



# **ON-BOARDING GUIDE FOR THE HIRING MANAGER**

**Everything you need for a successful on-boarding experience**

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Dear Manager,

Congratulations on successfully hiring your newest colleague. This is a new beginning for both of you, one that comes with a number of feelings, questions and concerns, along with a level of excitement. One of the key elements of making this transition smooth and successful is to provide a comprehensive on-boarding experience.

As a manager, you play a crucial role throughout the employment of your newest colleague; especially during the first few days, weeks and months as the new employee becomes familiar with their journey in this new position/career.

It is important that on-boarding begins as soon as an offer of employment is made and accepted by the specific candidate. On-boarding your new employee properly has many benefits; it will make them feel welcomed, valued and it will confirm their personal decision to join your team. We feel confident that you have already completed a number of on-boarding procedures, however, this package will provide you with additional tips, tools and resources to help you welcome, orient, train or re-train your newest colleague.

On-boarding 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 for employee satisfaction and retention.

**You never get a second chance to make a first impression!**

**As a Manager, did you know?**

- **4 per cent** of new hires leave a job after a disastrous first day
- **22 per cent** of turnover occurs within the first 45 days

**Make first interactions with new employees count by effectively on-boarding them.**

*\*Bersin by Deloitte's industry study: Onboarding Software Solutions 2014: On-Ramp for Employee Success*

## On-Boarding at Memorial

On-boarding is an initiative targeting new employees that aims to help them perform better in their jobs sooner, with a closer connection to the university's own unique culture and way of doing things!



Extending beyond the traditional new employee orientation session which continues to be offered through the Department of Human Resources, on-boarding is a shared responsibility with activities managed by the hiring unit and human resources.

Hiring managers play a **critical** role in facilitating the successful integration of new employees into Memorial's community. Hiring the right person at the right time is only the first step in the on-boarding process which goes well into the first year of employment.

## **WHAT IS ON-BOARDING?**

### **On-boarding is....**

- A support process designed to manage a variety of tasks and requirements initiated once a new hire has accepted a position
- A supplement to the existing orientation process that is designed to provide specific and customized information about the university culture while also providing tools to help a new employee navigate and become successful at Memorial
- A way to get a new employee up to speed with the policies, processes, culture, expectations and day to day responsibilities of your unit
- A way of shortening a new employee's learning curve to maximize performance
- A way to assist a new employee to be successful in their job and make immediate contributions by understanding their role and responsibilities
- A way of making a new employee feel welcomed and excited, confirming for them the reasons they joined your unit and Memorial University, especially in the early days of the transition and at the onset of new challenges

## **ORIENTATION VS. ON-BOARDING**

**In short, orientation is an event; on-boarding is a process.**

Orientation is a structured event that is geared to the general employee population and focuses on standard topics such as:

- The organization's mission and vision
- Organizational policies and procedures
- General employee information and related benefits

On-boarding can last anywhere from three months to a year, depending on the responsibilities of the position and the amount of organizational understanding necessary to be successful in the role. The goal is to align new employees with Memorial's culture, vision, mission and values while focusing on strengthening the employee's connection to the organization and its people. On-boarding provides a more strategic plan for employee success than orientation alone.

## BENEFITS OF ON-BOARDING

Memorial’s on-boarding program will set the foundation for a well-engaged employee who can become a champion of Memorial’s vision, mission and values. Memorial’s on-boarding program aims to:

- Increase productivity and retention
- Reduce anxiety and stress for a new employee
- Reduce turnover rates which can negatively impact the budget
- Build successful team relationships across the unit
- Provide hiring managers with consistency in the welcoming of a new employee

## ROLES AND RESPONSIBILITIES

On-boarding is a shared responsibility with activities managed by a new employee, the hiring unit and human resources.

