



Onboarding Guide for the Hiring Manager

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Onboarding Guide for the Hiring Manager

Brandon University recognizes the important role hiring managers play in helping to facilitate the successful integration of new employees into their roles and the university community. This guide is a resource provided by Brandon University's Human Resources Office that outlines its shared responsibilities with the hiring manager during the critical first months of a new faculty or staff member's employment. This planned and organized integration is known as employee onboarding.

ⁱOnboarding is the last stage of the recruitment process and the first steps toward retention, with a particular focus on:

- ❖ Creating a positive new hire experience for both the employee and University
- ❖ Affirmation of the employee's right choice in job and workplace
- ❖ Aligning the new employee with the University's Academic Plan
- ❖ Defining responsibilities and expectations
- ❖ Accelerating the time it takes for the new employee to become productive
- ❖ Long-term relationship building

The Difference between Orientation and Onboarding

ⁱⁱOrientation is part of the larger onboarding process.

<u>Orientation</u>	<u>Onboarding</u>
√ is an event	√ is a process
√ involves a first day session or first week of activities	√ can last anywhere from three months to a year; depending on the position
√ is generally an initiative of Human Resources	√ is the shared responsibility of Human Resources, the Hiring Manager, and the new employee
√ for the most part is a one-way flow of information to the new employee	√ consists of regular conversation and feedback between all involved in the process
√ provides initial need to know information including introduction to organizational structure, policies, procedures	√ integrates the employee into their new work environment, providing a greater understanding of the organization's mission, values, culture and connection in terms of how the employee and their role fits into the larger organizational context
√ provides standard information to the new employee	√ is customized by the new employee's role in a particular area or function of the organization
√ is typically attended by newly hired (external) employees	√ is important for both newly hired and newly promoted employees
√ employees are still new after Orientation	√ upon completion of onboarding, employees are not new and fully integrated into the organization

The Importance of Onboarding

The University puts a great deal of time, effort, and funds into the search, selection, and hiring of quality faculty, staff, and leaders and if the individual leaves not long after being hired, the University has to start over. ⁱⁱⁱTurnover is costly and statistics show that employees are most vulnerable to leaving an organization during the first 18 months after they have been hired. This is why taking steps to support the success and integration of new faculty and staff during their first few months or year is well-worth the investment of time and effort.

^{iv}An effective employee onboarding process serves the following interrelated purposes:

- Faculty and staff who feel welcome, comfortable, prepared, and supported
- These feelings increase their ability to be productive and contribute within their department and the University, both immediately and over time
- Faculty and staff success leads to satisfaction and retention, which allows the University to continue to meet its purpose and goals as outlined in the Academic Plan. A well-designed and implemented onboarding program reduces costs, shortens the time it takes to become productive, and increases retention of faculty and staff.

When onboarding is done well, organizations and employees enjoy:

- ◆ increased levels of engagement,
- ◆ improved retention of employees,
- ◆ reduced turnover costs,
- ◆ new employees who become productive and make an impact quickly, and
- ◆ a reputation as an employer of choice with clear vision and strong leadership.

New employees who go through a structured onboarding program are 58% more likely to be with the organization 3 years later.

– The Wynhurst Group

Who is Responsible for Onboarding?

Onboarding is a shared responsibility managed by the hiring manager, Human Resources, and the new employee.

Roles and Responsibilities:

<u>Employee</u>	<u>Hiring Manager</u>	<u>Human Resources</u>
√ Meets with hiring manager to jointly discuss and understand onboarding objectives, schedule onboarding meetings, and facilitate other transitioning activities (i.e. meetings with onboarding partner)	√ Serves as the primary information source regarding the role expectations and direction of the new employee	√ Processes relevant new employee documentation
√ Meets with onboarding process partners (i.e. manager, Human Resources, onboarding partner) when assistance is needed and is open to feedback and direction	√ Serves as a sounding board for the new employee and provides feedback and direction as the new employee learns about his or her role and the organization	√ Serves as the onboarding process guide for both the new employee and hiring manager
√ Develop and demonstrate an understanding of the university, its people, and its practices	√ Works with Human Resources to ensure alignment of efforts throughout the new employee's onboarding process	√ Focuses on creating role clarity throughout the new employee's onboarding process
√ Work through the items on the <i>New Employee Checklist</i>	√ Work through the items on the <i>Hiring Manager Checklist</i>	√ Formally and informally gathers feedback and reviews the program on an ongoing basis

Turnover can cost a company up to 150% of the existing person's salary.

— Institute for Research on Labour and Employment, University of California, Berkley

Identifying an Onboarding Partner

The hiring manager is encouraged to identify an onboarding partner. The individual is identified based on their experience, knowledge, and skills at Brandon University. They would be someone who:

- is engaged in similar work to that of the new employee,
- has an understanding of the day-to-day routine of the new employee's role and work environment, as well as the University culture (the norms, values, beliefs, behaviours that shape how things are done in the employee's new work environment),
- has knowledge of and supports the Academic Plan,
- is personable and approachable.

Responsibilities of the Onboarding Partner

The onboarding partner serves as a valuable resource during the new employee's first three months, answering general questions and providing standard information that will help the new employee adapt to their new role and work environment. They will be expected to:

- make self available. (While they will want to be available to answer questions or provide timely information, it is acceptable and encouraged that expectations are set with the new employee around when and how the two will meet.)
- be the contact for any general questions the new employee may have
- provide basic information on University and/or departmental policies and practices
- share information about the University's culture (the norms, values, beliefs, behaviours that shape how things are done in the employee's new work environment).

As the hiring manager, it is important to remember that the onboarding partner acts as a resource for the new employee at a basic level. The hiring manager is ultimately responsible for the greater onboarding responsibilities as outlined in the *Hiring Manager Checklist*.

Benefits of being an Onboarding Partner

When asking the identified individual to accept the partner role, there is value in sharing with them the benefits:

- contributing to the success of a new colleague, the department or team, and the University as a whole
- the opportunity to learn just as much from the new employee as they will learn from you

- the knowledge that you are viewed as someone who brings value to the University, having been selected for the role

If they accept the role, provide the onboarding partner with a link to or copy of the *Onboarding Partner Guide*.

Document Links

[Hiring Manager Checklist](#)

[Onboarding Partner Guide](#)

[New Employee Checklist](#)

[Hiring Manager 30/60/90 Day Check-In Questions](#)

References

ⁱ Ryerson University Human Resources. (2011). Leaders' Guide to On-boarding: Preparing New Employees for Success. *Organizational & Employee Effectiveness*. Retrieved from <http://www.ryerson.ca/content/dam/hr/management/on-boarding/docs/LeadersGuidetoOnboarding.pdf>

ⁱⁱ Hampel, B. & Lamont, E.(2011). The Difference Between Orientation and Onboarding and Why Organizations Can't Afford Not To Onboard. *Perfect Phrases for New Employee Orientation and Onboarding- McGraw Hill Professional eBook*. New York, NY: McGraw Hill. Retrieved from https://www.mhprofessional.com/downloads/products/0071766502/0071766502_hampel_pponboarding_ch_1.pdf

ⁱⁱⁱ York University Learning & Development. (2009). Hiring Manager Guide for Onboarding a New Manager. Retrieved from <http://www.yorku.ca/hr/documents/Onboarding/Hiring%20Manager%20Guide.pdf>

^{iv} South Carolina Budget and Control Board Human Resources. (2009). *From orientation to onboarding*. Retrieved from <http://www.ohr.sc.gov/OHR/employer/OHR-wfplanning.phtm>