Rolling Out the Purple Carpet!

Congratulations on your new team member! Now it's time to prepare for their arrival. This guide will make sure you and your new team member start their path to success on the right foot.

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Allow Enough Time

Many arrangements have to be made to make sure that a new employee's first day on the job is a happy and productive one. Consider:

- Background checks, especially credit or criminal background checks required for certain positions, can be time consuming.
- It can take time to secure and set up a work space for the employee.
- You'll want to thoughtfully plan their training schedule, which may involve scheduling meetings for them with busy people.

Welcome to the Department

Send an informal email welcoming the employee to Williams. Make sure the new hire knows where and when to report and who they should speak to on arriving.

Schedule Meetings with Key People

Ensure key people meet the new employee, and help orient the employee to their new position and train them on essential job skills. You can use this schedule template to schedule meetings for the employee before their calendar has been set up. Examples include:

- The office manager, department administrator, or the person in the department who is responsible for the logistical side of onboarding new employees, including things like business cards, keys, office supplies, etc. Depending on how this function is organized in your department this may mean more than one person.
- Coworkers in their department
- Colleagues in other departments and schools who they will be working with on projects.
- Key clients or customers that the employee will have an ongoing relationship with.
- Other stakeholders, such as vendors, committees with oversight over related functions, etc.

New Employee Orientation Schedule

New Employee Orientation occurs every Monday at 1:00 pm in HR, the session typically last 2-hours. If the employee is not starting on a Monday to attend orientation, they will need to stop HR to complete the Federal Form I-9 on their start date and attend the following Monday. New Employee Orientation covers college policies, self-service, community connections, and benefits. For assistance, contact Tapiwanashe Nhundu (tn6@williams.edu) or Richard Duncan (rrd5@williams.edu)

IT Services

Order Computer

To order a computer for the new employee, click here. Login with YOUR username and password even though the request is for the new employee. Select "WHD: Request a Computer."

Telephone

Secure and test a telephone line and voicemail box. Telecom requests can be made using the Web HelpDesk Ticket System at http://ticket.williams.edu. Login with YOUR username and password even though the request is for the new employee.

Obtaining Access to Systems

A Systems Access Template has been provided for you to list all of the systems your new employee will need and what actions need to be taken to obtain access. Common systems include:

- Shared folders, calendars, and email accounts
- Financial systems
- Advance
- Wordpress
- Wikis

Gmail and Gcal Accounts

These accounts are automatically generated when the new hire is entered into the Human Resources System. At that time, HR will send an email to the new employee, with the hiring manager cc'd.

Administrative Services

It is imperative for you to have everything ready for your new team member prior to their arrival. Below are the first steps to a successful start. Please note, this may differ department to department.

Prepare Workstation (ready for 1st day)

- Have a 'welcome gift' on the employees desk/work station i.e. potted plant, accessory with department logo etc. and first day essentials.
- Order basic office supplies and any keys the employee will need to access work areas.
- Order stationery and business cards (confirm preferred name with the new employee). The college has an arrangement with Bay State Envelope (BSE) for ordering envelopes, business cards, letterhead, and other printed material.
- Review Furniture and Ergonomics guide to prepare and furnish their workspace. For assistance contact Joanne Moran, Administrative Services Coordinator, Facilities, x4113, jmoran3@williams.edu
- Make appointment to set up ergonomics evaluation with Frank Pekarski, Manager of Safety and Environmental Compliance, x2406, fwp2@williams.edu

Just as important as making sure that their work station is ready, as a supervisor, it is important that you are ready to create a smooth start to a successful future:

- Add regular department meetings to the employee's Gcal.
- If the new hire has direct reports, set up meetings with them and their support staff.
- Plan employee's first week assignments, let them know what is expected from them.
- Review the employee's job description to remind yourself of the required skills of the position and the strengths of the new employee.
- Create a list of Job- and Department- Specific Learning Activities.

Think Like a New Employee.