| NEW EMPLOYEE   | HIRING UNIT  | DEPARTMENT OF HUMAN RESOURCES   |
|--|--|---|
| <ul style="list-style-type: none"> <li>• Completes any necessary training</li> </ul>   | <ul style="list-style-type: none"> <li>• Ensures workplace is set up and clean</li> </ul>  | <ul style="list-style-type: none"> <li>• Processes new employee documentation</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Submits any required new employee documentation</li> </ul>  | <ul style="list-style-type: none"> <li>• Requests appropriate technology access and equipment</li> </ul>   | <ul style="list-style-type: none"> <li>• Coordinates and facilitates Memorial’s formal orientation programs</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Attends Memorial’s <b>New Employee Orientation</b> and any other group specific sessions (i.e. management orientation programming)</li> </ul> | <ul style="list-style-type: none"> <li>• Conducts pre-arrival and post- arrival activities as per attached to-do lists and supporting documentation</li> </ul> | <ul style="list-style-type: none"> <li>• Meets with new employee to answer general questions and review the new employee package and documentation</li> </ul> |

**NOTE:**

Please ensure New Employee Orientation Checklist ([Appendix E](#)) is reviewed, completed and signed by both the employee and Hiring Manager. Please keep a copy of this signed document and forward one to Human Resources.

## ROLE OF THE HIRING MANAGER

As the hiring manager, you are the most influential person in the on-boarding process. You are the link that integrates new employees into Memorial's culture and workplace. Finding and retaining good employees is a difficult and time-consuming task. Your key responsibilities are to:

### 1. Clarify Job Expectations

TIP: Do not assume that the new employee knows exactly what they were hired to do.

- Review together the job duties (as outlined in the job description or in the applicable collective agreement) and expectations (more specific than the details in the job description)
- Ensure the new employee understands how to translate expectations into their day-to-day activities and how their role impacts the unit's overall organizational strategic priorities

### 2. Manage Performance and Provide Support

TIP: Do not assume that the new employee is okay if they are not asking questions.

- Schedule regular meetings to provide on-going direction and support
- Provide feedback (both positive and constructive) on their performance and identify support and resources to bridge any gaps
- Address any performance concerns immediately (for assistance, contact your HR advisor [www.mun.ca/hr/about/contact.php](http://www.mun.ca/hr/about/contact.php))

### 3. Ensure On-going Communication

TIP: Get to know and understand your new employee's expectations.

- Provide an overview of Memorial's strategic plan, frameworks and the unit's strategic priorities. The university's vision, mission and values can be found here: [www.mun.ca/president/home/vision.php](http://www.mun.ca/president/home/vision.php)
- Talk about Memorial's culture. Provide personal stories on your positive experiences
- Discuss workplace management, communication, problem-solving style and development opportunities

## MEMORIAL'S ON-BOARDING PROCESS

Below is a detailed outline of Memorial's on-boarding process. This outline aims to assist you along the way in welcoming and transitioning your new employee. To begin the on-boarding process, it is suggested that hiring managers choose a person to be a 'mentor' for their new hire. This person will be referred to as a 'Memorial Navigator'.

### Memorial Navigator

Having someone assigned as a Memorial Navigator is an ideal way to make the new employee feel welcomed to their new department and to Memorial as a whole. It also provides the new employee with a contact person they can use as a resource for additional information and helps make the transition into their new role a smooth one.

The goal of pairing a new employee with a Memorial Navigator is to have both employees share knowledge and develop additional skills while allowing the new employee the opportunity to become better acquainted with their new place of employment and all it has to offer. Being a Memorial Navigator can be a rewarding experience as it provides the opportunity for more experienced individuals within your unit to share their professional knowledge and expertise with others who are less experienced.

This part of the on-boarding process is optional, however, highly recommended. If you are having difficulty choosing a Memorial Navigator from your unit, please contact Learning and Development at [myhr@mun.ca](mailto:myhr@mun.ca) for assistance.

### Memorial Navigator Checklist

**Please note:** This section is to be given/explained to the Memorial Navigator by the hiring manager.

Your role as a Memorial Navigator is to welcome the new employee and be there as a resource or "go-to" person. It is recommended that you give the new employee a call or send them an email a few days prior to the new employee's first day.

