

FIRST IMPRESSIONS MATTER!

The first 30 days matter! Why?

New hires decide during their early days on the job if they want to stay based on whether they feel connected or disconnected to the organization, their supervisor and co-workers, and the job itself.

First impressions are lasting and can be hard to overcome, so help your new hire's first impression be about their fabulous new job and the great people they will work with. Provide ways for them to feel connected to their work and to their new team.

A key strategy is to organize training, so it is spread out across the first 3-4 months. This way your new employee will not only assimilate into your team, but they may also retain what they are learning. There is often an enormous amount of training for new hires to complete and cramming multiple trainings into a short amount of time is ineffective and mind-numbing. In other words, good onboarding isn't a "one-and-done" deal. It is a process, and each step helps acclimate your new employee to their position, your job expectations, and their place among the team.

With careful planning you can divide the training into ***small manageable time slots, embedded with job specific tasks,*** job-shadowing and relationship-building during the first few months.

Weaving in job-specific tasks and job-shadowing with the training will connect the new hire to their job and help the supervisor assess the new hire's skills and potential gaps.

How Does the Supervisor Prioritize Training?

IMPORTANT: Evaluate which trainings are critical to Key Job Duties and indicate these in the training plan.

Group the trainings into at least three areas:

1. **Top priority** – to be taken in the first month. The new hire must be able to do their daily key job duties with appropriate roles. For some job positions with numerous roles, additional grouping of the training may be needed.

2. **Medium priority** – needed for job duties but the tasks are not daily (budget, end-of-quarter tasks, etc.). Leave these trainings for the second or third month depending on the time of year.
3. **Low priority** – training to be taken in the third or fourth month

Consider pre-requisites and trainings with several parts and organize them logically.

TIP: Before Day 1, create calendar invites for the new hire to meet team members, department staff and faculty, and upper management.

Week 1 Schedule for combining training, job-specific tasks and meeting the team

Tasks for Manager to Plan BEFORE Day 1

- Use the First Day Checklist and Itinerary Resource to make your Day 1 welcome plan.
- Be sure to assign an Employee Ambassador before Day 1; see the resource “Assigning an Employee Ambassador.”

Day 1 for your new hire

- On day 1, your new hire will be meeting with Human Resources to complete orientation. This typically takes place in the Olsen building between 8:30 and 11:30 and includes the administrative requirements such as completing forms, reviewing benefits, the Employee Reference Manual, and a tour of the campus. Upon completion of the orientation, the new hire will be turned over to their direct supervisor.
- Throughout the week, have the new hire meet 1-2 team members to discuss projects, roles and how their jobs overlap.
- Arrange for the Employee Ambassador and team members to have lunch with the new hire during the week.

Day 2 – The new hire will:

- At the start of their workday, complete 1 top training priority such as “Maintaining a Safe & Respectful Campus.”
- By midday or early afternoon, complete 1 role specific training.
- Meet some of their campus stakeholders with your Employee Ambassador.
- Will the new hire be required to travel, attend, or plan events requiring them to have a Pcard for purchases? Contact COO/CFO’s executive assistant to get the Pcard issued.

Day 3 – The new hire will:

- At the start of their workday, complete 1 top training priority, such as HIPAA (all required training will be assigned by HR).
- By midday, complete 1 or 2 role-specific trainings.

Prepare for Training

Your new hire will be set up with an account in Vector Solutions by HR.

The assignment and implementation of On-The Job training will be the responsibility of the new hire’s manager.

Day 4 and 5 – The new hire will:

- At the start of their workday, complete 1 top training priority.
- Meet with a team member (or Employee Ambassador) who can share institutional knowledge and specific position knowledge.
- ***Work on job-specific tasks based on the training completed or job shadow with someone doing the work.***
- By midday, complete 1 role-specific training.

TIP: *Be sure to check in and make sure the new hire has what they need to complete their work.*

As your new hire moves into week 2, consider:

- What tasks will reinforce the training they have completed?
- Has the new hire completed all required trainings and top-priority On-The-Job trainings for key job duties?
- Is there software training they can do with their Employee Ambassador or a department expert?
- What extended co-workers can the new hire meet to better understand the needs of their job?
- Will they be participating in their first team meeting? If so, provide context for them.

In weeks 3 and 4, consider:

- Are there small tasks or projects where the new hire can be responsible for a subset of the work?
- What tasks will reinforce the training they have completed?
- Have they explored the Sherman College systems and the Sherman departmental and college policies needed for their job with their Employee Ambassador or another co-worker?
- Is a team or department member available to host the new hire on a day (or partial day) of job-shadowing (consider specific skills or tasks the host does well that you would want the new hire to learn and copy)?
- How are they progressing with the role access training?
- Have they met senior leaders in your areas?

Be sure to check in regularly to get feedback from the new hire as you review their work. How are they feeling? What questions have come up? What challenges are they identifying? Also provide useful feedback and do not put off having any difficult conversations if it is clear they are needed.

(For guidance on difficult conversations, see First Month, *“OH NO, do I have to have THAT conversation?!”*)