- Information Overload. New employees are taking in a great deal of new information and experiences all at once. They will be disoriented at times. Pay attention to the pace at which you give information to your new hires. Make sure they have time to digest it and are ready for more. Be prepared to communicate some of the same information many times over until it sinks in.
- Eager to Please. New employees may be so eager to make a good impression that they may take on more than they can chew or be slow to ask for help or more information. Consciously set the tone that there are no stupid questions and that it is always okay to ask for help.
- The fresh perspective. One of the greatest assets that new employees bring to their organization is a fresh perspective. They will have experiences from other settings that may be relevant to problems you are trying to solve. In the course of training, they may question whether the way things have always been done is the best way. Be open to this fresh perspective. At the same time, new employees often want to play things safe and “not rock the boat” in their first days on the job, so you may need to encourage them to share their ideas.
- Sealing the deal. One question that is on the minds of new employees is whether they have made the right decision to take the job. One of the main outcomes of a successful onboarding process is that the new hire has no doubts they have made the right decision and are strongly committed to mastering their new role.

Their First Week

Welcome to the Department

- Welcome the employee
- Introduce employee to co-workers/department
- Give employee a tour of the department

Meet with the employee 1:1

Each supervisor approaches a new employee's first day slightly differently, but the goal is to welcome the new employee and provide them with the information to get started.

- Review department policies and procedures (e.g. standard business hours for your department), as they can vary across campus.
- Give an overview of your department's function, goals and structure, and how it works with other departments.
- Consider a campus tour, particularly of areas important to their job.
- Take the employee out to a welcome lunch.
- Review any shared calendars and/or folders.
- During your first meeting with the new employee, discuss the following:
    - Review the job description. Explain specific responsibilities and evaluation format and process (as applicable).
    - Discuss your expectations. Explain in what ways they'll be expected to contribute.
    - The new employee's work hours, the department's office hours, lunch hour, break times and overtime policy/procedure (if applicable).
    - Be sure to check in often with the new employee, don't wait for a new employee to come to you in need of support or information. New employees generally will not ask for help out of fear of appearing incompetent.
    - Create opportunities for the employee to interact with others employees by having current staff take them out to lunch, or invite the new employee to partake in campus activities.

Meetings with Key People Begin

Before their 1st day, you worked out a roster of meetings to help your new hire get up to speed. It's likely some of these will begin to take place during this first week.

Their First to Sixth Month

Meet on a Regular Basis

Communication is an essential part of the supervisory process. Having a one-on-one meeting on a regular basis to check in on progress and answer questions can be especially helpful to new employees.

Provide Informal Feedback

New employees will be anxious about how their performance is perceived by their supervisor, so it's important to provide frequent informal feedback. Consider a portion of your one-on-one meetings to tell your employee what you would like them to **start** doing, **stop** doing, and **keep** doing.

Introduce Performance Development

Have the employee explore the Performance Development website at http://hr.williams.edu/staff-development/perf-dev/ .

- Review the Position Description with the employee.
- Explain they will have a 6 month review check in, and share the Performance Development Evaluation Form - 6 Month.
- Discuss the annual Performance Evaluation Process and tell the employee which performance development schedule your department is on.

Set and Document Goals

As the person settles in it will be possible for you to set slightly longer term goals with your new employee. You will be doing a mini-review of your employee around the 90 day mark, so this is a good time frame for goals that you set with them. It is important to enlist your staff member in formulating and assessing the goals that you set together. These should include not only deliverables and project deadlines, but also learning goals that will help to build the capacity of your employee to offer more and more value over time. Document the goals in an email or memo, remembering to use the SMART formula (Specific, Measurable, Attainable, Relevant, and Time-bound). For more information about goal setting, check out the course materials for training session "Goal Setting for Managers".

Coach for Performance

Coaching for performance is a key responsibility for any manager. It involves setting clear expectations, regularly monitoring progress, and troubleshooting any problems as they arise. A helpful guide to performance coaching is *Supervision of employees: Coaching for improved work performance* by F.F. Fournies (1978).

Address Any Performance Concerns

If the employee's performance is unacceptable and coaching does not seem to be helping, bring HR into the loop early. Call Richard Duncan, Human Resources Coordinator at x3716. Richard will take some initial information and refer you to an appropriate person to assist you.

Their Sixth Month

Conduct 6 Month Review

The 6 month mark is a good time to have a more formal check in with your employee about how things are going. Many employees, especially high performers, really want to know whether they are meeting their supervisor's expectations.