Below is a sample of pre-first day telephone talking points.

- Introduce yourself. Include where you work, how long you have worked there and any information you may be able to share about your experience working at Memorial.
- Explain your role. You are there to help them through their orientation and will be their "go-to" person should they have any questions or concerns.
- Learn the correct pronunciation of the person's name and ask which name they prefer be used.
- Let them know that you will be meeting them for lunch and should they choose to bring their lunch, there are kitchens that are easily accessible as well as many options to purchase their lunch.
- Repeat your name, position and contact details.

This checklist is attached as [Appendix C](#) in the event you wish you print this document for the Memorial Navigator you have chosen.

It is also a great idea for the Memorial Navigator to email the new employee and introduce themselves, a sample email is attached as [Appendix D](#).

**NOTE: This relationship can be created and started before the new employee begins or anytime throughout the employment.**



Once a Memorial Navigator has been selected to assist the new hire by answering questions and sharing knowledge, you, as the hiring manager, can now begin the next phase of the onboarding process. This next phase is outlined in the 'Pre-Boarding Checklist' below.

## Setting the Stage: Pre-Boarding Checklist

Accepting the offer to join Memorial was likely a big decision for your new employee. Once an employee accepts a position, the days or weeks up to that first day are critical in building a positive impression and relationship.

The checklist below will help ensure that the connection you build with your new employee is strong from the start.

| Task  | Complete                 |
|---|--------------------------|
| Send welcome email with important information ( <b>Sample letter <a href="#">Appendix A</a></b> ).  | <input type="checkbox"/> |
| Send email to the unit announcing the new employee ( <b>Sample email <a href="#">Appendix B</a></b> ).  | <input type="checkbox"/> |
| Stay in regular communication with the new employee via email if there is a long period of time between the job offer and the start date. Send information about university programs and services to the new employee to review on their own time ( <b>i.e. online resources found on page 14 of this guide</b> ).  | <input type="checkbox"/> |
| Meet with your unit's HR advisor to ensure you know what paperwork the new employee needs to complete.  | <input type="checkbox"/> |
| Assign a "person" from within your unit to assist the new employee as a "go to" person. Provide the chosen person with the <b>Memorial Navigator</b> checklist ( <b><a href="#">Appendix C</a></b> ) along with a copy of the sample email ( <b><a href="#">Appendix D</a></b> ). If you do not have someone in mind within your unit, Learning and Development may be able to assist in pairing the new employee with a current Memorial employee. | <input type="checkbox"/> |
| Develop a work plan for the first day and first few weeks.  | <input type="checkbox"/> |
| Develop a training plan and schedule as needed.   | <input type="checkbox"/> |
| Assign and prepare workspace and provide basic office supplies, including desk and/ or office, computer, etc. Ensure work space is in "move-in" condition.  | <input type="checkbox"/> |
| Include a sign on the new employee's door or workstation welcoming them to the team and have the team sign a welcome card to make their workstation more inviting.  | <input type="checkbox"/> |
| Arrange for a telephone, reset the password, and obtain accessing instructions and codes.   | <input type="checkbox"/> |
| Arrange your schedule to be able to spend some time with the new employee on their first day.   | <input type="checkbox"/> |
| Have building keys or other access methods ready.   | <input type="checkbox"/> |
| Make sure the new employee is added to appropriate email lists and calendaring.   | <input type="checkbox"/> |

## Employee's First Day

The first day of a new job is an exciting time for new employees, current employees and the manager as well. It can also be overwhelming for all parties involved. The checklist below will help ensure that the connection you have built in the pre-boarding of your new employee will continue to grow as you on-board them during their first day, weeks and year.

