New Employee Welcome (NEW)

The Hiring Supervisor’s “Steps to Success” for Welcoming a New Employee

When an employee is hired, an orientation partnership begins between the university and the employee to help the individual become an effective member at Texas A&M University as soon as possible. Many people contribute to this orientation process, including:

- The new employee
- HR Liaison
- Hiring Supervisor
- Co-workers
- Human Resources
- Payroll Services
- Employee & Organizational Development

These individuals must work as a team to make the new employee feel welcomed and valued, to provide the tools needed to properly carry out the duties of the new job, and to convey a positive, realistic view of the university and respective work unit. A good orientation will prove to be well worth the time and effort. The result will be a committed, effective employee and greater productivity for your work unit or division.

This guide offers suggestions on what you can do to help the new employee enjoy a successful transition to his or her new job.
Roles & Responsibilities

**Hiring Supervisor:** The most important person to an employee is his or her supervisor. In fact, conflict with one’s supervisor is the key reason people voluntarily leave their jobs. The supervisor is in the best position to help the new employee feel welcomed from the beginning and to help him or her start off on the right foot. For help in developing a plan for welcoming a new employee, review the online training [Hiring Supervisors: Strategies for New Employee Success](#).

| Hiring Supervisor should: | • welcome the employee  
• review the position description and explain performance requirements  
• discuss informal expectations (such as dress code, hours and communication preferences) |
|---------------------------|---------------------------------------------------------------|
| Hiring Supervisor or Designee should ensure the employee: | • receives keys or access cards  
• obtains an Aggie Card (staff ID)  
• is provided email and calendaring access as needed  
• understands office equipment and phone usage |

**HR Liaison:** This individual is especially key to making sure the employee is properly documented and in-processed. The HR Liaison should have as much paperwork prepared as possible before the employee arrives. The liaison should initiate, and complete if possible, requests for UINs and other system accesses. This will streamline the pre-hire and Start Date activities and provide for quick productivity on the part of the new employee.

| HR Liaison should help the employee: | • complete required hiring paperwork  
• obtain access to various computer systems and access cards  
• obtain an Aggie Card (staff ID) and parking permit  
• understand TrainTraq and LeaveTraq, as applicable  
• schedule the employee to attend the TAMUNEW (New Employee Welcome) Orientation and System-required training courses |

**NEW Mentor:** The employee’s first few days are filled with anxiety and uncertainty. The NEW (New Employee Welcome) mentoring relationship allows the new employee to quickly connect to a peer in a non-supervisory setting while helping the employee become acquainted to the department and university in an informal capacity. Employees often cite the desire for peer affiliation as a key motivating factor when beginning a new job. The employee-mentor relationship serves to accelerate the employee’s transition from that of an “outsider” to a full-functioning member of the department.

The NEW Mentor is neither the employee’s supervisor nor a job coach. Rather, this individual is a peer, akin to a “buddy” who will assist in the employee’s cultural integration. The mentor provides insider assistance on procedures and workplace norms, thus decreasing the frustration that comes from learning through trial-and-error. The mentor serves as a companion to whom the employee can ask questions without fear of retaliation or embarrassment. The mentor should be open, confidential, positive and supportive. The relationship is informally structured and may be dissolved any time after the first week of employment.

| NEW Mentor might provide: | • a department tour  
• introduction to co-workers  
• lunch in a university dining facility  
• a campus tour  
• a shuttle ride |
Orientation Phases

A successful orientation to one’s job is a process, not an event. Described below are five phases to help a new employee make a successful transition to his or her new job.

**Phase 1 – Prior to first day**

HR and the hiring department provide welcoming, required and introductory information to the newly hired employee, and the HR Liaison helps the employee navigate through the new hire paperwork process. The employee is given information on where to park and benefits options if he or she wishes to have health benefits begin on the first day.

The department prepares for the employee’s arrival, including setting up the work station and requesting computer accesses, thus ensuring a positive initial impression of the university and allowing the employee to become productive as quickly as possible upon arrival. A NEW Mentor is selected.