By setting aside the time to give them candid and thorough oral and written feedback, you can help them to be even more productive in their jobs.

To complete the 6 month review process take the following steps:

1. Draft the Performance Development Evaluation Form - 6 Month.
2. Discuss the draft with the employee.
3. Your discussion with the employee may prompt you to want to make a few changes. Finalize the review based on your discussion.
4. Make sure that you and your employee keep a copy, and submit the signed final review to HR.

More information, including tips for writing the review and conducting the performance development conversation, can be found at the Performance Development section of our website.

Guide Summary

Before starting

Scheduling

	Action	Contact for Assistance / Additional Info
☐	Allow at least two weeks between accepting the offer and the 1st day of work. Background checks must be completed before the employee can be hired in the HR System, and can take up to three weeks to complete.	The recruiter for the position. More info.
☐	Send an informal email welcoming the employee to Williams. Make sure the new hire knows where and when to report and who they should speak to on arriving.	
☐	Schedule meetings with key people who will help to orient the employee to their new position.	Schedule template provided can be used for this purpose, before online calendar is available. More info.
☐	Understand their new employee orientation schedule.	Tapiwanashe Nhundu (tn6@williams.edu) x.4247 Employment Manager OR Richard Duncan (rrd5@williams.edu) x.3716 Human Resources Coordinator

IT Services

	Action	Contact for Assistance / Additional Info
☐	Order computers.	Use the Web HelpDesk ticket system, email desktop@williams.edu or call the Faculty/Staff Support Desk at 413-597-4090
☐	Secure and test a telephone line and voice mail box.	Telecom requests can be made using the Web HelpDesk Ticket System at http://ticket.williams.edu Login with YOUR username and password even though the request is for the new employee.
☐	**IMPORTANT!** Schedule a technology orientation on the employee's first day with Desktop Systems.	Faculty/Staff Support Desk x4090 desktop@williams.edu
☐	Ensure that the person will have access to the systems they will need.	Systems access template can be used to track actions needed. More info.
N/A	Gmail and Gcal account: no action needed.	More info.

Administrative Services

	Action	Contact for Assistance / Additional Info
☐	Prepare and furnish a workspace	JoAnne Moran (jmoran3@williams.edu) x.4113 Furniture Procurement Specialist
☐	Schedule ergonomics evaluation	Frank Pekarski (fwp2@williams.edu) x.2406 Manager of Safety and Environmental
☐	Order any keys the employee will need to access work areas.	Administrative assistant for your department.
☐	Make sure basic office supplies are already at the employee's desk.	Administrative assistant for your department.
☐	Order business cards if applicable.	Bob Harris (bsh2@williams.edu) x.2145 Manager of Procurement and Auxiliary Services

Miscellaneous

	Action	Contact for Assistance / Additional Info
☐	Think like a new employee.	More info about the mindset and concerns of new employees.

Their First Week

	Action	Contact for Assistance / Additional Info
☐	Greeting.	Schedule an informal social gathering to welcome the new employee.
☐	Tour.	Make sure the employee gets a tour of the building and campus, including restrooms and kitchen.
☐	Supplies.	Show them where they can find office supplies and how to order others.
☐	Meet with the employee 1:1.	More info.
☐	Help the employee setup their voice mail.	
☐	Weekly 1:1 meeting.	More info.
☐	Meetings with key people begin.	More info.

Their First to Fifth Month

	Action	Contact for Assistance / Additional Info
☐	Provide informal feedback	
☐	Introduce the Performance Development process, forms, and calendar	
☐	Set and document goals and/or performance expectations for the 6 month review	
☐	Meet employee on a regular basis	
☐	Coach for performance	
☐	Address any performance concerns	

Their Sixth Month

	Action	Contact for Assistance / Additional Info
☐	Solicit employee self-evaluation	http://hr.williams.edu/staff-development/perf-dev/
☐	Draft 6 month review	http://hr.williams.edu/staff-development/perf-dev/
☐	Discuss draft with employee	http://hr.williams.edu/staff-development/perf-dev/
☐	Finalize 6 month review and submit to HR	http://hr.williams.edu/staff-development/perf-dev/