- Set aside time in your calendar to make sure you are available for the first few days and weeks of your new employee's employment. (See [Appendix F](#) - *Sample Guiding Questions For Your Initial Meeting*)
- Ask them if they have any questions and be present to answer them or direct them to the appropriate person.
- Get their email set up and show them the basics of how to use Microsoft Outlook, if they are unfamiliar with it.
- Ensure that after the initial meeting all areas of the **New Employee Orientation Checklist** ([Appendix E](#)) are completed.
- Give employee any onboarding documents they may need to review and let them have time to review these on their own.
- Please have new employee review the Health and Safety Orientation Handbook ([www.mun.ca/health\\_safety/Safety\\_Orientation\\_Handbook.pdf](http://www.mun.ca/health_safety/Safety_Orientation_Handbook.pdf)).
- At the end of their first day, schedule a meeting with them to have a check in conversation one week later. During this meeting you can see how things are going and ask if they have any questions regarding the documents you had provided in their initial meeting.

## New Employee Goal Setting

It is a great idea to start the process of setting goals with a new employee as early as possible. This will help them set priorities and open the lines of communication. This stage of the on-boarding process builds upon previous stages where you developed qualifications and competencies for a position.

In addition to thinking about the current competencies of a position, you may also want to consider the objectives of the unit along with the future needs of the position and unit. Thinking about changes in the position or within the unit provides a great opportunity to start preparing staff for future success. Once the document is completed you should review with the employee to ensure that it is accurate and that it meets the SMART format (ie: they are **S**pecific, **M**easurable, **A**greed upon/**A**ttainable, **R**ealistic and **T**ime-based). You should also ensure that it sets out a plan which will meet the competencies of the position. The plan may also outline goals to help an employee meet the needs of future positions as well.

For guiding materials to assist a new employee in setting their personal goals and priorities, please refer to attached [Appendix I](#).

When having this discussion with your new employee, it is important to set aside enough time to be able to discuss in detail objectives that you see as relevant and to answer any questions that they may have. It is also important to ensure that the new employee is given time to reflect upon their own skills and to conduct a self-assessment to determine areas where they may feel they need further training or development. It is reasonable that the new employee may need to take a few days to think about their goals. A follow up meeting should be scheduled with them once they have had an opportunity to reflect.

Completing [Appendix I](#) within the first few weeks of employment is not the end of the process. It is important that you keep the dialogue open between yourself and the new employee to ensure that they are progressing towards achieving the goals as outlined. Professional development planning support is provided by Learning and Development in the Department of Human Resources. For support in this area please contact [myhr@mun.ca](mailto:myhr@mun.ca).

## Hiring Manager's On-Boarding To-Do List

### BEFORE NEW TEAM MEMBER STARTS

- Ensure work space, including computer, phone, parking permit, etc. has been set up
- E-mail address is set up through Information Technology Services (ITS)
- System/software is set up (i.e. Banner applications, unit network, etc.)
- Arrange for office and desk keys as well as any other necessary access codes
- Assign a Memorial Navigator to assist the new employee as a “go-to” person (see [Appendix C](#) & [D](#) for supporting documentation)
- Send a welcome email to the new employee (see [Appendix A](#))
- Send an email to the unit announcing the new employee (see [Appendix B](#))
- Arrange your schedule to be able to spend some time with the new employee on their first day
- Develop a training plan and schedule as needed
- Develop a work plan for the first day and first few weeks

### WEEK ONE

- Meet and greet on day one
- Show work space/desk
- Introduce new employee to colleagues
- Review hours of work, schedule, pay schedule, unit policies and culture
- Discuss procedures for scheduling time off and unexpected absences
- Review proper attire for workplace (i.e. uniforms, safety equipment, etc.)
- Provide employee with keys, security access, parking permit, etc.
- Tour of the unit and/or building (this should include the location of washrooms, lunch room, water fountain, emergency exit, first aid kit, etc.)
- Computer orientation, including log-in, passwords, email and networks (this should include information about accessing the my.mun.ca portal and the types of information contained there)
- Ensure employee completes all on-boarding paperwork/requirements and encourage them to complete the Employment Equity survey located in the my.mun.ca portal under the Employees tab (once this tab is selected, the Current Leave, Pay, Equity and Employee Self Service Data button will need to be selected, then Employee Services and Employment Equity Survey. Once finished, the Survey Complete button will need to be clicked)
- Ensure Memorial Navigator has made arrangements for coffee/lunch
- Meet with the new employee at the end of the day to answer any questions
- Provide a list of acronyms typically used in your unit
- Refer to appendices for additional resources/sample documentation

