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Supervisor's Guide

Welcoming New Employees.

SERVICE / CURIOSITY / RESPECT / ACCOUNTABILITY / APPRECIATION

Table of Contents.

3 / You Never Get a Second Chance to Make a First Impression

5 / Before Your New Employee Arrives

7 / WVU's Values and Code of Conduct

9 / First Day Through First Year

13 / Recognizing and Appreciating Your New Employee

15 / Templates, Checklists and Other Helpful Resources

**YOU NEVER
GET A
SECOND
CHANCE
TO MAKE
A FIRST
IMPRESSION.**



Mountaineers understand the importance of firsts – the first day of class, being first in line and of course, the first day of a new job. The first day (and first few weeks) on the job are vital to both your new employee and to you.

Congratulations on hiring your new employee! As a supervisor, it is your privilege to help welcome your new employee to West Virginia University. Successful onboarding helps new employees adjust to the social and performance aspects of their jobs so they can quickly become productive, contributing members of the WVU community.

The WVU Division of Talent and Culture has developed this guide to help managers, supervisors and their designees introduce new employees to their jobs, duties, coworkers, work environment and the University. This toolkit is designed to help you during every stage of your employee's onboarding and make the process of welcoming and socializing a new employee a positive experience.

Most new Mountaineers arrive at their WVU job excited, enthusiastic, full of expectations – looking for immediate confirmation that joining your team was the right decision. A new hire wants to feel informed, connected and valued. Your role as a supervisor can positively or negatively affect your new employee's experience during the first days, weeks – and even months – on the new job. This critical time is when new employees learn and develop perceptions about the University, our culture and our values, other employees, their responsibilities and their supervisors and managers. We want our employees to be nurtured so they can flourish.

Make the first interactions with new employees count. Create a strong and healthy connection. A small investment of your time will result in improved employee satisfaction, less turnover and a better working environment for everyone in the WVU community.

Approximately **70%** of new hires decide whether to stay or leave an organization within the first six months of joining.

— *Human Capital Institute*

SERVICE / CURIOSITY / RESPECT / ACCOUNTABILITY / APPRECIATION

BEFORE YOUR NEW EMPLOYEE ARRIVES.



A good employee/employer relationship starts before the first day of work. Some time may pass between the acceptance of our offer and a new employee meeting their coworkers for the first time, so you should engage them before they attend the WVU New Mountaineer Onboarding (NMO) Experience.

PLAN AHEAD – BEFORE DAY ONE

Before day one, your job as a supervisor is to ensure that everything is in place to welcome your new employee. Once the start date of your new employee is determined and communicated to them through the offer letter, you should begin preparing for their arrival. The following actions are highly recommended for you to do before day one.

SEND A WELCOME MESSAGE

Help your new employee feel wanted and welcomed. We have provided a [Sample Welcome Message](#) to help you greet your new employee. The welcome message should come from their supervisor, confirm the start date and provide the new employee with information and other tips to prepare for the first day.

INFORM EXISTING STAFF

Let your staff (and any other relevant people) know that a new hire is on the way with the [Welcome to Our Team Template](#). Be sure to include pertinent information about the new hire (e.g., where the new employee is coming from, previous job title, education/experience, the new employee's first day, etc.).

PRE-ARRIVAL CHECKLIST

The [Pre-Arrival Checklist](#) is designed to guide and assist supervisors in coordinating and completing a new employee's onboarding. The checklist provides an outline for important information and processes to orient the new employee. It is meant as a guide and may be customized for departments that need less, more or additional items on the list.

With a structured onboarding program, employees are **58%** more likely to remain with their organization after three years.

— *Wynhurst Group*

WVU'S VALUES AND CODE OF CONDUCT.

Service, curiosity, respect, accountability and appreciation — these are the values that define us as one West Virginia University family, committed to creating a diverse and inclusive culture that advances education, healthcare and prosperity for all.

ROLE MODEL THE WVU VALUES TO YOUR NEW EMPLOYEE

SERVICE

Be of service. Every. Single. Day.

Show up for your employees and for this University. Be a role model. Ask specifically how you can make your new employee's transition to WVU easier. Prepare your team and others who will be working with the new employee before the start date. Let them know what part they will play in welcoming or training the new person.

