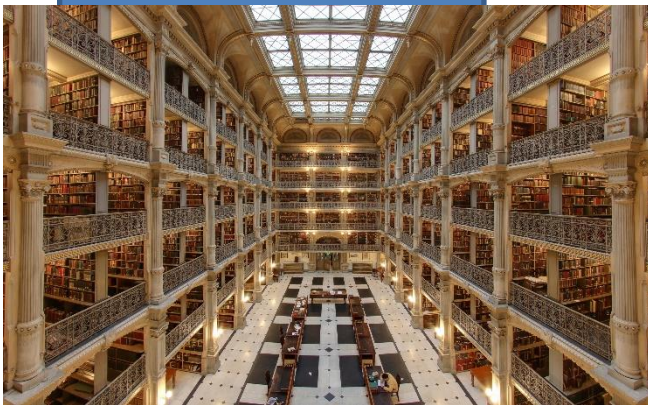




## ON-BOARDING TOOLKIT



## Guidance for the Hiring Manager



JHU Talent Management and Organization Development, a Division of Human Resources

<http://tmod.jhu.edu/>

April 2019

Dear Manager,

Congratulations on the successful hire of your new employee. We understand that this is a new beginning for both of you and the possibilities are endless! The success of your new employee begins with a suitable on-boarding experience. Human Capital Institute research shows that providing on-boarding throughout an employee's first 120 days greatly increases employee productivity and retention.

Although you may have already completed a number of orientation activities, we would like to provide you with a few more ideas and tools to help you welcome, orient, and retain your new employee.

Johns Hopkins University  
Department of Human Resources

What is On-boarding?

- 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 and tools to help the new employee navigate and be successful at Hopkins.
- A way to get your newly hired talent up to speed with the policies, processes, culture, expectations, and day to day responsibilities of your department/unit.
- A way of making newcomers to the environment feel welcomed and excited, confirming for them the reasons they joined your department/unit and the Johns Hopkins University, especially in the early days of the transition and at the onset of new challenges.

### **Johns Hopkins University Core Values**

University leadership has identified five core competencies that are crucial to every position within the university, to ensure that all employees can effectively work together to develop innovative solutions to current and future challenges. The Core Values are:

Equity Civility and Respect  
Managing Change  
Innovation and Problem Solving  
Mission and Service Excellence  
Relationships and Teaming

[Click here](#) to view the University's Core Values and take a course.

*\* This toolkit is intended to be an additional resource to your department or division's existing orientation materials. If your department or division already has a checklist or program, it is encouraged that you use the existing resource, and utilize this toolkit as an additional resource.*

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The following tool bar appears at the top of various sections in this kit. It shows when to use a specific section-- prior to the new employee's arrival, during the first 30, 60 or 120 days, and beyond the 120-day period.

NEW EMPLOYEE DAYS	< 0	0-30	30-60	60-120	120 +
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## Setting the Stage

NEW EMPLOYEE DAYS	< 0	0- 30	30- 60	60-120	120+
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- ☐ Accepting the offer to join your organization 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 ideas below will help ensure that the connection you build with your new employee is strong from the start.
- ☐ After all necessary clearances are completed, you may want to send your new employee an e-mail welcoming them to the department and providing them any information they will need on their first day based on your department and HR divisional practices.
- ☐ Obtain a JHED ID for your new hire through your IT administrator. A JHED ID is generated after the hire is generated in SAP automatically so please check JHED before requesting. You can use the following link to get started  
<http://www.it.johnshopkins.edu/gettingstarted.html>
- ☐ After JHED is created- ensure system access necessary for the employee's duties are set up
- ☐ Meet with department/unit HR or payroll coordinator to ensure you know what paperwork a new hire needs to complete. The new hire's information is fed from the Recruitment system to the HRIS system (currently SAP) however additional new hire paperwork is still required. [http://ssc.jhmi.edu/hr\\_payroll/frm\\_payroll.html](http://ssc.jhmi.edu/hr_payroll/frm_payroll.html)
- ☐ Select one of your new hire's colleagues to be a "buddy" for the first few months on the job (see the buddy checklist in this toolkit). Send the new hire the name and contact information of the buddy so that they can be in touch.
- ☐ Set up appointments with individuals that your new hire should meet early on (colleagues within your organization and individuals that they will interact and work with).
- ☐ Set aside time in your calendar to make sure you're available for the first few days and

weeks of your new hire's tenure.

