New Employee Onboarding at UAB

Tools & Tips for Managers

Contents

UAB ORGANIZATIONAL LEARNING & DEVELOPMENT

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Here are Three Keys to Success:

1. **Use this guide**, including the quick checklist on the next page and the detailed tips following, to lay out your employee's first year. Included are details of each phase, roles, responsibilities, and best practices.

2. **Check out our onboarding uab.edu/Lynda playlist**. You can view it in its entirety here, or find links to specific videos within this document.

3. **Stick to the plan**. Continue to follow through with check-in conversations, goals, and milestones all the way through the first year.

Supporting Your New Employee's Success

The onboarding process at UAB outlines responsibilities for the new employee, the hiring manager and central Human Resources. It is designed around the UAB Success Model, supporting the employee's development in Understanding UAB, Achieving Results and Building Relationships. This resource guide focuses on the role of the manager and/or hiring department in supporting new employees' acclimation into their new role.

Onboarding ≠ Orientation

While orientation is a single-day destination, onboarding is a process—one that takes place throughout your employee's first year. This resource guide outlines UAB's approach to actively engaging new employees and their managers, smoothly introducing employees over their first year to:

- Their new manager (and vice versa).
- Their new role and responsibilities.
- Their new department / team.
- The university and our culture and mission.
- The tools, processes, and resources necessary for success.

The Taleo Task List

You will be notified via email once your employee begins working on the Taleo Task List. Once you receive that notification, it is your responsibility to monitor your employee's progress on the task list through its completion. You can track progress through the Taleo Dashboard.

Your new employee can find other resources on UAB's onboarding website, uab.edu/newemployee.

Onboarding Timeline

Our onboarding process spreads across four phases. Aligning with UAB's performance management best practices, goal setting and progress reviews are emphasized throughout each phase, encouraging their sustained implementation and promoting measurable employee development.

The phases are delineated by duration of employment:

Phase 1	Pre-Day 1
Phase 2	Day 1 – Day 30
Phase 3	Day 30 – Day 90
Phase 4	Day 90 – Day 365.

Manager's Quick Checklist

Before the first day, focus on preparation.

- ☐ **Monitor your UAB email for notifications of possible ACT Document actions***
- ☐ **Guide your new employee to begin working on the Taleo Task List*** It's also helpful to discuss logistics of the first day | Tips on page 4 | Full task list for employees on page 8
- ☐ **Confirm your new employee received ONE Card***
- ☐ **Complete the Access/Key Request Form*** If your new employee requires keys or building access, you must complete the request form | Email the completed form to keycontrol@uab.edu or fax it to 4-9293
- ☐ **Encourage Section 1 I-9 completion*** Recruitment Services is responsible for Section 1 and 2, but your assistance is needed in encouraging your new employee to complete Section 1 before Day 1
- ☐ **Ensure all resources and tools are in place*** Set up your new employee's workstation and submit systems access requests | Details on page 4

From day one to day 30, focus on acclimating your new employee.

- ☐ **Ensure employee's attendance at department orientation and establish short-term goals** on the first day | Good goals for the first day on page 5 | Department orientation guide on page 7
- ☐ **Have a check-in conversation with your new employee** at the end of the first week | Talking points on page 5
- ☐ **Ensure employee's attendance at Discover UAB: New Employee Orientation** within the first two weeks
- ☐ **Have a check-in conversation with your new employee** at the end of the first month | Talking points on page 5
- ☐ **Continue to monitor and support your new employee's completion of the Taleo Task List*** | Full task list for employees on page 8

From day 30 to day 90, focus on fostering belonging.

- ☐ **Have a check-in conversation with your new employee** at the 60-day mark | Page 6
- ☐ **Have a check-in conversation with your employee** at the 90-day mark | Page 6

From day 90 to day 365, focus on performance excellence.

- ☐ **Conduct the six-month Performance Review** | Quick overview on page 6
- ☐ **Have a check-in conversation with your new employee** at the eight-month mark

*Denotes required actions.