CURIOSITY

Because we live in a beautiful state, we often take its beauty for granted. If your new hire is also new to Morgantown or West Virginia, send them these links (gotowv.com, tourmorgantown.com, morgantownwv.gov) and encourage them to explore.

Demonstrate your curiosity by finding out what they are interested in and how you can recognize them in a meaningful way by having them complete the optional [Tell Us About Yourself](#) form.

RESPECT

Show respect. Ask for the correct pronunciation of their name or what name they would like to be known by. At key points during the first day, ask if they need a break or have everything they need. Encourage them to use their knowledge and experience to improve things.

ACCOUNTABILITY

Commit to being accountable for their success. Prep for their first day by scheduling time to meet and orient them yourself. If you can't be available, make sure someone else has that responsibility. Show them their new worksite, introduce them to others, take them to lunch if possible or at the very least, make sure they know what time they can take lunch and for how long. Let them know they matter by taking the time to prepare.

APPRECIATION

Demonstrate that you are glad your new employee picked WVU by sending a welcome email before their first day.

Once your employee has arrived, don't forget to use the information provided on the optional [Tell Us About Yourself Form](#) for information about how to best show your appreciation. Be sure also to use the [Go Beyond Recognition Portal](#) to celebrate employee successes and to show your appreciation.

THE FIVE WVU VALUES ARE MORE THAN JUST WORDS ON PAPER. THEY ARE WHAT WE STAND FOR AS MOUNTAINEERS AND SERVE AS A GUIDELINE FOR OUR DAILY WORK.
[SEE HOW EMPLOYEES LIVE WVU'S VALUES.](#)

CODE OF CONDUCT

At West Virginia University, our values define us. They represent who we are and what we aspire to be. By living our shared values, we can create a positive workplace for the approximately 8,000 employees who call WVU home.

The [WVU Employee Code of Conduct](#) defines the minimum behavioral expectations for faculty and staff while at work. Review and discuss our Code of Conduct with new employees so they understand what it means to live like a Mountaineer every day.

SERVICE / CURIOSITY / RESPECT / ACCOUNTABILITY / APPRECIATION

FIRST DAY THROUGH FIRST YEAR.



Here are some things to think about as you plan for your employee's first days and weeks. A breakdown of the first day through the first year, along with applicable checklists, follows in the guide.

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| <p>1 Think back to your first day and how hard it was to remember everything that was being communicated. Our new employees are excited (and probably a little nervous) and want to make a good first impression.</p> | <p>5 Consider assigning a more seasoned employee to act as an onboarding buddy/mentor for the new employee. Peer mentors provide a “safe haven” for new employees to ask questions, gain knowledge and explore the culture.</p> |
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| <p>2 Think about what would be appropriate for the first day, week or month and design your orientation with that timeline in mind. Make sure your new employee feels successful and a part of things. Provide them with an assignment they can complete on the first day (e.g., set up their voicemail or take the PCard training).</p> | <p>6 Make sure to download this guide and keep the templates and checklists handy to use with all of your onboarding experiences. All of the templates and checklists contained throughout this guide are listed in the order in which they appear on page 16 of this guide for quick reference.</p> |
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| <p>3 Provide your new employee with an electronic version of their checklist and tip sheets because their version will contain hotlinks to many of the things you will be discussing.</p> | <p>7 Is it important to have employees sign off on the onboarding? If so, include a signature line and date in your customization.</p> |
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| <p>4 We want all of our employees (whether they work in facilities or in a research or academic role) to have everything they need to be successful. EVERY employee plays a role in the success of this University. Pay particular attention to those who work nontraditional hours or in nontraditional locations. Make sure you customize this template to reflect their unique working environment.</p> | |
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FIRST DAY

The first day is a new employee's first real impression of West Virginia University, their work team and the working culture. Your goal on the first day is to make the new employee feel at ease with a welcoming and engaging manner. Most new employees will begin their first day by attending New Mountaineer Onboarding, while the rest of the first day may be spent on basics (e.g., administrative tasks, introductions, settling in, etc.).

The First-Day Checklist is customizable and will help make sure you don't forget anything important.

