

Employee Onboarding : Cultivating a Culture of Engagement & Belonging

Background

This CAIFE project began as a combination of two *Bold Ideas* submitted by Arturo Mendoza and Dr. Larissa Mercado-Lopez. Both emphasized the need for an ongoing training program for new employees that introduced them to the Fresno State culture **and** provided training on the nuts and bolts of navigating the university. For the purpose of this project, the CAIFE team chose to define the onboarding period from date of hire to the first 12 months.

Gathering Data

Questionnaires and focus groups provided data from administrative support staff, faculty, and managers about the current onboarding process.

Common themes that emerged from the data: **value of combination of in-person and online trainings offered with a cohort; website for all information; increased personal connections (e.g., assigned mentor, 1-on-1 meetings, campus tours, welcome basket, etc.)**

Connecting Interventions to the Strategic Plan

Strategic Priority 2

Invest in a dynamic work environment to attract, develop, and retain talented and diverse faculty and staff.



Operational Resources	Networking & Social Engagement	Training, Leadership, & Professional Development
<ul style="list-style-type: none"> • Campus Policies • Ongoing assessments for new tools and trainings • <i>Bulldogs at Work</i> website • Institutional Knowledge 	<ul style="list-style-type: none"> • Engaging Orientation • Welcome Resources (e.g., welcome basket, mentor, campus tour, welcome video from President) • Housing / Transportation information • Cohort model for trainings 	<ul style="list-style-type: none"> • Organizational Excellence • Center for Faculty Excellence • Campus Resources • Online Resources
<ul style="list-style-type: none"> • <i>Bulldogs at Work</i> website 		

Coming in Fall 2017:

- ✓ *Bulldogs At Work* website
- ✓ *Manager Checklist for New Employees*
- ✓ *In-person & Online Training Workshops*
- ✓ *Joint New Faculty & Staff Orientation*

Future Recommendations

- *Review pre-onboarding process (recruitment to hire)*
- *Integrate with the Fresno State app*
- *Develop long-term (12 month) cohort-based meetings for new employees*
- *Streamline communication of development opportunities*
- *Tailor onboarding to meet needs of different employee groups*
- *Incorporate Fresno State experiences into onboarding process (e.g., sporting events, farm market, etc.)*
- *Ongoing assessments to measure program effectiveness*