MONTGOMERY COLLEGE

EXCEPTIONAL EDUCATION
EXTRAORDINARY OUTCOMES
Office of Human Resources and Strategic Talent Management

Hiring Manager Checklist – Manage Smart

As a manager, you play a critical role in sharing your new employee's early experience. A positive, well-organized start helps build trust, engagement, and a strong foundation for long-term success. Your involvement in delivering a supportive and interactive orientation and onboarding experience makes all the difference. **Workday** helps streamline key tasks in the first few days, including introduction to our culture, payroll, and setting up benefits. Additionally, new employees are able to track onboarding activities through their onboarding dashboard, which supports them in staying organized and completing essential steps efficiently.

Welcome to MC – Start Smart

All new employees participate in a two-day orientation program designed to support their transition into the college community.

Day 1	Day 2
• In-person: 9221 Corporate Blvd., Rockville, MD 20850 • Monday of their hire • 8:30 a.m. – 3:00 p.m.	• Virtual • Thursday morning • 9:00 a.m. – 12 Noon

This format provides a welcoming introduction to our culture, policies, and resources while allowing for both face-to-face interaction and flexible virtual learning. After completing orientation, new employees should report to you on their next scheduled workday, which is typically the day following the Monday's orientation session.

HRSTM Orientation Overview

HRSTM Orientation provides new employees with essential information to help them get started successfully. The session includes an overview of the college's history, organizational structure, workforce and student demographics, benefits, time off and leave programs, payroll, data security, and other key topics. This foundational session prepares new employees with the knowledge and resources they need to thrive in their new role.

Onboarding

Onboarding is a comprehensive and collaborative process that begins before a new employee's first day and continues well beyond. It consists of structured actions and activities designed to help new employees integrate smoothly into the College community.

A well-executed onboarding experience reinforces a new employee's decision to join and inspires them to perform at their best.

As a manager, you play a vital role in this process – guiding, coaching, and mentoring your new employee through their transition.

Effective onboarding doesn't just welcome a great hire – it helps shape them into a great employee!

First Impressions Matter!

A positive, welcoming, and engaging introduction sets the tone for a new employee's experience. Effective communication **before** their first day is essential in creating a strong first impression and helping them feel like a valued part of the MC community.

HRSTM supports this effort by completing a range of activities to ensure your new employee is fully prepared – equipped with the information and resources they need to start strong.

The checklist below outlines key tasks to guide you through the onboarding process. You may wish to add items specific to your department or division to ensure a seamless transition. Our shared goal is to create a **welcoming, inclusive, engaging, and supportive** start for every new employee at MC.

Pre-arrival Checklist for New Employee

Below is a list of tasks your new employee will receive in Workday – some prior to their start date (Pre-hire) and others on their first day (Hire Date). Depending on your department, additional tasks may be assigned that are not listed here.

It is essential that your new employee completes all pre-hire tasks in Workday before their first day. Delays in completion may impact their access to technology, necessary resources, and the timely issuance of their employee badge.

Pre-hire tasks (Before Start Date)	Hire Date Tasks (Starting First Day)
Review and electronically sign offer letter	Complete benefits enrollment
Submit pre-employment forms (e.g. tax forms, direct deposit)	Review and acknowledge policies and procedures

Complete background check	Set-up or confirm Workday profile information
Provide identification for Form I-9 verification	Begin onboarding checklist
Confirm contact and emergency information	Register vehicle
Acknowledge receipt of MC Policies and Procedures	Claim MyMC Account
	Enroll MC Alert

Pre and Post-Arrival Checklist for HRSTM

Documents new employee needs to review: • Policies and Procedures – Chapter 3 • Academic Calendar • Civility Norms • Ethical Expectations • Ethics Point • FY26 Pay Schedule • MC Acronym Guide • Roadmap for Employees to Address Concerns	Welcome email with information about orientation – Welcome to MC, Start Smart

Pre-Arrival Checklist for Manager/Supervisor

- **Call new employee and confirm**:
    - Start date
    - Workplace start time
    - Workplace location
    - Answer any questions
- **Send a Welcome email**:
    - Confirm telephone discussion
        - Time to report
        - Where to report
        - Provide campus map, directions, if needed
    - Provide itinerary of first day, week, events, activities, etc.
- **Prepare a Welcome Packet** (could be digital)