Phase One: Before Day One

Logistics Confirmation Call

When conducting this call, plan to discuss:

- Any pre-Day 1 actions, including the Taleo Task List—particularly, completion of BlazerID setup and Sections 1 & 2 of I-9.
- What can be expected on the first day.
- Date scheduled for Discover UAB: New Employee Orientation.
- Directions on where to park and go on Day 1.
- The required dress code, when appropriate.
- Provide contact information in case of any additional questions.

UAB Systems and Technology Tools

Submit a "Systems Access Request" to IT prior to Day 1 and prepare group tools as early as possible. Those systems may include:

- Enterprise systems (such as Oracle and Banner)
- Resource accounts and Listservs
- File sharing and content management (such as shared drives)
- Department-managed systems

Setting Up New Employee's Work Area

Ultimate goal: your employee is ready to jump right in. If applicable, prep:

- Phone & voicemail
- Computer & printer access
- Nameplate or nametag
- Technical or trade tools
- Software

Prepping your Team

Ensure your team is aware of the new employee's role and responsibilities, and how those align and support the team's collective goals.

Additional Recommendations

Prepare First Day & Week Agenda Some example agenda items may include: review files and projects of predecessors; review your department's product or service information; set up meetings with key people (i.e., will interact with regularly); discuss procedures, processes, and tasks related to the job; arrange to shadow a coworker; or review department standards and guidelines (and follow up about them at the end of week one). 🛠

Document your Goals and Expectations for your New Employee Short-term (department checklist of activities for your new employee's first days) and long-term (a prioritized list of mid-year/annual goals for the new employee) are vital to kick-starting and maintaining productivity; and, SMART goal setting is the most effective. Be prepared to discuss how your new employee fits into departmental strategic goals. 🛠

Identify Another Team Member as your New Employee's "Buddy" Proven to boost social integration, "buddies" provide an informal information resource for your new employee during his/her first few weeks. This can also serve as a development process for existing employees. 🛠

🛠 3 Useful Lynda Videos and see our full playlist [here](#).

- [Setting Onboarding Goals](#)
- [Planning the First Day](#)
- [Assigning a Buddy or Mentor](#)

You'll know you succeeded when:

- You've prepared your new employee's initial work assignments
- Your employee is clear on what to do on Day 1
- You've answered your team's questions about the new role

Tips for a Great First Day

- Greet your new employee at the door
- Conduct the department orientation
- Introduce to the team and/or key roles in the department
- Go to lunch together
- Provide a departmental contact list
- Provide tasks, outline responsibilities, and assign goals—these should be particularly focused on short-term items, such as "Complete the required training on the Learning Management System by the end of next week."
- Discuss non-exempt timekeeping and UAB's pay schedule

The Week One Check-In

Have this conversation at the end of the first week. Good things to discuss are:

- The culture of your team.
- How things are achieved on your team, and the competencies/ behaviors of success.
- Your new employee's progress on the Taleo Task List.
- Confirm all applicable systems can be accessed.

Some helpful questions are:

- "What additional direction, clarity, or resources can I provide?"
- "What do you see right now as high priorities? Low priorities?"

The 30-Day Check-In

Have this conversation at the end of the first month. You might ask things like:

- "Tell me about your current workload. Of the projects you're working on, what is most engaging? What type of work/project would you find most intriguing going forward?"

At this point, you should also:

- Check in with earlier goals and review progress, questions, or concerns.
- Establish new goals, this time more geared toward longer-term items (like work projects/deliverables, development).

Discover UAB: New Employee Orientation

Your new employee should have attended Discover UAB within two weeks of Day 1, so it's a good time to ask some follow-up questions, such as:

- "What stood out to you from the session?"
- "What did you learn about our Success Model? How do you see that relating to your role?"
- "What connections to our mission and vision did you observe regarding your role?"

See how Discover UAB is different from your department orientation here.

🛠 Here's a Useful Lynda Video and see our full playlist here.

- The First Day

You'll know you succeeded when your new employee understands and is able to articulate the expectations of job role, and mission of UAB and respective department/division.

