

DEPARTMENT OF MEDICINE

FACULTY and STAFF Onboarding



UAB SCHOOL OF
MEDICINE

The University of Alabama at Birmingham

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DOM ONBOARDING



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What is Onboarding?

Onboarding is a process in which new employees are assimilated into the workplace and give the tools and knowledge they need to become successful at their new job.

True onboarding should begin the moment your new faculty/staff accepts your offer throughout the first year of employment – not just the first few days. Over the last decade, organizations have shifted the focus for new employees from orientation, a one-time, task-focused event, to “onboarding”, which is strategic in nature, relationship-based and has a focus on ongoing professional development.

Onboarding serves several functions:

- Ensures that the faculty and staff feels welcome and supported.
- Shortens time to productivity.
- Contributes to faculty’s and staff’s ability to make impact immediately and over time

BEST PRACTICE

BIG PICTURE

Keep in mind that you never get a second chance to make a first impression. Your employee should feel welcomed, valued, and prepared for what lies ahead. Meeting with the onboarder during the last campus visit will already make your new employee feel very welcome.

SPECIAL SECTION: BEST PRACTICES during Covid

Have a member of your staff on-site to meet and greet new hire:

- Tasks to help coordinate could include phone, beeper, white coat (if needed) keys, e-LAS etc.
 - (a) Review DOM Onboarding database (see below)
 - (b) Ensure staff member has completed re-entry and health screen
- Ensure re-entry access has been completed by new hire (see below)
- If working remotely, ensure what equipment they will need from Division Admin to work from home and work with DOM IT to coordinate equipment (domhelp@uabmc.edu) and access

Staff member review documents on the UAB DOM Website and share with new hire as appropriate:

- DOM Onboarding database – Includes all tasks for Faculty and Staff.
https://redcap.dom.uab.edu/redcap_v9.9.1/index.php?pid=646
- Open Access for return to Campus – UAB email directing Faculty/Staff to LMS site to complete the necessary training and UAB Health Screen ; read and share with new hire
- UAB re-entry – 28 page re-entry PDF ; read and share with new hire
- If you serve as supervisor for any of the employees, you will be able to see their status and/or pass this link along to the Faculty/Staff members Supervisor:
<https://acsapps.ad.uab.edu/EmpSurvey/Supervisor/ReturnSurvey>

SWAG pick-up

- Send Spira Steyn (rsteyn@uabmc.edu) an e-mail with your SWAG (2 items) choices **ONE WEEK** prior to the new UAB member's starting date.
- SWAG pick up times are on **Monday's between 7am-2:30 pm, outside of BDB 420S**

A. PRE-ONBOARDING – STEPS IN ADVANCE

1. Meet with Onboarder during 2nd campus visit
2. Announce of new hire in the Division
3. Onboarding database
 - Enter all new faculty and staff into the DOM Onboarding database
https://redcap.dom.uab.edu/redcap_v9.9.1/index.php?pid=646
 - This functions as a checklist* for the onboarder
4. Send a Birmingham local gift basket to external high profile recruit upon acceptance.
5. Welcome Call
6. Orientation information. Pass along orientation information if known.
7. Visas
 - PI, Students, Postdocs, Lab Staff, Family members
8. Other items
 - Overview of Policies and Procedures for procurement, travel, hiring
 - Evaluate Department Resources
 - Other offer letter conditions

BEST PRACTICE

Embrace Pre-Onboarding

Reaching out to your new employee and introducing them to a few of the basics before the first day will go a long way to make them comfortable before they step foot on the UAB campus.

BEST PRACTICE

Animal Research

If the candidate has animal research needs, please schedule a meeting/tour session with Sam Cartner, Director, Animal Resources Program (ARP).

BEST PRACTICE

Clinical or Research Intensive candidates.

Schedule a meeting with Dr. Alecia K. Gross, Assistant Dean, Faculty Onboarding.

B. ONBOARDING STEPS FOR FACULTY AND STAFF

1. First day

- Supply kit SWAG <https://www.uab.edu/medicine/dom/research>
Provide a DOM welcome gift for the first day extended to all faculty and staff. Please contact Spira Steyn at rsteyn@uabmc.edu and select from a selection of gift items 2 gifts for your onboarder. The onboarder can come to DOM, BDB 420S to pick up the items. The Division may want to purchase a DOM jacket for new faculty/staff.
- Template Welcome Letter (EXAMPLE ON p.15)
- Welcome sign for office door
- *Checklist for new hire
- List of standing meetings (department/division specific)
- Calendar/schedule for the first few weeks
- Review general information as applicable to the department/division or the individual.

2. Have a role and responsibilities discussion

3. Match new hire with a peer buddy.

- Identify a member in your Division who agrees to serve as a peer “buddy” for the new hire through the transition to work and life in the Department as well as the Division at large. The buddy will introduce the new faculty member to resources, office, faculty and administrators on campus who can assist with all aspects of the transition.

4. Mentoring Junior Faculty

It is never too early to start thinking about mentoring. Mentoring is an important part of an effective campus retention program. Mentors provide guidance, feedback, and psychosocial support on an ongoing basis. Mentors can be peers, near peers, or more senior. The search committee (Faculty hire) discussions that led to the recommendation for appointment, provide a wonderful in-dept review of the individual’s strengths, potential, and areas for improvement.

- Brainstorm different strategies that could help the candidate succeed at UAB if the recommendation to appoint is approved and the candidate decides to come. Ask the search committee, who will volunteer to serve as a mentor. Write a proposed mentoring plan into the search report.
 - In addition to informal mentoring, UAB has formal mentoring programs and workshops for junior faculty to assist with the tenure process. These programs will contribute to the success of all junior faculty, but may be especially important to women and minority junior faculty who may not otherwise be a part of informal campus support networks.
5. Assist your new hire in building a social network
 - Provide the candidate with information about the Office of Faculty Development and Diversity which can help them and can ensure they are aware of various opportunities.
 6. Encourage open dialogue
 7. Follow-up
 - Follow-up both formally and informally with the new hire to help with transitions and to address any concerns. Set up onboarding check-ins once a month for your new hire for the first 6 months.

BEST PRACTICE

Keep the schedule structured

Scheduling new hires' first week or two ahead of time will save them from ever wondering what's next. It will also send the message, "trust us, we know what we're doing." That's a good first impression to make.

BEST PRACTICE

DOM Welcome Gifts (SWAG)

Contact DOM ONE week ahead to select 2 gifts for your onboarder, which will be ready for them on the day they arrive.

BEST PRACTICE

TOUR of the Department and Division

To help your Onboarder feel welcome, a tour of the department, Chair's office and the Division is very helpful.

BEST PRACTICE

Mentoring Plan for new Faculty

Customized mentoring strategies can provide UAB with a leg up during recruitment. All prospective new faculty members want to know that UAB is the place where they belong and can succeed. Proactively developing a

mentoring plan sends a strong signal of your Departments/Divisions commitment. Your Search Committee is a great resource since they have met with each candidate during the interview process

BEST PRACTICE

Search Committee input

Once an offer has been accepted have the search committee members who interacted most closely with the candidate, make recommendations about strengths, and potential. Identify a faculty (if faculty recruit) or staff (if staff recruit) in the Division/Department who agrees to serve as informal host for the new faculty member through the transition to the Department. For Junior faculty, discuss what could support the candidate's promise.

B. ONBOARDING STEPS FOR RESEARCH

1. Transfer in checklist for new faculty with sponsored research

<https://www.uab.edu/faculty/images/resources/new-faculty-onboarding-checklist.pdf>

<https://www.uab.edu/faculty/new-faculty>

- SOM Onboarding workshop for Research Faculty

<https://www.uab.edu/faculty/research>

<https://www.uab.edu/research/home/sharepoint-access-through-uab-vpn>

<https://www.uab.edu/research/home/>

- Onboarding workshop for Research Staff

<https://www.uab.edu/ccts/clinical-translation/trainings>

2. Sponsored Research

- Grant Transfers to UAB and Sub- awards to former institution
- Compliance and Training (COI, etc)

<https://www.uab.edu/research/home/cirb>

3. Equipment transfers from previous institution

- Considerations for moving, buyouts/transfers with grants
- Special accommodations once it arrives (may tie in with space/renovations)

4. Space/Renovations (Department/Planning Office/Provost Office)

5. Lab/Office space

6. Temporary space

7. Moving (Transportation Office/Provost Office/EHS)

- Household/Office

- Laboratory items
 - Students, Postdocs, Lab Staff
8. Lab Setup Commitments (Provost Office/Department/FRMS)
- Equipment, other special arrangements
 - Core Facilities
 - Graduate Students
9. Follow-up
- Review observations, issues and priorities
 - Ensure mandatory training has been completed, such as the HIPAA Privacy & HIPAA security and Lab safety training.

BEST PRACTICE

Engage UAB to address the “why”

Just as it takes a village to raise a child, it takes a whole company to integrate new faculty and get them up to speed. Consider scheduling some one-on-one time between new faculty and senior faculty over the course of the first month. You can also assign them a list of individuals to make coffee dates/appointments with, to talk about the different roles each team plays, research collaboration possibilities etc. This will allow your new faculty member to see how their role fits into the big picture while fostering a sense of cross-functional and interdepartmental collaboration.

A. ONBOARDING STEPS FOR CLINICAL FACULTY MEMBERS through Marleigh Young

Check DOM website for Clinical Checklist

https://redcap.dom.uab.edu/redcap_v9.9.1/index.php?pid=646

B. RESOURCES FOR THE ONBOARDER

1. Link to onboarding page with meaningful content and links to UAB resources
 - Library of resources housed on DOM website (behind blazer ID and password) that the onboarder can download and print
 - UAB info, Birmingham info, Alabama info

C. DOM WELCOME ACTIVITIES FOR THE ONBOARDER

1. Welcome e-mail from Dr. Landefeld to all new faculty and staff the first week
2. Lunch with the Chair for new FACULTY
 - Lunch with Dr. Seth Landefeld is held every other month with 8-10 new faculty members.
3. Welcome Reception twice a year for all new FACULTY AND STAFF
 - A welcome reception is held twice a year for all new Faculty and Staff. This includes Dr. Seth Landefeld, Dr. Stu Frank, all Division Directors, other DOM Chair office leadership as well as all the Divisional onboarders.

BEST PRACTICE

Welcome Reception and onboarder support

Onboarders should encourage new employees to attend the welcome reception in WTI lobby. A good, friendly and supportive gesture is to escort them to the reception. It is sometimes difficult for new employees to take this step and they might not be familiar with the location. This will help the new hire to build a network.

D. DOM LEADERSHIP DEVELOPMENT OPPORTUNITIES

Help the new hire identify multiple mentors and various mentoring and professional development opportunities.

The Department of Medicine have a **Leadership Development Program (LDM)** designed to assist staff and faculty in their progress. This program seeks to provide opportunities for the development of its leaders through a variety of strategic initiatives in order to support them in advancing the mission of the department and organization. LDM began in 2018.

Approximately 60 faculty and staff across the department participate each year in this year-long program.

The goals of the program are as follows:

- Cultivate self-awareness by identifying individual strengths and development opportunities
- Build a personal development strategy
- Gain an understanding of leadership skills identified as those critical for success at DOM

- Improve proficiency of specific leadership skills
- Enhance relationships across organizational boundaries through shared learning experiences

The following methods are employed:

- Customized, competency-based leadership curriculum delivered in monthly, 2-hour seminars over 13 months
- Self-report assessments of behavioral style and motivators
- Customized 360 evaluation (multi-rater assessment)
- Group assessment of stress related to organizational factors
- Creation of individual development plans
- Identification of goals and strategies related to concepts, skills, and competencies addressed in the curriculum
- Small and large-group interactions

Mentoring are being provided through the SOM Mentoring Program as well as the CCTS office. Case-based discussions help participants discover new strategies to maximize the benefits of this career-enhancing skill. Sessions are facilitated by experienced UAB mentors. UAB Connect is a Diversity and Inclusion Mentorship Program who assist students, house staff and faculty at UAB from underrepresented backgrounds in medicine to find and connect with faculty mentors from similar backgrounds.

<https://www.uab.edu/ccts/training-academy/trainings/case-studies-in-mentoring><https://www.uab.edu/medicine/diversity/for-students-0/uab-connect>

E. EVALUATION

The goal is to provide a cohesive process between the DOM and Divisions that provides a branding of the DOM consistent across all divisions.

- The DOM role is to provide guidance on the process, development of tools and resources
- The Division role is to function as the driver of the process, reaching out to the DOM throughout the process.

BEST PRACTICE

Initiate Feedback Communication from the start

Initiate feedback communication from the start by asking for feedback about the onboarding process and why new hires left their previous company in order to gain insight into the factors they value. Then, develop a set of standardized metrics so that you can assess individuals' progress, examine how your onboarding process is being received, and where you can make improvements.

F. DOM POINT OF CONTACT

1. **Research Faculty/Staff:** Cindy Joiner at cirwin@uabmc.edu
2. **Clinical Faculty:** Lauryn Schultz (in collaboration with the Division Administrator) at lschultz@uabmc.edu
3. **Staff:** Doug Royal at droyal@uabmc.edu and Lisa Jinright at ljinright@uabmc.edu (in collaboration with the Division Administrator, Cindy Joiner or Lauryn Schultz)
4. **DOM Chair's Office:** Spira Steyn at rsteyn@uabmc.edu

G. UAB ONBOARDING RESOURCES

<https://www.uab.edu/onecard/>

<https://www.uab.edu/humanresources/home/uab-onboarding>

<https://www.uab.edu/faculty/resources>

<https://www.uab.edu/faculty/hiring/phase-3-onboarding>

<https://www.uab.edu/research/home/rtc>

<https://www.uab.edu/faculty/ctl>

<https://www.uab.edu/transportation/employees>

<https://www.uab.edu/map/>

<https://www.uab.edu/medicine/home/faculty-staff/finance-and-human-resources/human-resources>

https://www.uab.edu/ccts/images/UAB_Research_Workshops_V3.pdf

<https://www.uab.edu/faculty/new-faculty>

<https://www.uab.edu/medicine/diversity/initiatives>

EXAMPLE OF WELCOME LETTER

This template serves as a guide of the kind of information you may want to communicate to new faculty. You should tailor it to your needs and the needs of the individual faculty member. Read it carefully. Some information needs to be replaced with either your or the department information. Some paragraphs should be removed if they do not apply to the faculty member. If they do apply, be sure to remove the red text.

Dear FACULTY NAME HERE,

Welcome to UAB! We are pleased that you have decided to join the UAB community. I am writing with details about getting started at UAB. This memo contains a great deal of information as well as important actions you may need to take and some you may have already taken. Although it is quite lengthy, please read it carefully and in its entirety.

The *UAB Faculty Handbook*, <https://www.uab.edu/policies/Pages/Faculty-Handbook.html> is an important resource for policies regarding faculty appointments. The UAB Faculty portal, <https://www.uab.edu/faculty/resources> provides links to several useful sites from academic calendars to teaching resources and benefits.

We look forward to meeting you and working with you in the months to come. Let us know if there is anything we can do to ease your transition to UAB

Best wishes,

ADMIN NAME HERE

Phone

e-mail

References:

Harvard University, "Best Practices for Conducting Faculty Searches" – Harvard University, Office of the Senior Vice Provost, Faculty Development & Diversity - 2018

Guide for Search Committees - Emory University – 2018

University of California Affirmative Action Guidelines for Recruitment and Retention of Faculty – January 2, 2002

Columbia University, Guide to Best Practices in Faculty Mentoring, August 2016

Cornell University, Best Practices in Faculty Recruitment and Hiring, September 2018

Everwise, The Keys to Building an Effective Onboarding Program, January 2017