### DURING THE REMAINDER OF THE 1<sup>ST</sup> MONTH

- Schedule a 15-minute meeting once a week with new employee to check in on “how it’s going”
- Review what has already been covered in previous checklists
- Refer to [Appendix H](#) for guiding questions

### **DURING THE FIRST 30 TO 60 DAYS**

- Ensure you have arranged for proper training for your new employee. Much of the job specific training will likely be conducted by you or by an employee in your unit one-on-one with them
- It's strongly recommended that you meet regularly with your new employee during the first few months, allowing time for questions, information sessions and training. Sample questions to ask your new employee at these meetings can be located at the end of this manual in **Appendix F, G** and **H**
- Be sure to begin some goal setting with your new employee – Refer to [Appendix I](#)

### **DURING THE FIRST SIX MONTHS TO ONE YEAR**

- Regularly meet with a new employee to set goals, review performance and provide feedback. Also, ask for feedback on how things are going and if they are getting the support they need from you and others
- Ask your new employee if there are learning and development opportunities that seem interesting to them. The Department of Human Resources provides learning and development opportunities to employees ([www.mun.ca/hr/learning-development](http://www.mun.ca/hr/learning-development))
- Conduct evaluation period/trial period formal review
- Encourage your new employee to get involved with the Memorial community. They could do this by talking to colleagues about campus groups, publications and other professional activities and resources that are available

## On-Boarding Reminders

*You want your new employee to be excited about their new job. Here are some things to keep in mind.*

**Be sure that you:**

- Remember to create or assign a work space for your new employee
- Schedule the new employee to start on a date that their supervisor is in the office and available
- Don't leave the new employee standing in the unit reception area for half an hour while staff try to figure out what to do with them
- Introduce the new employee to co-workers on their first day
- Assign the new employee to a Memorial Navigator. The chosen Memorial Navigator should be a positive and helpful team member who has time available in their schedule during the first few days of employment to help the new employee
- Remember to include the new employee in any social plans that are taking place in the unit and confirm that they have lunch or coffee plans with their Memorial Navigator on their first day
- Assign the new employee work related to their core job description (please note that it is not appropriate to assign "busy work" that is unrelated to their job description because you are having a busy week)
- Are available to provide support and guidance to the new employee (ie: don't leave them alone to find their own way)

*\*Adapted from Susan M. Heathfield's Top Ways to turn off a New Employee*

## Online Resources

### On the Web:

- Memorial University Website  
[www.mun.ca/](http://www.mun.ca/)
- My.mun.ca  
<https://login.mun.ca/cas/login?service=https://my.mun.ca/Login>
- Department of Human Resources  
[www.mun.ca/hr/](http://www.mun.ca/hr/)
- New Employees Link  
[www.mun.ca/hr/services/new\\_employee/](http://www.mun.ca/hr/services/new_employee/)
- Orientation Resources  
[www.mun.ca/hr/learning-development/newemployees/resources.php](http://www.mun.ca/hr/learning-development/newemployees/resources.php)
- Learning and Development  
[www.mun.ca/hr/learning-development/](http://www.mun.ca/hr/learning-development/)
- Memorial University Policies and Procedures  
[www.mun.ca/policy/](http://www.mun.ca/policy/)
- Newline Registration  
[www.mun.ca/hr/services/new\\_employee/newline.php](http://www.mun.ca/hr/services/new_employee/newline.php)
- Memorial University's President's Office  
[www.mun.ca/president/home/](http://www.mun.ca/president/home/)
- Memorial University Vision, Mission and Values  
[www.mun.ca/president/home/vision.php](http://www.mun.ca/president/home/vision.php)
- The Gazette (Memorial's Newspaper)  
[www.mun.ca/gazette/](http://www.mun.ca/gazette/)

## Appendices

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## Appendix A: Sample Welcome Letter from Hiring Manager

### New Employee Welcome Template (To employee from manager)

Dear employee's first name:

Welcome to Memorial University. We are delighted you will be joining our department/ faculty as job title on start date.