- ☐ Set up new hire's work stations, including her desk and/or office, computer, etc. First impressions count, so providing new hires with a clean desk in a cubicle or office that is in "move-in" condition will be a positive step in this new relationship that will make the individual feel valued and welcomed (see buddy checklist in this toolkit.)
- ☐ You may want to include a sign on the new hire's door or workstation welcoming him to the team, or have flowers or a plant to make the workstation more inviting.
- ☐ Set up phone(s): Determine if your new hire will need a new phone, or have an existing one reconfigured. Also be sure that her new voice mailbox is set up on the employee's first work day.
- ☐ Have building keys or other access methods ready.
- ☐ Have mailboxes marked (if applicable)
- ☐ Make sure necessary supplies are available: Plan ahead to insure that new hires have all the required office supplies on their first day, including pens, paper, post-its, message pads, office keys, etc.
- ☐ Order business cards if necessary/possible. Publication Services has [provided a list of preferred printers](#)
- ☐ Make sure new staff hires are added to appropriate email lists and calendaring systems.

- Create a first-week schedule for new hires so that they have something to do that is meaningful and helps her 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 some or all of the following:
  - Hold 1:1 or small group meeting with other team members. During these meetings, team members might describe their work and how it integrates with the work the new team member does.
  - Have a 1:1 meeting with you to discuss job description, performance expectations, appropriate attire, time and leave, etc.
  - Designate times for the new hire to review the online NEO (New Employee Orientation) and online Benefits Orientation.
  - Schedule meetings with other key colleagues.
  - Give them time alone at their workstation so they can digest all the new information and make notes about what they've learned in meetings.
  - Tour of campus or larger work environment.



## Overview Checklist for the New Employee

NEW EMPLOYEE DAYS	< 0	0- 30	30- 60	60-120	120+
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TO BE FILED IN DEPARTMENTAL PERSONNEL FILE BY THE MANAGER

Employee \_\_\_\_\_ School/Division \_\_\_\_\_  
 Supervisor \_\_\_\_\_ Department \_\_\_\_\_

### ACTION ITEMS FOR EMPLOYEE

**MANAGERS: Check off items as your employee completes each one.**

- ☐ Find out your Employee's Identification Number (JHED ID):  
\_\_\_\_\_
- ☐ Complete your HR information (permanent address, emergency contact, direct deposit and tax withholdings.  
[http://ssc.jhmi.edu/hr\\_payroll/ess\\_home.html](http://ssc.jhmi.edu/hr_payroll/ess_home.html)
- ☐ Complete online [Benefits Orientation](#) and review [new employee resources](#).
- ☐ [Order University business cards](#) (if applicable )

### INFORMATION COVERED IN ONLINE NEO (New Employee Orientation)

- ☐ The history of Hopkins, Diversity, Service Excellence, Sustainability, Security Information, Occupational Health and Safety, and other related policies and procedures