Remember to check in at the end of the first day and ask how it went and determine what they need to be successful during their first week.

FIRST WEEKS TO DAY 30

It's important not to lose touch with your new employee after the first day. It's also important for the new employee to have a good understanding of their job responsibilities and their general function within the unit after 30 days. Both you and your new employee should use the following tips to keep your relationship evolving.

The First Weeks to Day 30 Checklist is customizable and will help make sure you don't forget anything important during the first month. Both you and your new employee should use the checklist and the following tips to keep your relationship evolving.

FIRST-MONTH BEST PRACTICES

- / Schedule quick check-in meetings for feedback about integration into the team. **The Day 30 Check-in Questions** are a great place to start. Keep it informal – ask the new employee to coffee or stop by their work site. The most important thing you can do is listen.
- / Has the new employee successfully completed all mandatory training?
- / Consider thanking the new employee with an email for their work or send an e-card through the **Go Beyond Recognition Portal**.

Remember, onboarding does not end after the first month. As your new employee settles in, it is important to provide support and training on an ongoing basis. Make sure to check in with your new employee often – don't wait for the employee to come to you.

FIRST THREE MONTHS

Many new employees make a decision to leave within the first 90 days, so focus on establishing a strong relationship that includes:

- / Position-specific training as well as appropriate cross-training, if applicable (the more your employee learns, the more useful they will be)
- / Monitor job performance carefully and provide specific constructive feedback
- / Schedule regular check-ins and solicit feedback from the employee about their observations about the workplace

You should also conduct an optional **Stay Interview** at the completion of the first 90 days. Stay interviews are one-on-one meetings conducted to help managers understand why employees stay and what might cause them to leave. In effective stay interviews, managers ask standard, structured questions in a casual and conversational manner to gather critical feedback.

FIRST SIX MONTHS

During the first six months, you want to make sure that your new employee is becoming self-sufficient and that you continue to promote collaboration and teamwork. Your new employee should understand their role and your expectations for their performance and behavior.

Remember to conduct the six-month probationary review and determine steps to be reached by the one-year mark.

FROM SIX MONTHS TO ONE YEAR

Ensure that your new employee continues to get support. At the one-year anniversary, conduct a check-in with the new employee using the [One Year Anniversary Check-In Questions](#).

Remember, don't forget to acknowledge and celebrate the new employee's anniversary (at a minimum, send a congratulations email or card).

THE ANNUAL PERFORMANCE REVIEW

The annual performance review should be a formal review that looks back at the performance over the specified review period as well as looks to the future. The review should include a formal review of the employee's performance, along with formal, documented feedback. Note that formal annual performance reviews are done on a specified schedule at West Virginia University, which may or may not coincide with the new employee's one-year anniversary.

See [Performance Reviews](#) for information on performance review timelines, forms and supplemental resources.

Coaching is unlocking a person's potential to maximize their own performance. It is helping them to learn rather than teaching them.

– Timothy Gallwey

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RECOGNIZING AND APPRECIATING YOUR NEW EMPLOYEE.



WHAT IS GO BEYOND?

Studies show that there is a strong connection between recognition and job satisfaction. Recognizing and appreciating employees are great ways to create strong bonds with new (and existing) employees. Since appreciating the work others do is one of our core Mountaineer values, we created the [Go Beyond Recognition Portal](#), making it easy to recognize the people who make our University special. Benefits-eligible faculty and staff have access to the portal. You can:

- / Send e-cards (with both public and private options)
- / Comment on a coworker's wall to thank those who've gone the extra mile
- / Identify unsung Mountaineer heroes with the touch of an APPLAUD button

How do you get started?

1. Go to [Go Beyond](#) or access through Mountaineer E-News
2. Enter your WVU username and password
3. Choose from e-card, WVU Recognition Wall and more buttons

Check back often to celebrate the successes of our community. If you have questions or have problems logging in, please contact Leadership and Organization Development at 304-293-7217 or lod@mail.wvu.edu.

For more ways to explore employee recognition, check out our [Recognition Resources](#) page.

Praise and commendation from managers
was rated the top motivator for performance,
beating out noncash and financial incentives,
by a majority of workers.