**Phase 2 – First day**

The Hiring Supervisor, HR Liaison, and NEW Mentor welcome the new employee to the work unit and coordinate efforts to ensure employee is appropriately guided through the first few days.

If the employee wishes to begin health benefits immediately, the HR Liaison directs the employee to iBenefits.

**Phase 3 – First week**

The Hiring Supervisor, HR Liaison and NEW Mentor each play a vital role in helping the employee become acquainted with the university and department, understand his or her position description, job requirements, and any initial performance goals, and complete university and system requirements (e.g., obtain an Aggie Card (staff ID) and take mandatory training).

**Phase 4 – First month**

The employee should attend the TAMUNEW (New Employee Welcome) Orientation session to learn about the university culture, resources and information. In addition, the employee has the option to attend a benefits orientation as well as an individual consultation with a benefits counselor in Human Resources.

The supervisor provides performance feedback at the end of month to discuss progress in meeting behavioral and performance expectations, ensure mandatory training is complete, answer any additional questions the employee may have about the workplace or university, and create an employee development plan.

**Phase 5 – First year**

Best management practices suggest that the supervisor and employee have regular discussions regarding performance and expectations, minimally at 90-day intervals, and more often if the employee is experiencing performance problems. The purpose of these “coaching sessions” is to provide employees every opportunity to succeed by reinforcing success and redirecting as necessary.
The Hiring Supervisor’s Quick Guide to Success

BEFORE THE FIRST DAY

☐ Inform the HR Liaison of the new employee’s acceptance of the job offer and the expected Start Date.
☐ Review the online training Hiring Supervisors: Strategies for New Employee Success.
☐ Send a welcome letter or card from you and/or the department. This should be coordinated with the HR Liaison.
☐ Ensure the employee’s office or workspace is prepared and basic supplies are provided.
☐ Ensure various system accesses have been requested (e.g., UIN, NetID, internal computer accounts, email account, phone number).
☐ Designate a co-worker to be the employee’s NEW Mentor (see Roles & Responsibilities).
☐ Plan the first week’s activities for the new employee.

THE FIRST DAY

☐ Personally welcome the new employee to the department.
☐ Introduce employee to the NEW Mentor.
☐ Coordinate efforts with the HR Liaison and designated NEW Mentor to ensure employee is appropriately guided through the first few days.
  o Ensure the employee is scheduled for a TAMUNEW Orientation session.
  o Ensure access to required systems has been obtained or, at the least, requested.
  o Ensure someone is available to have lunch with the employee.
☐ Provide keys to the office and desk, if applicable.

THE FIRST WEEK

☐ Have a meeting to personally discuss:
  o Employee’s job duties and responsibilities
  o Performance goals and expectations
  o Disciplinary process
  o Workplace expectations (e.g., work hours, break times, dress code, procedures for reporting absences and requesting leave, department meetings)
  o Workplace safety and emergency procedures
  o Your communication preferences (e.g., email, degree of formality)
  o Disciplinary process
  o Job-specific training requirements
  o System-required training
☐ Have employee sign the Position Description.
☐ Ensure employee receives access cards and obtains an Aggie Card (staff ID).
☐ Ensure the employee has access to email, calendaring, office equipment and phone usage as required.
☐ Provide meaningful work.

THE FIRST MONTH

☐ Send the employee to a TAMUNEW (New Employee Welcome) Orientation session.
☐ Check progress and provide performance and behavioral feedback.
☐ Create an employee development plan.

THE FIRST YEAR

☐ Talk to the employee frequently to assist him/her in understanding the organization and to provide the employee with the necessary resources to be successful.
☐ Obtain feedback from the new hire.
☐ Recognize positive contributions made by the employee.
☐ Check progress by holding structured discussions to review performance goals and identify areas of improvement and growth (best practice is a minimum of 90-day intervals, and more often if the employee is experiencing performance problems).*

*The purpose of these "coaching sessions" is to provide employees every opportunity to succeed by reinforcing success and redirecting as necessary