

What is Leadership Insights?

We heard from stakeholders throughout the organization that there was desire for more guidance for supervisors and managers on how to navigate their roles, relationships, and the various systems we use. Leadership Insights is a biweekly newsletter that we in HR will be providing to you, our leaders at Middlebury, that will contain guidance and resources for topics that will affect you and your employees. The goal is to give you the tools you need to be successful and to not only provide the “how” but also the “why,” of good leadership.

In this Leadership Insight you will find:

- [Onboarding 101](#)
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Onboarding 101: Setting your new employee up for success

Congratulations – you made it through the vacancy request and interviewing process, and you've hired an excellent candidate! Let's keep the positive momentum going! As a leader, you directly impact your new employee's onboarding experience. It's important that individuals feel supported in understanding their role and organizational expectations & policies. You've worked so hard to recruit and hire them, now let's talk about the immediate onboarding task next steps so that we can set your stellar new hire up for success.

Why? You will never have your employee's more complete attention than in their first days in their role and you only get one chance to make a first impression. This is when they will learn most about your organization and its operation and a disjointed or disconnected onboarding could lead to a bad impression that colors their future experiences at Middlebury. In fact, studies show that:

- 69 percent of employees are more likely to stay with a company for three years if they experienced great onboarding.
- New employees who went through a [structured onboarding program](#) were 58 percent more likely to be with the organization after three years.
- Organizations with a standard onboarding process experience 50 percent greater new-hire productivity.

In brief, good onboarding saves you and your department time and money, and allows you to recruit, hire, grow and retain your best employees.

However, we understand that the new hire process and onboarding can feel a little overwhelming. Here's an overview and various tools to help explain the process and recent updates to the onboarding checklists within HCM to streamline the new hire onboarding process.

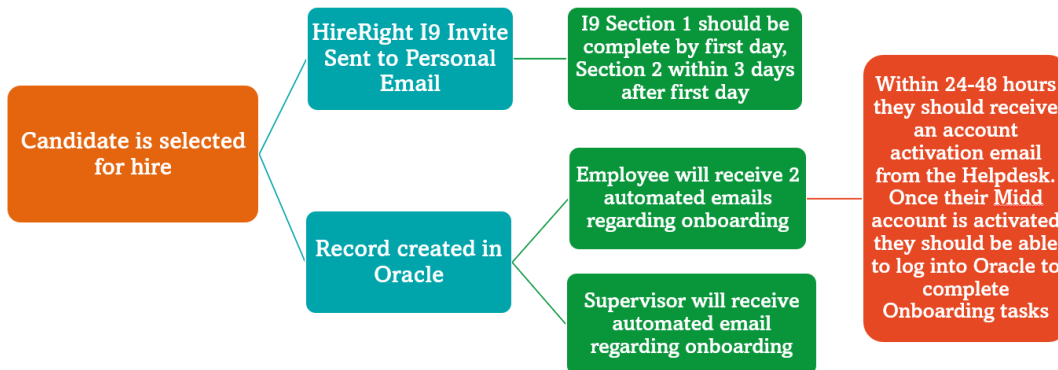
Brief Outline of the Hiring Process at Middlebury

In addition to the information here, we have prepared a [reference guide](#) for how to navigate and complete the tasks that have been assigned to you for your new hires, as well as a [detailed training and walkthrough video](#).

New Hire Sequence of Events

First, a brief outline of the hiring process and the timing of various steps:

New Hire Sequence of Events



Once a candidate has been selected and approved, separate processes are initiated for I-9 verification and Oracle HCM Entry.

I-9 Verification Process

The candidate will receive an email invitation from HireRight to their personal email with instructions on completing Section 1 of their I-9, which should be completed before their start date. Any time after completing Section 1 **but no later than 3 days after their start date** they will be required to bring original identifying documents to the Human Resources office to complete Section 2 of the I-9.

Oracle HCM and Account Activation

Once a candidate's information is entered into Oracle HCM, they will receive two automated emails regarding onboarding tasks. A similar email will be sent to the line manager.

Before being able to log in to HCM, the employee will receive an email from the ITS Helpdesk with information and instructions on activating their Middlebury account, setting up Multi-Factor Authentication (MFA), and accessing their account. Once they have activated this account, they will be able to log in to HCM using these same credentials.

