the new employee to be trained by a staff member who is currently under a tight deadline.
6. Assign the new employee to your most unhappy, negative staff member.
7. Seat them in a backroom for an entire morning or afternoon, alone, to read lengthy manuals or watch an endless number of videos.
8. Give the new employee busy work that has nothing to do with their position.
9. Bring the new staff member on board in a very awkward, unhappy situation, such as being trained by the person whose days are numbered with the company.
10. Show the new employee to his office but don't introduce him to coworkers or assign him a mentor.

It's the little things that make a big impact on a new staff member. Welcome them on board with open arms, make them feel at home, appreciated, and like a part of the group. Provide them with the tools, training and connections they will need to excel and you'll have a happy new staff member!

Source: www.humanresources.about.com