Welcome to the University of Minnesota! We’re glad to have you join us and want to make sure your first year of employment provides you with the following:

- A cohesive bond between you and the University of Minnesota.
- A sense of pride in working here.
- A feeling of excitement, anticipation, and engagement with your work and unit.
- A sense of belonging and inclusion.

The items in this guide will help you during discussions with your supervisor, peers, and others as you learn about the role you will play at the University of Minnesota. You may find the self-reflection questions in each section useful to help you determine how onboarding is going for you. The guide is broken down into time frames to help you think about where you should be in your onboarding process. Every job is different though, so feel free to use the questions whenever it’s most appropriate for you.

Also note that your supervisor will have an onboarding plan that may already be included in this document. If you have questions or would like to do any of the recommended activities, make sure to check with your supervisor.
BEFORE YOUR FIRST DAY

Congratulations on your new job! To help yourself prepare for your first day, consider the following:

- Think of yourself as an anthropologist studying a new civilization.
- Research the environment (glassdoor.com, YouTube videos/channels for your college/administrative unit, LinkedIn, Office of Human Resources humanresources.umn.edu).
- What are you looking forward to as you start your career at the University?
- Do you know what time to be at work and where to park your car or bicycle, or where the bus drops you off (pts.umn.edu)?
- Can you find your building (campusmaps.umn.edu)?
  - For system campus maps, go to umn.edu, click on the campus link, then search for maps.
- Are you familiar with the dress code for your location? Maroon and Gold Fridays are encouraged!

RECOMMENDED TO DO

- Review department website, looking at mission, vision, and goals.
- Review job description and set goals for mastering the learning curve.
- Connect with supervisor via email to express excitement for first day.
- Create a list of strengths you will bring to the position/unit and opportunities for growth.
YOUR FIRST DAY/WEEK

You have arrived! **Welcome to the University of Minnesota.** As you begin your employment, there is a lot of information that will be given to you, a lot of people you will meet, and a new culture to absorb. Give yourself time to learn about your job and your department/unit. The average time a new employee needs to feel productive in their job is 8 months. To help you on your first day or in your first week, consider using the questions below.

**Ask yourself:**
- Do I feel welcomed and excited? Why or why not?
- What skills, knowledge, or experiences do I bring to this position that will support my unit’s strategic objectives?
- What are my personal goals for the rest of this first month at the University?
- Who did I connect with the most, and how can that connection help me as I learn more about my role at the University?
- What is my level of commitment and dedication to the University? How can I improve it?
- Is the work environment effective for me? Do I understand my role and how work gets done?

**Ask your supervisor:**
- If I am absent (sick or vacation), how do I notify you and the team?
- How do I enroll in New Employee Orientation? What other training should I complete?
- What are my responsibilities this first week?
- What is my role within the team?
- How often will we meet?
- What is the governance structure/approval process/decision-making authority of our area?

**Ask a peer:**
- Where does the team eat lunch?
- What are the informal norms/guidelines of our work spaces (i.e., noise level/distracting sounds, scents, eating at desk, open space rules, etc.)?
- What should I know about the work style of the team?
- What is some of the lingo (including acronyms) I should be aware of?
- What do the people we serve say about our work?

**Recommended To Dos**
- Register for New Employee Orientation (humanresources.umn.edu/new-employees) and other training needed.
- Review goals for the first month, and create an action plan.
- Invite a colleague to lunch. Have them select their favorite place to eat.
- Use the campus map, and take a campus tour or a tunnel tour.
DURING YOUR FIRST MONTH
A new job can be an exciting time of new experiences, meeting new people, and learning/personal growth. It can also be a time of confusion, insecurities, and frustrations. Have patience with the learning curve and reach out to those around you for support. Consider using the questions below to start conversations.

Ask yourself:
- Am I connecting with my supervisor regularly?
- Do I feel like I’m fitting in with my team? What things can I adjust for a better fit?
- Take a step back and ask, “why are things the way they are?”
  - Use this as a learning experience to understand how things work before making suggestions.
- If I’m not feeling enthusiastic about my new role, what are some of the reasons? What can I do to change this?
- What do I find confusing? Who can I ask for clarification?
- What are my goals for the first three months of my job?
- What additional training or resources are needed?
- What have I enjoyed the most so far?
- What part of the University community do I want to explore more (e.g., Athletics, cultural events)?

Ask your supervisor:
- What are the high priorities for me, our department, the University, etc.?
- What has been the biggest change over the past year?
- What are the other methods of communication and task management/project tracking (e.g., Google calendar, Asana, calendaring, rate of response)?
- When can I expect feedback/review/evaluation?
- Do you prefer casual or formal conversations?
- What are people’s roles? Review the unit, college, or University org chart.
- If I have a suggestion for change, what is the best way to communicate it?
- Clarify goals and expectations for the next three months.

Ask a peer:
- What has kept you working here this long?
- What are the informal ways our colleagues make decisions?
- How would you describe our team dynamics?
- Whom should I meet and connect with early on?
- Do meetings begin on time? What are meeting expectations?