— *McKinsey Motivating People,
Getting Beyond*

**TEMPLATES,
CHECKLISTS
AND OTHER
HELPFUL
RESOURCES.**

SAMPLE WELCOME MESSAGE

Dear [First Name],
Welcome to West Virginia University [department name]! Please join us after your WVU New Mountaineer Onboarding Experience Program, where you will learn more about our University, WVU's culture and customer care standards, and discover the many perks of being an employee at this great University.

Ready to show some early WVU pride?

Share your excitement on LinkedIn and other sites — see social.wvu.edu. We can't wait to see your posts.

If you have any questions before Orientation, just reach out. I can be reached at (insert your phone #).

I am looking forward to having you join our team. In the meantime, be sure to visit the New Employee section of the Talent and Culture website for helpful information.

Sincerely,

(Your Name)

Welcome to the WVU family. There are five values that guide everything we do here.

[Microsoft Word link \(downloadable\)](#)

SERVICE

We seek opportunities to serve others and are committed to providing the highest quality of service.

Our service to you: we commit to helping you be successful, starting now. We want you to have all of the information and access you need to make your first week (and beyond) a positive one. And we will provide you a guide to help you get settled in your new role.

CURIOSITY

We ask questions, seek new opportunities and change through innovation. So be curious: ask questions. We want to hear from you. If you think that we can improve a process, service or program, please ask questions and offer suggestions for improvement.

RESPECT

We are respectful, transparent and inclusive with each other. Every role is important: everyone working for WVU has a purpose. Our responsibilities affect and influence others. The work that you do will help form the student experience, whether you are keeping our facilities and grounds beautiful and safe or you are teaching in the classroom. Every Mountaineer makes a difference.

ACCOUNTABILITY

We take responsibility for our actions, decisions and outcomes. We give credit where credit is due and perform at our very best every day. We will set expectations early and check in regularly. We want to make sure you know what is expected of you and how we can support your development.

APPRECIATION

We support and value each other's contributions as we build a culture of appreciation. We are committed to providing you with feedback about what you are doing well and positive feedback about how to grow your career at WVU.

We are excited about you joining our team and we look forward to seeing you on soon.

Let's Go!

WELCOME TO OUR TEAM TEMPLATE

All,

Please join me in welcoming (insert name) to the (insert name of your department) team!

(insert first name) comes to us from (insert last place of employment) in (what city) where (name) was a (title). (first name) has experience in (list some of their areas of expertise or experience that are relevant to their new role). They have a (degree) and will join our team (first day)!

In their new role, ALL of this experience will come in handy.

We're happy (name) is joining us.

Please welcome (name) to the team. They will be around to meet but if you miss the "walk-around," please come and introduce yourself. (Name) will be located in (location) and their new email address will be: (email address). Please add (name) to any relevant distribution lists.

Thanks,

(your name)

[Microsoft Word link \(downloadable\)](#)

PRE-ARRIVAL CHECKLIST (BEFORE YOUR NEW EMPLOYEE'S FIRST DAY)

Think back to your first day and how hard it was to remember everyone's name and all of the information that was being communicated. Cover the things that are essential and important for your new employee's first day or week. Don't overwhelm them. Make references that demonstrate that we all have different types of employees (those who work midnight shift, outside all day, in offices, teaching in classrooms, etc.) and that everyone is important.

Improving your employee's initial experience working in your unit jump-starts their ability to contribute to your unit's goals and increases employee engagement. This starts before your new employee's arrival. A welcoming work environment with informed coworkers and a fully equipped work space helps new employees feel welcome and taken care of on their first day. This checklist is designed to help you plan for a new employee's arrival.

This checklist will not be fully applicable to all employees. Keep in mind that this checklist is a template. You should customize it to fit your needs.

