Onboarding Guide for Adjuncts

Why Onboarding Matters

Onboarding acclimates employees to their role, the university's mission, and what the university has to offer. It develops employees who are committed to the university's success and helps retain new hires by making them feel like a member of the team.

As an organization, we should make new employees feel welcome by building and promoting valuable relationships with colleagues and managers to ensure they feel part of the organization. We need to ensure that newly hired employees know the university's structure, vision, mission, goals, key developments, culture and identify with it.

Retention Statistics and Financial Impact

The average US employer spends $4000 and 24 days to hire a new employee. With a negative new hire onboarding experience, your new hire could walk out and effectively double your cost and time to hire. Once you take into account the cost of vacancy, lost productivity, and the impact on morale, losing an employee is much worse than it appears on the surface. A negative onboarding experience results in new hires being 2x more likely to look for other opportunities.

High performing onboarding programs can improve employee retention by 82%.

Expectation of Managers

Managers are an integral part of the onboarding process and will need to provide the following to new employees:

- Build relationships with new hires
- Train new employees on job duties
- Communicate the university's performance standard
- Set clear expectations and act as guides to new employees
- Evaluate performance and provide feedback

Phases of Onboarding

Onboarding is not a singular event or series of transactions. Within Human Resources and across campus we want to begin thinking about onboarding being a longer time horizon and process of interacting and moving from hiring to belonging and thriving for each employee. It can be broken down in to distinct phases of employment as follows:

- Pre-employment
- First Week
- 1 month
- End of Semester

We know that employees have different needs throughout these phases and, as managers, how you check in and engage your employees through this cycle will make a significant impact on their job satisfaction, sense of belonging and engagement in the greater RWU community.

The remainder of this guide will provide guidance and expectations for the onboarding process and the roles of the employee, managers, and human resources.

Pre-Employment: Before the First Day

The new employee should feel welcomed and informed during this time. They should have a sense of excitement and confident with their decision to join RWU. They should have feel eager to learn and start their new position.

NEW HIRE DATA COLLECTION

The employee will receive a link to the New Hire Onboarding packet through Interview Exchange and their background screening authorization from Hire Image shortly after accepting the position.

Human Resources will send a welcome email to the new hire prior to the first day requesting I-9 identifications, COVID vaccination cards, and provide info on what to generally expect during the first week of work institutionally. Your job as a manager is to support and supplement the institutional processes to ensuring a seamless and welcoming onboarding experience and start to their RWU career within your team.

TIPS FOR PREPARING FOR THEIR FIRST DAY

- Call or email to officially welcome the new employee after acceptance confirmation. Confirm start date. Discuss dress code, working hours, contact information, parking information (if applicable), and where to go on first day.
- Review training
- Send internal email announcements to department and other relevant offices to the employee role announcing the new hire and start date. Announce new employee through appropriate channels. Some areas use an email list when a new employee will be joining the team.
- Set up office/desk/work space
- [Request network access](#)
- [Request key and ID access](#)
- Gather and provide and training materials related to job
- Consider regular formal 'check-in' times or meetings to answer questions, reviewing training and work progress
- Acknowledge any workload adjustments or accommodations
- Ask supportive questions:
  - Do you require any special accommodations? (If so refer to HR)
  - Are you familiar with the area? Do you need directions to campus?

EMPLOYEE'S FIRST WEEK
During the first week, we should be ensuring that the new employee feels welcomed and valued. Have a sense of belonging and begin to see how they fit in as a valuable member of a larger team and community.

- Create a learning agenda for the employee that will serve as a simple training plan will outline how they learn specific processes, when to attend training sessions, who they can job shadow (if needed)
- Walk through the list of all required (and optional) training and resources. List clear dates and expectations for when various trainings should be completed.
- Provide a tour of the campus. Help orient new employee to campus. Tour common areas and buildings they will frequent and offices where they will commonly interact.
- Be sure to complete their I-9 Form at with Human Resources by the 3rd day of employment.
- Complete Benefit Selection, if applicable
- Meet team members
- Provide new hire with Employee ID #

- Work schedule, including any tardiness or absence best practices (time expectations, who to contact when, etc.)
- Consider assigning a peer "buddy" – Someone in the department that can answer questions outside of the supervisory role
- Receive/review important desktop support and security information
- Review system access information
- Receive needed supplies for desk area
- Review emergency information and procedures

EMPLOYEE'S FIRST 30 DAYS

During this time employees should start to feel comfortable with their primary responsibilities. New employees should feel supported by colleagues. They should feel excited about their position. It's important for manager's to check in that these things are happening, and commit to making adjustments if they are not.

- Manager check in (Use HR as a partner to check in and strategize if necessary)
  - What's going right?
  - What's missing?
- Set goals with the new employee
- Review University polices, as needed
- Understand pay calendars and access pay statement

END OF SEMESTER

By this time employees should have strong working relationships with colleagues and supervisors. New employees should be comfortable enough and supported enough to voice their opinions and contribute in meetings and discussions. They should not be afraid to ask questions, identified things not going right, places where more clarity, training, or support might be needed.

- Attend end of semester check-in meeting with new hire
- Review goal progress and completion
- Managers should provide tips or observations on things that may need adjusting or more effort and follow up in writing with a supportive plan
- Attend Unconscious Bias Training

*Supervisor Check-ins are to discuss how the new hire's employment is developing (progress, any surprises, challenges, areas for improvement, questions etc.).

What HR will provide:

PRE-BOARD

Offer Letter with stipend rate, union information, and benefit summary
Welcome email with COVID, I-9 requirements, and "Your First Week at Roger" info packet

EMPLOYEE FIRST WEEK

New Hire Checklist
Organizational Charts
Roger Williams Biography
University's Mission
University Contact Information
Academic Calendar
RWU "101"

EMPLOYEE FIRST 30 DAYS

Check-in reminder

END OF SEMESTER

Check-in reminder
Assign Unconscious Bias Training

Check-In Articles

https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/effective-onboarding-should-last-for-months.aspx

https://www.muchskills.com/playbooks/check-ins

https://kinhr.com/how-often-should-i-have-employee-check-ins

https://medium.com/the-people-manager/how-to-have-effective-quarterly-check-ins-with-your-reports-c9a2a7b59d4a