Phase Three: Day 30 to Day 90

Other Ways to Help

- Evaluate familiarity with department and organizational goals.
- Schedule an informal check-in to answer questions.
- Get feedback from employee on job satisfaction, or any issues/concerns so far.
- Identify at least 3 accomplishments (and provide praise).
- Identify at least 3 opportunities for improvement, and create an action plan with the employee.
- Begin discussing long-term goals.

The 60- and 90-Day Check-In

In these check-in conversations, you'll want to:

- Check in with earlier goals and review progress, questions, or concerns.
- Check the status of your employee's progress on the Taleo Tasks List.
- You may want to use the "Key Questions for your Check-Ins" below.

🛠 Here's a Useful Lynda Video and see our full playlist here.

- The First Few Months

You'll know you succeeded when you review goals and progress in the 60- and 90-day check-ins.

Phase Four: Day 90 to Day 365

Six-Month Performance Review

The Performance Review is intended to be a discussion on previous goals and achievements, and project a path forward based on those goals. For example, if your employee successfully performs two of the three Success Model themes (such as Understand UAB and Build Relationships), but not the third (in this case, Achieve Results), you may want to set goals specifically geared toward strengthening that particular theme. More information about the Success Model can be found here, and additional tips for managing performance can be found in the Manager's Toolkit.

Key Questions for Your Check-Ins

"Have you observed any practices or approaches that have spurred ideas for process improvement?"

"What additional direction, clarity, or resources can I provide?"

"Tell me about your current workload. Of the projects you're working on, what is most engaging? What type of work/project would you find most intriguing going forward?"

You'll know you succeeded when you deliver feedback to your new employee at the Performance Review.

Appendix: Department Orientation Guide

Discover UAB: New Employee Orientation provides a comprehensive "first look" at UAB, its core values, essential expectations and important resources applicable to *all* employees. Recruitment Services will schedule new hires to attend, typically within their first two weeks.

Your employee's first day, however, should consist of an orientation relevant to his/her day-to-day work environment. This provides an opportunity to cover your department's specific guidelines, expectations and norms, and it also gives you another chance to build a relationship with your new employee. Below is a sample agenda for ideas as you create and conduct your department orientation.

Sample Agenda

Welcome

- Greeting by department/division senior leadership
- Introduction to department/division's mission, vision, and culture
  - Current statistics, rankings, recent awards
- History of department/division
  - Describe significant alumni, events, foundational leaders, and accomplishments

Department/Division Strategic Plan

- Overview
- Strategies or plans
  - Opportunities for new employees to be involved in the realization of plans
- Who plays what role?

Organizational Structure

- Division/department's place in UAB hierarchy/ structure, and other unites within division/ department
- Describe the function of each unit within division/ department
- Inform of significant leaders in division/department (directors, deans, etc.)

Tour of Division/Department

- Points of security access and/or safety concerns
- Severe weather safe zones

Overview of Policies

- You and UAB Handbook
- Department/division policies
  - Timekeeping (exempt vs. non-exempt)
  - Dress code
  - Time off or unexpected absences, such as how sick time is handled
  - Overtime policies
  - Six-month probationary period
  - Code of Conduct/Behavior at Work (HR Policy 605)
  - Role-specific training (HIPAA, FERPA, OH&S)
  - Lunches/lunch breaks
- Duty to Report and Non-Retaliation Policy

Employee Development

- Performance Reviews
  - Format, individuals involved, scoring/ measuring criteria, purpose, frequency
- Employee Assistance
  - Resources and contacts for professional/ personal issues or conflicts
- Professional Development
  - How does your division/department help employees pursue (or identify) career goals?
- Continued education/UAB Employee Educational Assistance
- Department-specific trainings
  - How can employees get more training within their role?

Additional Recommendations

- Take advantage of space other than traditional lecture-style setup, if possible
- Provide light refreshments for groups
- Create a networking or "icebreaker" activity to help new employees network

Appendix: The Task List for New Employees

MANAGER TIPS/ACTIONS:

You will be notified by email once your new employee is assigned the Taleo Task List. It is your, the manager's, responsibility to monitor completion of each task through the Taleo Dashboard.

After your employee accepts the employment offer, the recruiter sends a welcome email with the hire letter attached. Within 24 hours, the new hire will receive instructions for setting up a BlazerID and accessing the Taleo Task List.