ENGAGE EARLY TO WELCOME THE NEW EMPLOYEE

- ☐ Contact (preferably by phone or email) your new employee after HR has confirmed the new employee's start date
- ☐ Tell them that you are excited and preparing for the first day
- ☐ Confirm start date, time, place, where to park, dress code, etc.
- ☐ Make yourself available to answer your new employee's questions
- ☐ Other:

TECHNOLOGY ACCESS AND RELATED

- ☐ Determine/order/set up technology and other equipment:
 - ☐ Telephone
 - ☐ Computer/Laptop
 - ☐ Mobile devices (tablet/mobile phone)
- ☐ Contact Information Technology Services (304-293-4444) or your local IT support team to have systems set up in advance (network drives, printer access, etc.)
- ☐ Order necessary keys
- ☐ Other:

SOCIALIZATION

- ☐ Announce the new employee's arrival to the team with an email
- ☐ Include some information about them (e.g., start date, employee's role, where the employee previously worked, and some biographical information)
- ☐ Request employee be added to internal email distribution groups (when email is available)
- ☐ Copy the new employee, if appropriate

- ☐ Consider whether this new employee needs a new employee "buddy"
- ☐ Tip! Keep a list on hand of current employees who show interest in having a mentee
- ☐ Have the team autograph a welcome card or sign
- ☐ Plan for someone to meet them at New Employee Orientation to take them to lunch and get them to their worksite/office for their first day debriefing with you
- ☐ Other:

SCHEDULE

- ☐ Create a schedule for employee's first week (first-day assignment, first-week tasks, key meetings, etc.)
- ☐ Put a note on your calendar as a reminder of the new employee's one-year anniversary
- ☐ Other:

WORK ENVIRONMENT

- ☐ Identify/prepare employee's work area. Make sure the work area is clean and set up with basic office supplies (e.g., scissors, tape, pens, post-its, stapler, trash/recycle cans, etc.)
- ☐ Assemble welcome packet from the department (include job description, contact names and phone lists, campus map, parking and transportation information, information on your unit/school, departmental passwords/codes for copiers and other reference sources used)
- ☐ Identify and label mailbox
- ☐ Other:

TELL US ABOUT YOURSELF FORM

Note: Completing this form is completely voluntary. Only complete portions you are comfortable sharing.

Name:

Nickname you like to be called:

Birthday (month and day only):

Home address:

Home telephone number:

Cell:

Family members' names/relationships:

Pets' names:

Personal/professional goals:

For your future 15 minutes of fame, do you prefer to be recognized:

- ☐ Publicly
- ☐ Privately
- ☐ No preference

I feel more motivated when I am recognized by:

- ☐ My peers
- ☐ Management
- ☐ Executives
- ☐ No preference

Favorite food treat:

Hobbies or interests:

Music preference:

Favorite restaurants:

Favorite food:

Anything else you would like to share?

[Microsoft Word link \(downloadable\)](#)

FIRST-DAY CHECKLIST

Be sure to customize this template for your employee's particular role. Please pay particular attention to those who work nontraditional hours in nontraditional locations.

The first day on the job is an important time to make sure a new employee feels welcomed and prepared to start working and begins to understand the WVU culture and values and position and performance expectations.

SOCIALIZATION

- ☐ Be available to greet the employee on the first day
- ☐ Introduce the employee to others in the workplace
- ☐ Take the employee to lunch
- ☐ Have them complete the optional "Tell Us About Yourself" form
- ☐ Other:

TECHNOLOGY ACCESS AND RELATED

- ☐ Give employee keys (if applicable)
- ☐ Ensure employee visits login.wvu.edu to claim account and enroll in [two-factor authentication](#)
- ☐ Demonstrate how to use Portal (entering leave, etc.)
- ☐ Explain how to use the [phone](#)
- ☐ Order business cards and office nameplate
- ☐ Does your employee require a PCard?
- ☐ Ensure employee knows to contact ITS Service Desk or the local IT support team for assistance with computer, systems and/or software (304-293-4444 or it.wvu.edu/help)
- ☐ Introduce employee to ITS service page, including the [service catalog](#) and [knowledge base](#)
- ☐ Other:

SCHEDULE, JOB DUTIES AND RELATED

- ☐ Clarify the first week's schedule
- ☐ Explain the work of your unit, the employee's role and working relationships
- ☐ Provide an overview of the functional area – its purpose, organizational structure and goals
- ☐ Review organizational chart
- ☐ Explain levels of supervision in the unit
- ☐ Describe how employee's job fits in the department and how the job and department contribute to the unit/college/division and to WVU
- ☐ Review the hours of work
- ☐ Discuss your management style and expectations