The Employee's Checklist

Acknowledgement	Review of required documents
Benefit Enrollment	If BE employee, will make benefits selection in HCM
COVID-19 Vaccine Status Verification	FYI that Sentry MD email is coming
Contact Information	Update info within Oracle
Family & Emergency Contact	Update info within Oracle
Health Declaration	Form to fill out and upload to document record in HCM
I-9 Sections 1 & 2	Reminder to complete I-9
New Employee Resources	Includes info about Parking and ID
Personal Information	Update info within Oracle
Required Training	Sexual Harassment, Title IX, & Cybersecurity Awareness
Sign up for Direct Deposit of your Paycheck	Add bank info and payment method
W4	Complete tax info in HCM

The above graphic is a list and brief description of the onboarding checklist items that are assigned to new employees. The employee can log in to Oracle any time after activating their account, even before their hire date,* to get started on these tasks.

**Certain tasks are only available to complete on the day of hire – W4, Direct Deposit, and Benefits Enrollment.*

- Acknowledgement – This task will present the employee with several documents to review and then the employee will complete the assessment saying they have reviewed all materials.
- Benefit Enrollment – Applicable only to Benefit-Eligible employees and is available on the employee's first day of employment. This is where they will make their selections for insurance plans/HSA/FSA, etc.

- COVID-19 Vaccine Status Verification – this is an FYI on our vaccine policy and that the employee will be receiving an email from Sentry MD
- Contact Information – this task will take the employee to their contact information in Oracle, here they can update their address, phone number, etc.
- Family & Emergency Contact – similar to contact information, this will take them to their Family and Emergency contact page in Oracle where they can add their contacts' information.
- Health Declaration – must be completed by all VT residents. Employees may download the document and then upload it to their document of record. Instructions are included in the task.
- I-9 Sections 1 & 2 – this is a reminder for the employee to complete their I-9 with instructions about completing Section 2 in person and the list of acceptable documents.
- New Employee Resources – this task has resources for Parking and IDs. Employees now need to upload a photo before going to Public Safety to get their ID. There are instructions for uploading their photo in the task. There is also a link to request a parking permit
- Personal Information – similar to the contact info and emergency contact task – this will bring the employee to a screen where they can enter education details, demographic info, etc.
- Required Training – this will direct employees to go to their “My Learning” to look for their required trainings to complete. All employees must complete Sexual Harassment, Title IX, and Cybersecurity trainings.
- Direct Deposit – Can be accessed on or after the employee's start date, for entering bank information and setting direct deposit as their payment method.
- W-4 – Can be accessed on or after the employee's start date, for specifying additional tax withholding beyond the default values.

The Manager's Checklist

The individual's manager will also be assigned a checklist in HCM to guide you through the steps you are responsible for completing.

IT Set Up	Form to request laptop, phone number, technology needs, etc.
New Employee I-9 Reminder	FYI to remind new employee to complete I-9
System Access	Form to request Banner Admin access if necessary
Workspace, Midd ID, Parking	Info for requesting furniture, keys, name plates, etc. Info regarding ID & Parking for new employees

The above graphic shows the checklist items that you as the line manager can expect to receive for your new hire. Not all will be applicable to every hire, and you are welcome to mark “not applicable” as necessary.

- IT Setup – Brings you to a form where you can request any tech/electronic needs and telephone number
- I-9 Reminder – Includes information about the I-9 and is a reminder to let your new employee know they need to complete it
- System Access – Only applicable if the new employee needs administrative access to Banner
- Workspace, Midd ID, and Parking – Information for requesting workspace, keys, name plate, etc. And includes information about Parking and IDs, this is a good reference if your new employee comes to you with questions

We hope that these resources help de-mystify some of the new onboarding tasks you and your employees have been receiving! If you have any questions please email us at hr@middlebury.edu.

Additional Resources

[SHRM: Don't Underestimate the Importance of Good Onboarding](#)

[Linkedin Learning: Onboarding New Hires as a Manager](#)

[Ted Ideas: It's not enough to hire great people; you need to graft them onto your team](#)

[Ted Ideas: Starting a Job Is Stressful. But what if there was a better way to do it?](#)

Your Leadership Toolkit

[Detailed training and walkthrough video.](#)

[Onboarding Reference guide](#)

[Hiring a Candidate in PeopleAdmin](#)

[Manager's Tips on Oracle](#)

Manager's Pulse Survey

[What would you like to hear about in future issues?](#)