### TOPICS TO BE COVERED BY DEPARTMENT/MANAGER

**MANAGERS: Check off items as you address them with your new employee.**

- |  |   |
|--|---|
| <input type="checkbox"/> Terms of employment (employment program/probationary period/salary) | <input type="checkbox"/> Function of department/organization            |
| <input type="checkbox"/> Job duties and performance expectations                             | <input type="checkbox"/> Department/organization chart                  |
| <input type="checkbox"/> Performance appraisals  | <input type="checkbox"/> Interdepartmental relationships                |
| <input type="checkbox"/> Work schedules, breaks and overtime                                 | <input type="checkbox"/> Departmental safety plan                       |
| <input type="checkbox"/> Time and leave reporting  | <input type="checkbox"/> Equipment use and access                       |
| <input type="checkbox"/> Labor contract/dues obligation (bargaining unit)                    | <input type="checkbox"/> Telephone use, etiquette, voicemail, directory |
| <input type="checkbox"/> Professional Staff Development Programs                             | <input type="checkbox"/> E-mail account and usage tips                  |
| <input type="checkbox"/> Paydays   | <input type="checkbox"/> Emergency contact information                  |
| <input type="checkbox"/> Types of leave and accrual rates                                    | <input type="checkbox"/> Inclement weather procedures and policies      |
| <input type="checkbox"/> Time off notifications/requests                                     |   |

Employee's Signature \_\_\_\_\_ Date \_\_\_\_\_

Supervisor's Signature \_\_\_\_\_ Date \_\_\_\_\_



## *Checklist for New Employee's Buddy (Optional)*

NEW EMPLOYEE DAYS	< 0	0- 30	30- 60	60-120	120+
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### **BEFORE NEW TEAM MEMBER STARTS**

- ☐ Work space clean, including computer, phone, trash can, etc. has been set up.
- ☐ E-mail address is set up (through IT).
- ☐ Set up mailbox- if one exists.
- ☐ Get copy of departmental handbook (if applicable).
- ☐ Arrange for any welcoming items or events (door sign, welcome reception, etc.).

### **WEEK ONE**

- ☐ Meet and greet on day one
- ☐ Walk around and tour areas of the facility
- ☐ Show work space/desk
- ☐ Assist new employee with any questions he or she may have
- ☐ Introduce new employee at meetings, breaks, lunch, etc.
- ☐ Assist the new hire with understanding of acronyms typically used in your department. You may be surprised how foreign Hopkins speak can sound to a new hire

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

- ☐ Have informal check-ins with new staff member to see "how it's going" for them
- ☐ Review what has already been covered in the above checklist if necessary

### **AT THE END OF THE 1<sup>ST</sup> MONTH**

- ☐ Buddy relationship may continue informally as desired or needed

### **NOTES**

## *Manager's On-boarding To Do List*

NEW EMPLOYEE DAYS	< 0	0- 30	30- 60	60-120	120+
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### **BEFORE NEW TEAM MEMBER STARTS**

- ☐ Work space, including computer, phone, etc. has been set up.
- ☐ E-mail address is set up (through IT).
- ☐ Set up mailbox if one exists.
- ☐ Provide a copy of departmental handbook (if applicable).
- ☐ Arrange for any welcoming items or events (door sign, welcome reception, etc.).

### **WEEK ONE**

- ☐ Meet and greet on day one.
  - ☐ Show work space/desk and walk around and tour areas of the facility.
  - ☐ Introduce new employee to [myJohnsHopkins](#) and [myLearning Catalog](#).
  - ☐ Introduce new employee at meetings, breaks, lunch, etc.
  - ☐ Review Hopkins communications:
    - [Hub At Work](#)
    - [Johns Hopkins Magazine](#)
    - [University Announcements](#)
    - [University Calendars](#)
    - [Administrative Bulletin](#) (If you have an SAP role)
    - [Faculty, Management and Staff Development catalog](#)
    - Team/department/unit meetings
    - Other regularly scheduled meetings
  - ☐ Explain regular hours, break times for staff.
  - ☐ Show how to log-in and check e-mail.
  - ☐ Show how to use phones and check voicemail.
  - ☐ Have lunch with new employee on day one.
  - ☐ Explain use of refrigerator, oven, microwave, recycling, etc.
  - ☐ Explain fire alarm and evacuation procedure.
  - ☐ Review and clarify all appropriate safety procedures.
  - ☐ Show how to use E-210 and [myJohnsHopkins](#) on the web.
  - ☐ Review all office equipment (photocopier, fax machines, etc.) and ordering of supplies.
  - ☐ Provide a list of acronyms typically used in your department.
- Register to join the [New to JHU Networking Group](#) that meets monthly.