- ☐ Set up meetings with "key players" if applicable, and decide if there are any recurring meetings the employee needs to be aware of

☐ Other:

POLICIES AND PROCEDURES

- ☐ Explain expectations for customer care (such as how to answer the phone)
- ☐ Discuss dress code/uniform requirements if applicable
- ☐ Ensure the employee has finished processing with Payroll, Benefits and has been issued an ID badge
- ☐ Other:

WORK ENVIRONMENT

- ☐ Give a tour of work site/office/etc. including location of mailbox, copiers, emergency exits, kitchens/break rooms and bathrooms
- ☐ Show hourly employees where time clocks are located and discuss how and when to clock in and out (meal breaks, etc.)
- ☐ Discuss transportation and parking and encourage the employee to contact the WVU Parking Office to discuss parking options and costs
- ☐ Provide department or building-specific safety and emergency information (what to do in the event of a fire or other building emergency, etc.)
- ☐ Explain our WVU culture and values: service, curiosity, respect, accountability and appreciation
- ☐ Explain how the employee can get additional office supplies
- ☐ Show an interest in your new hire! Discuss things that might be meaningful or helpful to them (such as daycare options, upcoming athletic events, etc.)
- ☐ Other:

FIRST WEEKS TO DAY 30 CHECKLIST

During the first week(s), the new employee should build knowledge of internal processes and performance expectations and begin to settle into the new work environment.

Be sure to check in with your new employee on a regular basis to continue their onboarding experience by showing that you care about their progress and to begin setting short- and long-term goals.

SOCIALIZATION

Direct new employees to:

- ☐ **E-News:** Provides a daily update on important WVU news and events
- ☐ **GoBeyond:** Our internal recognition portal; walk them through how to use it, and share your own recognitions you have provided to others
- ☐ **Branding:** If they will be using the WVU brand, refer them to the branding toolkit
- ☐ **Staff Tuition Assistance Program:** we invest in employees
- ☐ Add employee to any applicable listservs, email groups, Microsoft Teams or other departmental messaging tools
- ☐ Other:

TECHNOLOGY, ACCESS AND RELATED

- ☐ Ensure employee has fully functioning computer with systems and printer access, and understands how to use them
- ☐ Introduce employee to Office 365 (office365.wvu.edu), and make sure they have it installed on their computer
- ☐ Show employee how to install optional software from Software Center (Self Service on Mac) or have local IT staff do this
- ☐ Other:

SCHEDULE, JOB DUTIES AND EXPECTATIONS

- ☐ Review job description and outline duties and expectations (provide employee with a copy)
- ☐ Give employee their initial assignments (make it something small and doable)
- ☐ Share the **WVU Employee Handbooks**
- ☐ Discuss **Values and Code of Conduct**
- ☐ Discuss the Culture Survey and how we continuously strive to improve the working environment
- ☐ Emphasize our Mountaineer traditions and explain what a land-grant institution is
- ☐ Confirm any required and recommended training (e.g., Title IX, Children on Campus, Safety, etc.)
- ☐ Discuss individual goals and objectives — remember

to be specific and realistic

- ☐ Debrief with employee after they attend initial meetings, attend training and begin work on initial assignment; also, touch base quickly each day
- ☐ Provide additional contextual information about the department and organization to increase understanding of the purpose, value added to WVU, goals and initiatives
- ☐ Other:

PERFORMANCE MANAGEMENT

- ☐ Begin the practice of providing ongoing performance feedback
- ☐ Encourage them to ask for feedback and voice questions
- ☐ Explain the annual performance review and goal-setting process
- ☐ Be honest and realistic with expectations you are setting
- ☐ “Tell a story” with specific examples of expectations — remember that you can’t expect the desired behavior unless you are giving specific expectations
- ☐ Give specific examples of how their everyday work impacts our students
- ☐ Discuss the importance of performance and its impact on receiving merit increase
- ☐ Talk about performance elements and descriptors — describe which are most important to their job and provide a link to or copy of these documents, specifically the performance review form
- ☐ Review the process related to the probationary period
- ☐ Utilize open-ended questions to allow for ongoing conversation (see **30- Day Check-in Questions**)
- ☐ Schedule the new employee’s probationary review on both of your calendars
- ☐ Set 30-day priorities
- ☐ Other:

FIRST WEEKS TO DAY 30 CHECKLIST

POLICIES AND PROCEDURES

- / Explain policies and procedures for overtime (for hourly employees), annual and sick leave accruals, use of annual and sick leave time, holidays, etc.
- / Explain how to request annual/sick leave and how to properly report off from work (e.g., is it okay to text or do you need to call?)
- / Provide copies of relevant policies for your unit (e.g., absenteeism, [IT policies and procedures](#))
- / Explain consequences of taking time not earned off (taken off payroll, discipline, etc.)
- / Explain Compensatory Time Off (CTO)
- / Explain expectations for customer care (such as how to answer the phone)
- / Review the policy on cell phone use/personal calls

DAY 30 CHECK-IN QUESTIONS (PICK 1–2)

- / Has anyone been particularly helpful to you in your first few weeks?
- / What are you enjoying the most about your role? The least?
- / Is the job/team/University what you expected? If not, what has surprised you the most?
- / What would you add or change to this onboarding process?
- / Do you have all the tools and resources that you need?
- / Do you feel like you have gotten to know your coworkers well?
- / Do you feel out of the loop about anything?
- / What should we provide to new employees that we have missed?
- / What is working/not working?
- / Is anything about your role, the team or WVU still unclear?
- / How can I be a better manager to you?
- / As your manager, what can I do to make your transition easier?

STAY INTERVIEWS

What is a stay interview?

These are questions that leaders can ask in one-on-one discussions or coaching sessions that help us understand what our strengths are in our culture and where we need to improve. These are designed to help us retain talent before a new employee considers leaving. These are quick questions that we can ask at critical times throughout an employee's career.

Why is this important?

- / It helps us understand the employee's point of view on work, culture and opportunity
- / It creates data points that we can measure and work on for improvements/enhancements
- / Provides leadership with the opportunity to do a quick correction/provide information/support/communication in real time
- / Allows leadership to coach to expectation
- / Significantly helps with retention of top employees

These sample questions are open-ended and allow for conversation.

- / Where do you feel comfortable with your responsibilities? Where do you want more support?
- / What kind of feedback would you like about your performance that you aren't currently receiving?
- / What opportunities for self-improvement would you like that go beyond your current role?
- / What kinds of flexibility would be helpful to you in balancing your work and home life?
- / What talents, interests or skills do you have that we haven't made the most of?
- / What have you felt good about accomplishing in your job and in your time here?
- / If you could change one thing about your job, team or WVU, what would it be?

ONE-YEAR ANNIVERSARY CHECK-IN QUESTIONS

- / Describe the culture in our department for me in three words. What about the University culture?
- / What do you wish you would have known earlier?
- / If you could change one thing about the way we do things here, what would you change and why? What's working well? What's not?
- / What have you done differently because of our ongoing conversations, and what has been the outcome?
- / How can we better position you for success?
- / What do you need from me to ensure your success?
- / Is there anyone who has been particularly helpful to you so far (ask employee to consider sending a short thank-you email or to use [Go Beyond](#)).
- / Is there anything I haven't asked but should be asking?

Treat employees like they make a difference
and they will.

— *Jim Goodnight CEO, SAS*

TEMPLATES AND CHECKLISTS REFERENCED IN THE SUPERVISOR'S GUIDE – WELCOMING NEW EMPLOYEES

Below is a quick reference of the links to the templates and checklists mentioned throughout this guide. Remember that these templates and checklists are customizable for your specific needs.

- / Sample Welcome Message ([pages 6 and 16](#))
- / Welcome to Our Team Template ([pages 6 and 17](#))
- / The Pre-Arrival Checklist ([pages 6 and 18](#))
- / Tell Us About Yourself Form ([pages 8 and 19](#))
- / First-Day Checklist ([pages 11 and 20](#))
- / First Weeks to Day 30 Checklist ([pages 11 and 21](#))
- / Day 30 Check-in Questions ([pages 11 and 23](#))
- / Stay Interviews ([pages 11 and 24](#))
- / One-Year Anniversary Check-in Questions ([pages 12 and 25](#))