Please arrive at time, on date at location and ask for designated staff member's name. You can park at location.

Below is a link to information for new employees. Please take a look at this and explore what makes Memorial University unique, the resources available to you and answers to frequently asked questions.

[www.mun.ca/hr/services/new\\_employee](http://www.mun.ca/hr/services/new_employee).

In addition, we ask that you review the Health and Safety Orientation Handbook before your arrival. It can be located at: [www.mun.ca/health\\_safety/Safety\\_Orientation\\_Handbook.pdf](http://www.mun.ca/health_safety/Safety_Orientation_Handbook.pdf)

The unit name team is here to support your transition; please know that you can call on any of us to assist you. We are looking forward to you joining our team and to your success at Memorial University.

Additionally, as part of your on-boarding experience we have chosen a new employee mentor, known as a Memorial Navigator, for you. Your Navigator will be navigator's name, role and unit. Navigators name is looking forward to meeting you during your first week here on campus. Navigators name will be able to provide you with valuable insight and knowledge of Memorial's workplace.

Sincerely,

Manager's Name



IF YOU WOULD LIKE THE WORD VERSION OF  
THIS TEMPLATE, PLEASE ACCESS THE HR  
FORMS IN THE MY.MUN PORTAL UNDER THE  
EMPLOYEES TAB



## Appendix B: Sample Welcome Email from Hiring Manager to Entire Team

### New Employee Announcement Template

(To all unit employees from manager)

Good day:

I am delighted to announce that *new employee's name* will be joining our department as *job title of new employee* on *start date*.

Prior to joining our team, *new employee's first name* worked at *name of previous employer* for *# years* as *name of previous position*. *New employee's first name* brings *list capabilities/competencies, or how they will be contributing to the team*. *(Can include something personal such as hobbies, sports or interests if known)*.

*Name of "navigator"* will be assigned to help *new employee's first name* during the orientation process. However, all of us will be responsible for helping *new employee's first name* become a productive member of our team.

*Name's* first day will be *MM/DD/YYYY*, and will be located *workspace/building/floor*. We will be bringing *new employee's name* around for initial introductions, but please feel free to stop by and introduce yourself and welcome *new employee's name* to our unit.

Please join me in welcoming *new employee's name* to our team.

Sincerely,

*Manager's Name*



IF YOU WOULD LIKE THE WORD VERSION OF  
THIS TEMPLATE, PLEASE ACCESS THE HR  
FORMS IN THE MY.MUN PORTAL UNDER THE  
EMPLOYEES TAB

## Appendix C: Memorial Navigator Checklist

Your role is to welcome the new employee and be there as a resource or “go-to” person. It is recommended that you give the new employee a call or send them an email a few days prior to the new employee’s first day.

Below is a sample of pre-first day telephone talking points.

- Introduce yourself. Include where you work, how long you have worked there and any information you may be able to share about your experience working at Memorial.
- Explain your role. You are there to help them through their orientation and will be their “go-to” person should they have any questions or concerns.
- Learn the correct pronunciation of the person’s name and ask which name they prefer be used.
- Let them know that you will be meeting them for lunch and should they choose to bring their lunch, there are kitchens that are easily accessible as well as many options to purchase their lunch.
- Repeat your name, position and contact details.

Please note, it is also a great idea for the Memorial Navigator to email the new employee and introduce themselves, a sample email is attached as [Appendix D](#).