Task 1: BlazerID

New hire must enter his/her BlazerID and electronically sign the task. Required by start date.

Recruitment Services is responsible for Section 1 and 2 of the I-9 completion, but your assistance is needed to encourage the new employee to complete Section 1 before the start date.

Task 2: Section 1 of I-9

New hire completes Section 1 of the I-9 through the Taleo Task List. An email will be automatically sent to the new hire to schedule an appointment with Recruitment Services to complete Section 2—Records will no longer complete Section 2 for 01 and 03 employees. That email will include an attached TRS form he can bring to the appointment.

Task 3: Self-Identification Forms

New hire has the option to fill out the self-identification forms, if applicable; if not, he can mark this task "Complete."

Task 4,5,6: Code of Conduct, Patent Agreement, Memorandum of Record

New hire will complete these items in Taleo. The completion will pass to the Learning Locker and will no longer be assigned through the Learning Management System. Required 30 days from start date.

Task 7: Learning Management System & uab.edu/Lynda

New hire will receive information regarding these systems, which can be accessed after the ACT document is in "Approved" status.

Task 8: Campus Self-Service & Benefits

New hire will receive information regarding benefits at UAB. The self-service application becomes available to the new employee once the ACT document is in "Approved" status.

To expedite the process, be sure you have the appropriate approvers for this form.

The ONE Card form is still required if the new hire needs keys and/or building access. Email the completed ONE Card form to keycontrol@uab.edu or fax it to 4-9293.

Task 9: ONE Card

The new hire will be directed to the OCRA web page to approve their ONE Card or request changes. If they request changes, the changes must be approved through WAM. Once approved, the new hire will receive an email to print and deliver to one of the carding locations listed on the Taleo Task List.

Task 10 & 11: Parking

New hire will be given information regarding parking, including an application—this can be printed and delivered to Parking & Transportation Services when signing up. A ONE Card is required.

Appendix: Overview of Auto-ACT Process

Hire ACT documents will be systematically created in Oracle for 01 and 03 employees hired into campus organizations.

After employee is marked as hired in Taleo, a nightly process will run and the employee record will systematically attempt to load in Oracle for the preprocessing of the hire ACT document. Once the ACT documents are systematically created and submitted, they will bypass departmental workflow and enter the central approval worklists.

The nightly process runs Sunday – Thursday at 11:00pm. This phase consists of two preprocessing attempts.

If all required information is included in employee record:

1. The ACT document will be systematically created. An email notification will be sent to the uab.edu email account of the requestor and Level 1 approvers advising ACT document successfully submitted.
2. The ACT document bypasses departmental workflow approvers and enters the central approval path.
3. Once all central approvals are complete, the ACT document will go into a COMPLETE status. An email notification will be sent to the uab.edu email account of the requestor and Level 1 approvers.

   See: Sample Email 1.

If all required information is *not* included in employee record:

1. The ACT document will fail in the 1st preprocessing attempt. An email notification will be sent to the uab.edu email account of the requestor and Level 1 approvers advising ACT document failed to submit, reason, and will attempt to re-submit during the nightly process for the 2nd preprocessing attempt.
2. If the ACT document fails to load during the 2nd preprocessing step, an email notification will be sent out advising the second attempt failed to submit and what action needs to take place. Either the ACT document will be systematically created and placed in Open status for the department to enter missing information and manually submit OR no ACT document will be systemically created and the department will need to create and submit ACT document. The document will route to departmental approvals worklist.
3. If the document successfully submits during the 2nd preprocessing step, an email notification will be sent to uab.edu email account of the requestor and Level 1 approvers advising ACT document has been submitted.
4. The ACT document bypasses departmental approvers and enters the central worklist approval path.
5. Once all central approvals are complete, an email notification will be sent to the uab.edu email account of the requestor and Level 1 approvers.

   See: Sample Email 2, Sample Email 3.

Appendix: Overview of Auto-ACT Process, Sample Emails

SAMPLE EMAIL 1, sent if all required information is included in the employee record:

FYI, the following Rehire document (ACT Doc #1000000) was successfully submitted in ACT. This document will automatically be routed for central approvals. No Action Required.