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

- ☐ Schedule a 15-minute meeting once a week with new staff member to check in on “how it’s going” (if time permits).
- ☐ Review what has already been covered in the above checklist

### **DURING THE FIRST 31 TO 120 DAYS**

- ☐ Ensure that you have arranged for proper training for your new employee. Much of the training that is needed will more than likely be conducted by you or an employee in your department.
- ☐ [Talent Management and Organization Development](#) (TMOD) provides a comprehensive course listing to help individuals become effective managers, supervisors and team members. You can also find a course catalog at [myLearning](#). Some departmental training topics include:
  - SAP training
  - Compliance, Policies and Procedures
  - Information Technology
  - Integrated Student Information System (ISIS)
  - Laboratory Excellence
  - Professional Coding for Medical Specialties
  - Management and Supervisory Training
  - Leadership Development



- ☐ Explore SkillSoft online learning options (through [myLearning](#))
- ☐ Continue meeting with your team member on a regular basis. The first week for a new employee is often full of meetings, information gathering and tours. However, your new hire will probably still feel “new” for some time, so it’s important that you keep a line of communication open with him or her and continue to structure some time for questions, information sessions, and training.
- ☐ There are sample questions to ask your new team member at the 120-Day introductory meeting (see New Employee Check-In Meeting Questions on the next page).

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

- ☐ Regularly meet with new employees to set goals, review performance, and give feedback. Also, ask for feedback about how things are going and if they're getting the support they need from you and others.
- ☐ Ask new employee if there are learning and professional development opportunities that seem interesting to them. Discuss which ones are appropriate and show them how to enroll
- ☐ Conduct evaluation period/introductory period formal review (\* **at 120 Days**)
- ☐ Encourage your new team member to get involved with the community. They could do this by talking to colleagues about campus groups, publications and other professional activities and resources that are available.

*Sample New Employee Check-in Meeting Questions  
For Managers*

NEW EMPLOYEE DAYS	< 0	0- 30	30- 60	60-120	120+
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Name \_\_\_\_\_

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

Position \_\_\_\_\_

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

*(Suggestions for the manager)*

How is your job going?

Is it what you expected when you were hired?

Any surprises? If yes, what were they?

Has training been helpful?

What training would you add?

Has your Buddy been helpful?

Can you suggest any changes for the Buddy program?

Do you have all the equipment and/or work tools you need?

Do you know where you stand in terms of your progress since you started working?

How are your relationships with your co-workers?

Was the New Employee Orientation helpful?

Do you have suggestions on how to improve the New Employee Orientation?

Was the Benefits Orientation helpful? Do you need any additional information regarding your benefits?

Do you have suggestions on how we could improve our work across the department?

Are there any questions you still have/ is anything still unclear?

Is there something we should be providing to new employees that we have missed?

Do you feel out of the loop about anything?

Is there anything that you need and to which you don't have access?

Do you have any general suggestions?

Do you have any general work needs that haven't been met?

Is there anything you would like to tell me that I have not asked you?

## *New Employee Success Profile*

NEW EMPLOYEE DAYS	< 0	0- 30	30- 60	60-120	120+
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Name \_\_\_\_\_ Today's Date \_\_\_\_\_

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

### **CORE/FUNCTIONAL COMPETENCIES**

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

Use additional pages if there are more than 4 competencies to focus on in the first 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 120 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 departmental personnel file.**

	30 Days	60 Days	120 Days
Manager's initials	_____	_____	_____
Employee's initials	_____	_____	_____
Date	_____	_____	_____

## Recognition Profile

NEW EMPLOYEE DAYS	< 0	0- 30	30- 60	60-120	120+
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Please complete this form to tell us about you. Share only what you are comfortable with.