## Appendix D: Sample Memorial Navigator Email

To: *New Employee*  
From: *You the "Memorial Navigator"*  
Subject: Welcome to Memorial University *or specific unit/faculty*

Dear *Name*,

Welcome to Memorial University's *unit/faculty/school*. We are excited that you will be joining us on *MM/DD/YYYY*.

I will be your Memorial Navigator. Navigators assist new employees at the university get settled into their new roles. I will show you around, answer any questions you may have and serve as a resource over your first few weeks.

Let's begin by meeting for lunch on *MM/DD/YYYY*. I can come and meet you at *00:00*. You can either bring your lunch from home or I can show you a few places where you can purchase your lunch on campus.

Please send me an email to confirm that you are available to meet at the above time. If you have any questions between now and then, feel free to email or call me at *709-XXX-XXXX*.

Looking forward to meeting you!

Sincerely,

*Your Name*



IF YOU WOULD LIKE THE WORD VERSION OF  
THIS TEMPLATE, PLEASE ACCESS THE HR  
FORMS IN THE MY.MUN PORTAL UNDER THE  
EMPLOYEES TAB

## Appendix E: New Employee Orientation Checklist

### New Employee Orientation Checklist

#### Instructions for the hiring leader:

- a. Supply a copy of this New Employee Orientation Checklist to each new employee.
- b. Complete or coordinate the completion of each of the tasks indicated on this checklist.
- c. When all activities have been completed, sign in the space indicated below and forward a copy to the Department of Human Resources.

#### Employee Number:

#### EMPLOYMENT DOCUMENTATION

- Employee has signed all necessary payroll and benefit plan documentation and encouraged to complete the Employment Equity Survey

#### INTRODUCTION AND WELCOME

- Employee has received a copy of this Orientation Checklist
- All necessary equipment required by the employee, including computer, telephone and other facilities are available
- Employee has been provided with an e-mail account
- Employee has been introduced to their immediate supervisor
- Employee has been introduced to co-workers and others with whom they will regularly interact
- Employee has been assigned a Memorial Navigator
- Business cards, if required, have been supplied
- Meet and greet on day one has occurred
- Show work space/desk
- Review hours of work, schedule, pay schedule, unit policies and unit culture
- Discuss procedures for scheduling time off and unexpected absences
- Review proper attire for workplace (i.e. uniforms, safety equipment, etc.)
- Provide employee with keys, security access, parking permit, etc.
- Tour of the department and/or building (washrooms, lunch room, water fountain, emergency exit, first aid kit, etc.)
- Ensure log-in, passwords, networks, email, etc. are set up
- Ensure Memorial Navigator has made arrangements for coffee/lunch
- Meet with the new employee at the end of the day to answer any questions
- Provide a list of acronyms typically used in your unit
- Refer to appendices for the additional resources/sample documentation
- Schedule a meeting for week 1 and 15 minute check-in meetings for first month

#### OVERVIEW OF UNIT AND POSITION

The following have been reviewed with the employee:

- The unit's organizational structure
- The role of the unit within the university
- The current objectives and priorities of the unit
- A written job description, the latest job fact sheet for the position or some other written statement of job responsibilities
- Specific performance standards and expectations
- The probationary period and probationary review process

#### WORK SITE FAMILIARIZATION

Employee has been shown how to locate or access the following:

- The unit's local area network
- my.mun.ca and the ITS Service Desk
- Unit files, reports and other records
- Lunch and rest room facilities
- Office supplies and office equipment

#### UNIT AND UNIVERSITY POLICIES AND PROCEDURES

The unit and University's policies and procedures have been reviewed with the employee, including those pertaining to the following:

- Hours of operation and overtime requirements, if any
- Phone greetings
- Dress code
- Personal use of university equipment
- Anything else related to your specific department
- Health and Safety Orientation Handbook has been reviewed [www.mun.ca/health\\_safety/Safety\\_Orientation\\_Handbook.pdf](http://www.mun.ca/health_safety/Safety_Orientation_Handbook.pdf)
- Location of emergency exits, fire extinguishers, the nearest first aid station and the closets qualified first aid attendant
- Direct employee to University Policies website for familiarization of additional policies

All activities noted above have been reviewed with the employee.