ACT Document #: 1000000
Requestor Name: Thompson, Kendra L
Employee Name: Employee, Example
Org: 191202010 AskIT Help Desk
Job: I020180.IT SUPPORT TECH-ENT
Hire Date: 05/01/2017

****
Please do not reply to this message. For questions or concerns about this message please contact uabjobs@uab.edu.

SAMPLE EMAIL 2, sent if all employee information is not included in the employee record:

FYI, the following record was not able to be submitted to ACT. The system will automatically attempt to re-submit the ACT document during the nightly process. No action needed at this time.

Requestor Name: Teel, Ryan M
Employee Name: Wilson, One
Org: 114302000 HRM Data Systems
Job: IS124E1.System Analyst
Hire Date: 05/01/2017

The document could not be submitted for the following reason(s):

- This employee has an active ACT document. Note that this document should have been created by the AutoACT process. Since the employee has an active ACT document, there is no further action required.

Please do not reply to this message. For questions or concerns about this message please contact uabjobs@uab.edu.

SAMPLE EMAIL 3, sent if all employee information is not included in the employee record:

FYI, the second attempt to load the ACT document failed.
Action required: No action required.

Requestor Name: Teel, Ryan M
Employee Name: Wilson, One
Org: 114302000 HRM Data Systems
Job: IS124E1.System Analyst
Hire Date: 05/01/2017

The document could not be submitted for the following reason(s):

- This employee has an active ACT document. Note that this document should have been created by the AutoACT process. Since the employee has an active ACT document, there is no further action required.

Please do not reply to this message. For questions or concerns about this message please contact uabjobs@uab.edu.

Appendix: Overview of the Hiring Process

STEP/OWNER:	
Step 1: Request Hiring Manager	**Hiring authority completes and submits request for position form.** 1. Hiring Authority requests through PAR/CRF form. 2. In order for Auto ACT document to submit successfully, please select the correct information in the job detail fields. 3. Requisition Created/Approved: (Policy 102) Approved electronic form received in Recruiting System (Taleo). Recruiter is notified to begin recruitment process.
Step 2: Post Recruitment Services	**HR posts position in Recruiting System and implements recruitment plan.** 1. Recruitment Review/Strategy: (Policy 105) Recruiter and hiring manager review position and determine recruitment strategy. 2. Job Posted: (Policy 105) Recruiter posts position to Recruiting System.
Step 3: Recruit Recruitment Services	**Recruiters review applicants and determines best qualified for managers to review in Recruiting System.** 1. Candidates Apply: Candidates review available job postings and apply to job. 2. HR Screenings: (Policies 111 & 606) Recruiter reviews, interviews and selects candidates to forward to hiring manager for consideration. Recruiter will review internal candidate employee file to verify transfer eligibility.
Step 4: Interview/Screen Hiring Manager	**Hiring manager conducts interviews.** 1. Hiring Selection: (Policy 110) Hiring manager interviews and identifies a candidate for the position.
Step 5: Background Check Recruitment Services	**HR conducts background check on selected candidate.** 1. Background Check: (Policy 101)
Step 6: Offer/Hire Recruitment Services	**Candidate extended offer and position closed in Recruiting System.** 1. Offer: (Policies 110 & 112) Candidate extended offer. 2. Position Filled: Position is closed in Recruiting System. 3. Candidate Notification: Candidates notified position is filled.
Step 7: Taleo to ACT System Integration	1. New Hire and Rehire ACT documents will be auto created for employees hired into Campus Orgs for employees in an assignment category of 01 Full-time and 03 Part-time. 2. After employee is marked hired in Taleo, a nightly process will run and the employee record will systematically attempt to load in Oracle for the pre-processing of the hire ACT document. 3. The documents will bypass departmental workflow and enter the central approval worklists.
Step 8: Onboarding Hiring Manager & New Employee	1. Once employee is marked hired in Taleo, the new hire and Hiring Manager will receive notification that the Taleo Task list has been assigned to the new hire. Notification will provide detailed instructions.