

**ONBOARDING GUIDE
FOR MANAGERS**



KENT STATE

DIVISION OF HUMAN RESOURCES



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talent



A MESSAGE FROM BEVERLY J. WARREN

12th President,
Kent State University

As President, I thank you for the talent and dedication you bring to your work as a member of Kent State University's leadership team. Since one of your most fundamental and far-reaching responsibilities is hiring, training and retaining outstanding colleagues, we want to provide you with every possible resource to help make the onboarding process efficient and effective. The following pages contain a variety of information that will assist you in your leadership role.

As you know, one of Kent State's greatest strengths is the rich diversity of talents, skills and perspectives that every member of our Kent State family brings to our community. As you pursue your critical work as a university leader, I ask you to keep foremost in mind our deep commitment to making every member of our Kent State family feel welcomed, valued, and respected. When we do that, everyone benefits. Again, thank you for your efforts today and in the future!

Best Regards, Beverly J. Warren

A MESSAGE FROM JACK WITT

Vice President for Human
Resources

As Vice President, I congratulate you on your new hire! To help your new employee feel as prepared, informed and work ready as possible, we have prepared this guide to assist you with a smooth and successful onboarding experience.

As a manager, you play a key role in providing a welcoming, collegial, and professional environment. Preparing for the employee's arrival and making sure he or she has the resources, training, and knowledge to succeed are key components in this process.

When such preparation, planning and continued oversight are present for new employees, the result is a more connected employee who feels genuinely welcomed, has a greater understanding about the culture and their role within the university, and is more likely to stay and contribute to our ultimate goal of making Kent State University a great place to teach, learn, work and grow.

If at any time you have additional questions or require assistance, please contact the Division of Human Resources.



Sincerely, Jack Witt

PREPARE

Employee Name: _____

Before The Search Begins -

Assessment And Changes On The Position

- ☐ Meet with a Department of Compensation professional to assess any changes.

Before the search process begins is a good time to assess the position for which you are or will be hiring. Have the essential job duties changed or have the knowledge, skills and abilities changed that the qualified applicants will require to be successful? Taking time to complete this step ensures that you can move into the search process with the proper information to recruit the best candidates. Job descriptions can be found at the link below.

www.kent.edu/hr/compensation

Preparing For The Search

- ☐ Complete the mandatory Hiring Manager Certification. If you haven't done this yet or if it's been more than two years you'll need to complete this step before you can begin. This certification and related training ensures that you understand the relevant laws and university policies related to the hiring process.

<https://learn.kent.edu/> - Log in and click on *HR Hiring Certification* course.

PLAN AHEAD

Approval

- ☐ Do you have an appropriate signature from the office of Talent Acquisition

Answering Questions

- ☐ You've made the job offer and they have accepted it in writing. Stay in touch with him or her as they will likely have many questions.
- ☐ Provide your new hire with a copy of the "Onboarding Guide for Employees."

www.kent.edu/hr/management/onboarding-guide-new-employees

Announce It

- ☐ Let his or her coworkers know of the hiring and the anticipated first day.

Paperwork

- ☐ Make sure you and or the employee have the necessary paperwork. If you are unsure, contact Academic Personnel for faculty or the Talent Acquisition department for staff.

www.kent.edu/provost/academic-personnel

www.kent.edu/hr/employment-opportunities

Introductions

- ☐ Plan any welcoming activities, including first day introductions. Consider assigning an informal mentor or buddy to help with the orientation process.

Space And Equipment

- ☐ Plan for where their workspace will be. Ensure it is clean and ready for them. What equipment or supplies will he or she need? What about access to systems or software?

empowering
culture
of respect



applying
and sharing
knowledge



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DURING THE FIRST DAYS

First Day

If possible, his or her first day should coincide with the University New Hire Orientation for faculty and staff. This purpose of this session is to help the newly hired faculty or staff member learn more about how his or her role fits into the larger picture of the university and what is expected as a member of the KSU community. It's also a critical time as he/she will be meeting with a representative from the Benefits office and making decisions about benefits options.

www.kent.edu/hr/management/onboarding-guide-new-employees

Divisional Orientation

Divisional orientations can be very helpful and cover division-specific procedures and structure that are not covered in the university orientation. Check to see if your division offers such a program and try to arrange to have your new hire attend.

www.kent.edu/president/organizational-charts

Departmental Orientation

Departmental orientations are intended to be specific to each department. These can cover office procedures, rules and culture that are not covered anywhere else. It's quite likely that your new employee will be in this environment for some time. Therefore, it is important to consider what he/she needs to know about your office, department or division.

Safety Information

Communicate safety information such as evacuation route(s) and procedures, emergency protocols and general office safety information. Have the new hire sign up for A.L.I.C.E. training.

www.kent.edu/publicsafety

Training

Discuss training that he/she will need to be productive quickly. HR will notify the new hire directly on their online course requirements for Ethics and Code of Conduct, Preventing Harassment & Discrimination, Title IX and Bullying in the Workplace.

www.kent.edu/hr/training/training-catalog



DURING THE FIRST WEEKS

Benefits Deadline

- Remind the employee about his/her benefits elections deadline. They have 31 days from the date of hire to submit them.

Goals

- Meet with the employee to discuss yearly performance goals along with the plan for how those goals will be achieved and measured.

Debriefing

- Meet with the new employee regularly to ensure they are engaged with the appropriate audience. Are the initial assignments progressing?

DURING THE FIRST MONTHS

Training

- Ensure needed training has been completed.

Increased Understanding

- Continue to provide additional contextual information about the department, unit, college or division. This is intended to help increase his or her knowledge of the workplace and how they can contribute to the goals and initiatives.

Checking In

- Ask the employee what they feel they need from you to be successful.

Feedback

- Continue to provide regular feedback on the activities he or she is doing well, and what you think they can improve upon.

DURING THE FIRST YEAR

Celebrate

- Acknowledge the milestone of the first year. Celebrate in a way that is appropriate for your work area. Consider sending them a congratulatory note.

Looking Back and Ahead

- Now is a good time to review his or her first year with Kent State. Some questions you can ask are: Is the work what you expected? Do you find it fulfilling? Why or why not? How can I support your continued development? What roadblocks did you incur? What can be learned from them? What comes next for him or her?

www.kent.edu/hr/management/performance-evaluations



ACCELERATE

NEW EMPLOYEE EFFECTIVENESS

Your role in planning the process in which your new employee becomes fully oriented to work at the University is vital to their success.

When preparation, planning and continued oversight throughout your new employee's first year is done thoroughly, the results may include:

- A more connected employee who feels genuinely welcomed and understands his/ her role and the responsibilities and purpose of the work;
- Increased likelihood that the employee will stay with the organization for more than one year;
- A new employee who can make immediate contributions;
- A dramatic reduction in the "discovery time" that can block productivity;
- An employee who feels their entry to the university was handled professionally, setting up an effective work relationship;
- A contributing member of the university community and advancing our mission.



The aforementioned checklists and links are your online tools to assist supervisors and managers in the onboarding process with new department members. Your department may have additional orientation guidelines that may need to be incorporated into the orientation process.

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Division of Human Resources

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This document is also
available online at:
[www.kent.edu/hr/
management/onboarding-
guide-managers](http://www.kent.edu/hr/management/onboarding-guide-managers)