Name \_\_\_\_\_ Position \_\_\_\_\_

Today's Date \_\_\_\_\_ Start Date \_\_\_\_\_ Birthday (Month/Day) \_\_\_\_\_

*(Optional: To be completed by new employee)*

<b>FAVORITES:</b>	<b>Most Avoided foods</b>
<b>Beverage</b>	
<b>Book/Author</b>	<b>Family (Optional)</b>
<b>Color</b>	
<b>Food</b>	
<b>Hobby/sport/interest</b>	<b>My hero or someone I admire</b>
<b>Movie</b>	
<b>Restaurant</b>	<b>Pet(s)? (Type/breed/name)</b>
<b>Snacks</b>	
<b>Sports team</b>	<b>Hobbies/Interests</b>
<b>Type of Music</b>	
<b>Type of Art</b>	

What are your personal goals (educational, travel, home related, etc.)?

What types of recognition or praise do you like best (public, private, written, verbal, formal or informal)?

What form of recognition motivates you the most (gift card, time off, chocolate, coffee, tea, meaningful note, more flexibility/opportunity)?

## On-boarding Reminders

NEW EMPLOYEE DAYS	< 0	0- 30	30- 60	60-120	120+
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*You want your new hire to be excited about his/her new job. Here are some things to keep in mind as you bring your new hire on to your team.*

### **Be sure that you don't:**

1. Forget to create or assign a work space for your new employee.
2. Schedule the new employee to start work while her supervisor is on vacation.
3. Leave the new employees standing in the company reception area for a half hour while reception staff tries to figure out what to do with them.
4. Leave the new employee at her work station, to manage on her own, while coworkers pair up and head out to lunch.
5. Leave the new employee in the lobby to read and sign-off on a 100 page Employee Handbook.
6. Show the new employee his office without introducing him or her to coworkers or assigning a mentor.
7. Assign the new employee to a mentor who has a major, career-impacting deadline, in three days.
8. Assign the new employee to a Buddy who is also your most unhappy, negative, team-bashing staff member.
9. Assign the employee "busy work" that has nothing to do with his or her core job description, because you are having a busy week.
10. Leave the employee to find their own way without help or support from you

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

## Resources

- JH University website: <http://jhu.edu>
- JH Medical Institutions website: <http://www.jhmi.edu/>
- myJohnsHopkins website: <https://my.johnshopkins.edu>
- JHU Human Resources: <http://hr.jhu.edu/>
  - JHU Benefits & Worklife: <http://hr.jhu.edu/benefits-worklife/>
    - JHEAP (Johns Hopkins Employee Assistance Program)
    - Family & Caregiving Programs
    - Live Near Your Work
    - Retirement Savings and Planning
    - Well-Being Programs
    - Tuition Assistance
    - Discounts
  - JHU Human Resources Policy Manual:  
<https://policies.jhu.edu/?event=category&categoryId=800>
    - Includes the University Confidentiality Policy
- HIPAA Compliance:  
<http://www.hopkinsmedicine.org/administrative/hipaacompliance.html>

- Joint Commission:  
[https://www.hopkinsmedicine.org/howard\\_county\\_general\\_hospital/about/awards\\_excellence/joint\\_commission.html](https://www.hopkinsmedicine.org/howard_county_general_hospital/about/awards_excellence/joint_commission.html)
- Environmental Safety:  
[http://www.hopkinsmedicine.org/hse/environmental\\_safety/index.html](http://www.hopkinsmedicine.org/hse/environmental_safety/index.html)
- Occupational Safety and Health:  
[http://www.hopkinsmedicine.org/hse/occupational\\_health/index.html](http://www.hopkinsmedicine.org/hse/occupational_health/index.html)
- JHU Safety Office:  
<http://www.jhu.edu/safety/>
- Talent Management and Organization Development: <http://tmod.jhu.edu>
- JHU Benefits: <http://hr.jhu.edu/benefits-worklife/>
- List of Hopkins' Academic Calendars: <http://www.jhu.edu/academics/calendars/>
- JHU Holiday Calendar: <https://hr.jhu.edu/benefits-worklife/time-off/holidays/>
- JHU SAP Program Sequence and Curriculum -  
<http://tmod.jhu.edu/assets/ft/ProgramSequence.pdf>
- Synchronous Learning Technology – Adobe Connect - FastFacts -  
<http://connect.johnshopkins.edu/welcome/>