RECOMMENDED TO DO
- Incorporate tools, such as Google Docs, into your three month goals and work plan.
- Participate actively in team meetings.
- Connect with a client or stakeholder over coffee.
- Complete required trainings.
- Become familiar with the governing rules for your employment type (humanresources.umn.edu > Working at the U > Contracts & Administrative Interpretations).
30 TO 60 DAYS

During the first 60 days, most employees are performing their new functions somewhat independently. However, there are also still a lot of new experiences, depending on the job. Many people are still in the process of understanding the broader context of the University.

Use this period to continue to meet people, especially those in other units that might be impacted by the work of your unit. Build your network and understand how you can contribute to the strategic goals of your college or the University. Consider the questions below as you continue to learn.

Ask yourself:
- Am I participating in meetings and being heard?
- Am I thriving in this environment? What is working well and what is not?
- What experiences have energized me so far?
- What are you most interested in? What is holding you back?
- Who are my customers? Who is impacted by my work? Set up coffee or lunch with anyone you haven’t met yet.

Ask your supervisor:
- Where does leadership fit into the big picture of our organization?
- How can I thrive here?
- Do we prefer a formal process for idea sharing or is brainstorming welcomed?
- Do colleagues feel comfortable with a new hire bringing up new ideas?
- What is working well, and what is not?
- What additional training do I need?
- What are University-wide groups for people doing similar work?

Ask a peer:
- What are the group’s best and worst working relationships within our org?
- Am I fitting in with the team? How can I tweak things for a better fit?
- How is conflict handled?
- What forms of recognition are used?

RECOMMENDED TO DO
- Attend a town hall, campus conversation, or Regents meeting to hear about issues important to the University.
- Find a group or committee that is important to your role and attend a meeting.
- Have lunch at the Student Union and visit the Bookstore.
- Review and adjust goals and action plans with your supervisor.
60 TO 90 DAYS
The third month of a new job is a time to clarify expectations with your supervisor and set goals for the rest of the year. This is a good timeframe to consider having a mini-review to discuss how your knowledge, skills, and abilities are fitting into the unit and what you can do to make an impact on the strategic goals. It’s also a good time to determine additional training and professional development that might be useful. Consider the questions below as a guide to these conversations.

Ask yourself:
- Do I feel overwhelmed? If yes, discuss with your supervisor and get help prioritizing.
- Do I understand and can I articulate my unit’s vision, goals, and strategy? How can I support the vision and my leader?
- What is the impact I made this quarter? How did this contribute to my department’s or the University’s vision or mission?
- What am I most confident about?
- What is my goal for the next three months for mastering the position and contributing to the unit’s strategy? What support or resources do I need to implement my goals?
- What additional support do I need to be successful?

Ask your supervisor:
- Ask for a mini “performance review” or check in on the tasks accomplished so far: Did my work meet your expectations? If not, what is the gap and how can I close it?
- Am I meeting the organization’s needs? Have I been making an impact?
- Are there other projects or ways that I can get involved that will give me a bigger picture for the work I am doing?
- What additional training should I take?
- Who else might it be useful for me to connect with to understand my role better?

Ask a peer:
- How was the work I’ve done so far? Did it help the work you did? What are the gaps and how can I improve?
- Are there gaps in my knowledge or skills that you see?
- Who else might it be useful for me to connect with to understand my role better?

RECOMMENDED TO DOs
- Clarify expectations and set goals for the remainder of the year.
- Identify areas of the University to explore in the next six months. Have fun with it.
- Actively identify ways the unit can meet its objectives more efficiently.
- Identify and take a webinar to support your continued learning.
- Identify a potential mentor(s) and invite that person(s) to lunch.
90 Days to 1 Year

Congratulations! You are now past the first three months of your new job. This is a time when many employees are flying “solo” on the job. Supervisors are sending employees to meetings alone, assigning tasks, and establishing a regular routine of check-ins and feedback. This is when many employees start to feel like they know the scope of their job and can accomplish routine work with little supervision. During this time period, employees are encouraged to think about long-term contributions to the unit, streamlining their work and connecting with the University’s strategic mission.

Ask yourself:
- When did I stop feeling new?
- What tasks still make me feel new and do I know whom I can reach out to for support?
- How can I become more involved in the University as an employee?
- Do I have a good relationship with my supervisor and my peers? How can I improve it?
- What do I want to accomplish before the end of the year? How can I do that?
- What efficiencies or changes might make my job better? Have I discussed these with my supervisor?
- Am I contributing the conversations at team meetings? Am I making suggestions that are relevant and impactful?
- How am I representing the unit to other people at the University? What can I do to improve that?

Ask your supervisor:
- What challenges do you see with the work of our unit and how can I help?
- Agree on goals for the rest of the year and what you want to accomplish.

Ask your peers:
- How can I better support our team?
- What is one thing they would like to change about our work?
- What are they most proud of that we do?

Recommended to Do
- Attend an Athletics event, or visit a museum.
- Review your job description and make sure you are doing all the activities. Seek clarification if needed.
- Identify three ways you can be more efficient or support your team better. Add them to your work plan.
- Subscribe to the governing committee minutes (like Faculty Senate, Civil Service Committee, etc.) to stay informed of current issues for the University.
- Look for opportunities to mentor, help, or support new members of your team/unit.