Employee's Name:

Position Title:

HR Administrator:

Date:

Employee:

Date:

### Sample Guiding Tips for Initial Meeting

These tips provide hiring managers with information to initiate a productive and meaningful discussion with new employees. These sample tips will assist in the development of a positive working relationship by providing hiring managers with sample discussion topics:

- Introduce yourself and talk about your role, how long you have been in the role and your background. You may want to include something personal for example, favorite sport, leisure activity or hobby.
- Discuss how your unit fits into the structure of the university and the role you play in supporting Memorial's strategic initiatives.
- Talk about your personal style as a manager and your expectations for employees that work with you (i.e. do you prefer phone calls, emails or texts. Do you have an "open door policy" or do you prefer people to schedule time with you in advance? What is your general managerial style? How can someone best work with you?)
- Let the employee know how often you will be meeting to review/discuss work and give feedback and whether it will be formal or informal.
- Ask them if they have any questions or if they need any resources. If the employee is new to the area, ask them if there is anything specific you could do to help in their transition such as providing directions, information on the city, etc.

## Appendix G: New Employee Check-in Meeting Guide

It's strongly recommended that you meet regularly with your new employee during the first few months, allowing time for questions, information sessions and training. The sample questions below will initiate a productive and meaningful discussion with new employees and assist in the development of a positive working relationship.

New Employee Name \_\_\_\_\_

Position \_\_\_\_\_

Today's Date \_\_\_\_\_

Employee's Start Date \_\_\_\_\_

*(To be completed by the Hiring Manager)*

1. Is it what you expected when you were hired?
2. Any surprises? If yes, what were they?
3. Has training been helpful?
4. What training would you add?
5. Has your Memorial Navigator been helpful?
6. Do you have all the equipment and resources you need?
7. Do you know where you stand in terms of your progress since you started the job?
8. How are your relationships with your colleagues?
9. Do you have suggestions on how we could improve our work across the unit?
10. Are there any questions you still have? Is there anything still unclear?
11. Is there something we should be providing to new employees that we have missed?
12. Do you feel out of the loop about anything?
13. Is there anything you need and to which you don't have access?
14. Do you have any general suggestions?
15. Do you have any general work needs that haven't been met?
16. Is there anything you would like to tell me that I have not asked you?

## Appendix H: Sample Guiding Questions for Hiring Manager

### Sample Guiding Questions and Tools for end of Week 1 check in:

- Who have you met this week?
- If you had questions, who was able to answer them for you?
- Have you felt comfortable here in your first week?
- What was the best part of your first week? Was it what you expected?
- What was the most challenging part of your first week? Is there anything I can do to minimize that challenge?
- Are there any questions you have that I haven't answered?

## Appendix I: New Employee Goal Setting Guide

**NOTE: This should be completed by the hiring manager and the employee within the first few weeks of employment.**

Employee Name \_\_\_\_\_

Position \_\_\_\_\_

Today's Date \_\_\_\_\_

Start Date \_\_\_\_\_

### Core/Functional Competencies

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

Use additional pages if there are more than four competencies to focus on in the 90 days. *(Completed by Manager)*

### **FIRST 30 DAYS**

Success looks like... (What will the new employee have learned or done?)

I or others will help our new team member achieve success by...

### **FIRST 60 DAYS**

Success looks like...

I (or others) will help our new team member achieve success by...



**FIRST 90 DAYS**

Success looks like...

I (or others) will help our new team member achieve success by...

**ADDITIONAL GOALS AND TRAINING**

Other goals for the new employee include...

I (or others) will help our new team member achieve success with these goals by...

Specific training needs or actions to achieve the goal are...

**Both the new employee and manager should initial and date this form.  
Keep form in the departmental personnel file**

30 Days

60 Days

90 Days

Manager's initials:

Employee's initials:

Date: