Cornell University

INFRASTRUCTURE PROPERTIES AND PLANNING
NEW EMPLOYEE DEPARTMENT ORIENTATION GUIDE

Please use the below new hire guide for all staff that are either new to Cornell or new to IPP. The new hire checklist is an important part of the onboarding process, for several reasons, some of which include:

- It builds the IPP reputation (and Cornell) as being a thoughtful employer, with great training, clear leadership and a strong organization.
- Increases retention.
- Reduces turnover.
- Welcomes and acclimates new staff members to the culture of IPP and Cornell.
- Assists new staff members in more quickly becoming engaged and fully contributing team members.
- Builds a more cohesive team, thereby raising everyone's productivity.

Offering the Position

Pre-Offer

- Refer to the DHR Offering the Position web site at:
  http://www.ohr.cornell.edu/hr/hrManage/recruitHirePay/offeringPosition/offering.html

- The Supervisor (Hiring Manager) completes the search closure form and sends it to IPP Human Resources.

- Supervisor discusses salary & start date with IPP Human Resources. Supervisor also receives appropriate approval on the salary from their supervisor, director, etc. (Salary discussions do not apply to bargaining unit staff).

Offering the Position

- Supervisor extends verbal offer to new hire and confirms salary, start date/time, and location.   Supervisor works with IPP HR on references checks and background checks.

Offer Acceptance

- Once offer is verbally accepted by new hire, reference checks are complete and positive, and background check is in progress and/or complete, IPP HR is contacted for the creation of the offer letter.

- The supervisor sends the offer letter to the new hire.

- New hire signs and returns offer letter to supervisor as soon as possible, preferably well in advance to the new hire's first day. Supervisor gives the original signed offer letter to IPP HR. It is acceptable for the supervisor to provide a PDF of the signed offer letter to IPP HR.

- IPP HR will process the hire in Workday.

Prior to Arrival

❑ Create a transition plan for the new employee and those currently handling the tasks of the position. The plan should define a timeline each task will be moved to the new employee, who will be responsible for training, and who will communicate the plan to departments, and colleagues across campus. A clear plan will set the expectations for the employee and assist them in being successful.

❑ Inform team members of new hire's start date.

❑ Confirm date of Welcome to Cornell Orientation Session with Onboarding Center and new hire (new hire is responsible for scheduling their onboarding appointment). This applies to people new to Cornell or temps transferring into a regular position.

❑ Work with IT to assure computer and/or iPad is ordered. It will take up to a month to receive a new computer. Contact Kristi Cooley (in IPP IT) via email (cooley@cornell.edu) or via a help request (computing.fs.cornell.edu/tickets) and she will send the current computer and iPad options. Kristi will also need to know the name, start date, and where the person will sit, but you do not need to know any of these things to get the machine ordered. If an internet and/or phone jack need to be activated, this process takes about two weeks. Please include this information in the request to Kristi.

❑ Add new employee to Outlook Calendars in the work group as needed.

❑ If the employee has requested workplace accommodations, please contact IPP HR to arrange accommodations, so they are ready on the employee's first day.

❑ Consider identifying someone in the unit to serve as an orientation guide to answer questions (work with IPP HR).

❑ Work with Customer Service and/or IPP Director of Communications to:
_____Request keys for the office and building (contact Building Coordinator for card access, if needed).
_____Set-up long distance telephone access, if applicable.
_____Request that new hire be added to appropriate IPP electronic mailing lists & calendar group lists.
_____Request announcement for new staff member be distributed (include a brief bio, new hire's title, list any roles and strategic initiatives they will be responsible for).

❑ Schedule time on the new hire's first day to welcome new hire, discuss team mission and University/IPP values.

❑ Arrange time for new hire to have lunch with entire team, or arrange a meet and greet with the new hire and team near start of day.

❑ If applicable, request Procurement Card, Diners' Club or American Express Travel Credit Card application, for completion by new hire on first day, through the University Financial Service Center (formerly UBSC).

❑ Schedule any required training that the new hire may need (for example, safety training for FM staff—see below).

❑ If applicable, prepare work space: set-up, neat, clean, and organized. Make sure new hire's area is equipped with office supplies (pens, pencils, notepad, stapler, tape, scissors, etc.) or appropriate tools, etc. Order nametags, door signs, and business cards, if applicable, through either the Team Lead or the appropriate administrative assistant.

- ❑ Order uniforms, if applicable.

- ❑ Arrange parking for new hire for their day (until they can attend their onboarding appointment, where they will meet with a representative of Commuter and Parking Services).

- ❑ Confirm either by email or phone call (a minimum of two days before their first day) that the new hire knows where they will report on their first day, and provide detailed instructions on where they will park.   Also as applicable, communicate:

  - Tools, etc. they should bring with them,
  - Dress code (including foot apparel if safety shoes, etc. are needed),
  - Inform new hire of availability of a microwave or refrigerator

- ❑ Plan your schedule so that on the new hire's first day, you can spend time at the beginning of the day and the end of the day with them.

- ❑ Ensure the new hire has the tools and information needed to complete their first assignment successfully; this will set the tone for productive supervisory-employee interactions to come.

FM New Hires Only:

- ❑ If new hire needs EZMaxMobile license, contact Erin Sill (emw46). Note: it can take 1-3 weeks for a license to be available.
- ❑ Zone Admins will provide Transportation & Parking Services the vehicle number and plate number of any FM new hire that will be using a University vehicle.
- ❑ Supervisor is responsible with providing the new hire a copy of the FM work rules. Please review the work rules with the employee and return a signed copy of the FM work rules to IPP Human Resources.

Please note, for BTC and downtown temps, IPP HR will send an email for the new hire to:

- Jutta Brann(jhb7)
- Lisa Rose (lmr10)
- Alexa Varricchio (ab58)
- University Financial Service Center (formerly UBSC)
- Zone Admins
- FM Training Group
- Anyone else that may be affected in IPP.
- After processing the hire of a temp or regular trades person in Workday, IPP HR will provide full name, net ID, start date, whether new hire is a temp or reg employee, identify the Zone the new hire is working in, if they have Endowed or Contract College employee benefits, craft/trade, skill level (journeyperson, etc.), and supervisor.

First Day

Supervisor or Designate To-Do List:

❑ Greet employee, show them their workspace/office, and where to put their personal belongings.

❑ Introduce them to other staff members in the department and/or work area.

❑ Ensure they have an appointment with the Onboarding Center and a way to get there if they have not already attended one in advance of their first day.

❑ Ensure the new employee is invited to all appropriate meetings.

❑ Plan a welcoming get-together appropriate for your work group (ie lunch, coffee break meet and greet, etc.).

❑ Tour the immediate area and assigned workspace and introduce the new hire to other staff members.

❑ Give a tour of the office building/time clock area, pointing out key locations (restrooms, break area(s), vending machines, refrigerators, microwaves, water fountains/water cooler, microwave, copier, fax, mail room, office supplies, emergency exits, fire extinguishers, smoking areas if applicable, ATM, and review emergency plan).

❑ Supervisor should set aside ample time (two hours suggested) to discuss the following:

_____Review the position description, performance expectations (see "Guidelines for Defining Expectations"), goals, supervisor's management style, and define any applicable probationary periods including 90-day review.

_____Discuss work schedule, procedures for overtime (if appropriate), start time/end time, breaks, lunch, time away from work, reporting requirements, office coverage, etc. Also review and explain your unit's vacation usage process (during the first twelve months and thereafter).

_____Ensure new hire knows where they can go for lunch on their first day (if lunch is with their team, escort them to lunch).

_____Review the first week schedule (assign the first project/task and schedule a feedback session).

_____Time Collection: explain pay days, method for paycheck distribution, and date he/she should receive first paycheck.

_____For exempt staff, show new employee how to document time and/or document use of accruals in Workday.

_____For non-exempt staff, connect with the UBSC on training for use of Workday.

_____Discuss standards regarding IPP's Customer Service Philosophy, Confidentiality, Ethics, and Internet use (sign confidentiality statement), etc.
- https://www.dfa.cornell.edu/policy/policies/standards-ethical-conduct
- https://www.dfa.cornell.edu/policy/policies/stewardship-and-custodianship-electronic-mail
- https://www.dfa.cornell.edu/policy/policies/information-security

_____For employees who operate a university vehicle, ensure new employee reviews and signs University Policy 3.4, Use of Cornell Vehicles and completes Agile registration.
- https://www.dfa.cornell.edu/policy/policies/use-cornell-vehicles

_____Complete additional forms specific to the department or position.

_____Review Cornell's Skills for Success, IPP's values, the department function, mission, vision and culture.
- https://hr.cornell.edu/sites/default/files/skillsforsuccess.pdf
- https://ipp.cornell.edu/division-overview
- https://www.thebalance.com/build-an-organization-based-on-values-1919185

_____Review unit work rules. If applicable, have new hire sign work rules (for example, FM Work Rules). Supervisor to return signed copy of work rules to IPP HR (scanned copy is preferred).

_____Provide Department information to the new employee: mail code, Department phone number, who to contact in case of illness or emergency

_____Discuss time off request procedures and encourage new hire to review the Time Away from Work Policy.
- https://www.dfa.cornell.edu/policy/policies/time-away-work

_____Provide any keys or combinations to door locks (explain when doors are locked). Review University Key Policy with new hire.
https://www.dfa.cornell.edu/tools-library/policies/management-keys-and-other-access-control-systems

❑ Ensure new employee has the equipment and tools needed to do their job.

❑ Review office resources including:
_____Computer systems (electronic calendar, Outlook, Kronos, Workday, Maximo, etc.).

_____Telephone systems (Audix instructions including password and system greetings updates).

_____Review directories, manuals, staff listings, etc.

_____Allow time for new employee to organize his/her workspace (files, supplies, copier) and practice with office systems, as needed.

_____If new employee has meetings on their first day, ensure directions to the meeting location(s) are provided. Consider providing an escort to the meetings, if necessary.

_____Schedule any Right-to-Know training, if applicable

First Week

- Check in with new hire throughout the week to see how new employee is doing (encourage open door policy).

- Provide information and instructions on office supplies and equipment, if applicable.

- Provide safety and emergency information and how to report hazards where applicable.

- Provide budget, finance, purchasing procedures if needed, including policies and rules for use and information on training, if applicable.

- Share unwritten rules, nuances, and traditions with employee (such as how to address faculty, jeans on Friday, birthday celebrations, etc.)

- Follow-up discussion on the new hire's work relationship with others in the department.

- Review your organizational chart and explain how the individual's work is connected to Cornell's mission of education, research and community service. The broader pictures will help link their efforts to larger goals. Review current, 90-day, 6-month and 1-year department priorities.

- Take new hire around to key IPP contacts outside immediate department for introductions (for example, Customer Service, IPP HR, IPP units the new hire may work with frequently).

- Introduce the employee to partners external to the college/unit that will work with them on projects or tasks.

- Determine mutual performance standards by continuing to review position responsibilities, setting performance expectations and clarifying any misunderstandings. Clarify that expectations are understood by you and the new employee.

- Describe success measures for the job.

- Start setting priorities. Discuss what is important to overall objectives. This will help the new employee prioritize tasks since they are new to the organization.

- Explain confidentiality in the workplace, what can be shared and what can't, how confidential documents are stored.

- Provide information about meetings and other events on the employee's calendar (purpose, attendee, what to expect, the employee's role); debrief with employees following these experiences to answer questions and provide any additional information.

- Identify training resources and opportunities for the employee and set a realistic plan of action. Introduce the employee to resources such as the professional development workshops and educational benefits.

- Provide information to new employee regarding HR policies, HR philosophy, Campus Code of Conduct, Computer Rights and Responsibilities, Open Doors, Open Hearts, Open Minds Statement on Diversity and Inclusion, Respect at Cornell.

- https://www.dfa.cornell.edu/sites/default/files/policy/CCC.pdf
- https://hr.cornell.edu/our-culture-diversity/diversity-inclusion/building-culture-respect
- https://diversity.cornell.edu/
- https://hr.cornell.edu/our-culture-diversity/mission-vision

❑ Discuss any campus business resources needed for the job, for example: Cornell Store, Notary Public on campus, Post Office, Travel Office, Red Runner, TCAT (buses), Library Access, Fleet Vehicles.

❑ Review campus resources, for example: Faculty and Staff Assistance Program (FSAP), Cornell Recreational Services (Wellness Program and Sports Facilities), Child Care and Eldercare (list other DIWD programs), "Family Friendly" Programs List

FM New Hires Only:
❑ Confirm that Personal Protective Equipment has been issued to new hire and all mandatory safety training has been scheduled or completed by the FM Training Group.

First Month

Supervisor or Designate To-Do List:

❑ Meet weekly with the new hire to answer questions and ensure that he/she is becoming acclimated.

❑ Remind the new hire to sign up for benefits during his/her enrollment period.

❑ Encourage new hire to become familiar with campus policies including employment, benefits, Time Away from Work (or policies as noted in new hire's union contract, if they belong to a bargaining unit).

❑ Ensure performance goals and established. For non-exempt new hire set 90-day performance goals and schedule the review. Form may be obtained from IPP HR.

❑ If applicable, schedule an ergonomic review with Benefit Services Disability Services of the new hire's workstation.

❑ Encourage the new hire to visit special Cornell locations and events.

New Supervisor Hires Only:
❑ Schedule supervisor for New Supervisor Orientation Certificate Program
❑ Schedule supervisor for Supervisor Development Certificate Program

Second Month

❑ Supervisor will continue meeting regularly with new hire.

Third Month (New Hire's First 90 Days) and Sixth Month

❑ Supervisor will continue meeting regularly with new hire.
❑ Provide regular feedback.
❑ Supervisor will conduct 90-day probationary review (if applicable) and use it as a time to understand goals of the individual and to provide feedback.
❑ Ensure the employee is fully engaged, seeing themselves as a valued contributor.
❑ If applicable to the position and department's needs, provide guidance on identifying appropriate flexible work options to assist the employee's effectiveness and efficiency.
❑ Discuss professional/ career development objectives, and training and development resources including: Career Development Services, Career Development Opportunities Policy, Guide to Workshops, and Educational Benefits. Schedule Turning Point training for new hire (if they aren't a supervisor).

New Supervisor Hires Only:
❑ Schedule supervisor for Harold D. Craft Leadership Program (HDCLP)

Longer-Term Retention Tactics

- ❑ Regularly review the progress of the new hire.
- ❑ Encourage feedback from the new hire.
- ❑ Support new hire in Career Development by referring staff to the annual Staff Education Exploration Day (SEED), encouraging them to participate in SkillSoft on-line courses and linking new staff to mentors.
- ❑ Promote Social Networking Opportunities especially for those moving into the area (for example: Programming by the Recruitment and Employment Center (REC) such as the Colleague Network Groups, Staff Outreach Services, Lesbian, Gay, Bisexual, Transgender (LGBT) Resource Center, etc.
- ❑ Contact REC for Diversity Retention Strategies.