Office of Human Resources and Strategic Talent Management

- o Job Profile
- o Division Organizational Chart and Department organizational chart
- o Department/Office directory with names, telephone numbers, etc.
- o Campus map
- o Local eateries
- **IT Technology and Resources**
  - o Complete IT Resources Forms
    - Hardware Request Form
    - New Employee Technology Resources Request
    - Mobile Device Request Form
    - Softphone Request Form
    - Banner System and Data Warehouse Account Request
    - Remote Access (VPN) Request (if needed, later by employee)
- Identify workspace
- Furnish workspace (desk, chair, files, etc.)
- Stock workspace with accessories and supplies
- Facilities Service Request
  - o Request keys, proxy cards, etc.
- **Department Communication of New Employee**
  - o Inform team and department of new employee.
  - o Plan welcome events.
  - o Identify a Buddy to help new employee feel welcomed, connected, and supported as they navigate their first few weeks.
    - The buddy should be a peer who is knowledgeable about the department, approachable, and enthusiastic about helping others succeed.
    - Consider someone who models the values of your team and is excited to support a new colleague's successful transition.
  - o Role of the Buddy
    - Provide a tour of the office, building, campus.
    - Offer informal guidance on day-to-day practices and workplace culture.
    - Answer questions the new employee may not feel comfortable asking their supervisor.
    - Introduce the new employee to colleagues and key contacts.
    - Share tips for navigating systems, tools, and common workflow.

Manage Smart – First Day

Your new employee begins their journey at **HRSTM's Welcome to MC – Start Smart** orientation on **Monday** followed by a **virtual session on Thursday morning**. After completing

orientation, the employee's first day with you should focus on helping them feel comfortable and confident in their new environment. Take time to introduce them to colleagues, tour the workplace, **review initial responsibilities**, and **set expectations**. Make their first days a **compelling and valuable experience** that reinforces their decision to join your team.

Objective: Provide a welcoming and supportive first-week experience that sets the tone for long-term engagement and success.

- Greet and welcome your new employee to the department and team.
- Introduce your new employee to the department and team.
- Give tour of office, building, and campus (by onboarding Buddy, if identified)
  •Workspace •Restrooms •Break/lunchroom •kitchen •mail room •copy room
- Provide keys to office, building, etc. or provide information on how to obtain.
- Follow-up with CT Public Safety if employee badge was not issued – 240-567-9140.

First Meeting:
- Review the following:
  - job profile
  - organizational chart(s)
  - College mission, vision, and goals
  - Department mission, vision and goals
  - College strategic goals
  - Work hours, schedule
  - Attendance and Time reporting
  - Request and reporting time off
  - Workplace safety and security
  - Office protocol, resources
  - Policies and Procedures (Chapter 3)
  - Acceptable Use Policy (technology)
- Review how they contribute to department and College goals.
- Review performance expectations.
  - Set goals for the first six-months
  - Probationary period and review
- Eligibility for Flexible Work Arrangements
- Closures and Delays – Operational Status
- Workday Training page
- Remind employee to sign-up for 2FA and MC Alert

Manage Smart – First Week

For new employees who are unfamiliar with higher education, help the employee understand the unique culture, structure, and expectations of the higher education environment. Talking points to cover for individuals familiar and unfamiliar with higher education:

- Mission and Culture
- Shared Governance
- Academic Calendar and Cycles
- Organizational Structure and Roles
- Terminology
- Compliance and Accountability
- Focus on Students

- Tips for Employee Success:
    - Employee takes time to observe and learn the institutional culture.
    - Build relationships – collaboration is key.
    - Attend campus events to better understand the community.
    - Ask questions – there's often a lot of unwritten knowledge in higher education environments.

First Manager/Supervisor Check-in
- Inquire how their first week went and make time to listen to any questions.
- Verify that computer, network systems, printer, email, telephone voicemail, etc. are working.
- Explain your work style and discuss how it will fit with the style of the new employee.
- Continue conversation about College Mission, Vision, and Values.
- Describe the department's structure and how the team's strategies and goals contribute to the broader mission and priorities of the College.
- Explain how your department collaborates with others across the College and why these relationships are essential to their work and the College's success.
- Provide a list of current department projects and cyclical programs.
- Provide employee with clear, manageable tasks they can complete within the first week.
- Outline performance expectations for the probationary period.
    - Goals for the probationary period
        - Enter Goals into Workday
    - Collegewide Competencies
- Behavioral, Ethical, and Cultural Expectations
    - Policies and Procedure 31000 – Code of Ethics and Employee Conduct

- o [Code of Ethics and Employee Conduct](#)
  - o [MC Code of Ethics and Employee Conduct Handbook](#)
- Encourage employee to follow-up with HRSTM team with questions
  - o [Benefit](#) elections and enrollment
  - o [Payroll](#)
  - o Update Emergency Contact in Workday and other employee personal details.
- Schedule frequent check-ins.

Getting Acquainted (First 30, 360, 90 Days)

During the first several weeks, your focus should be on helping the new employee **integrate into the College and the team**, assigning **meaningful work**, and providing **structured training opportunities**. This early phase is critical in setting the tone and expectations for their long-term success.

Maintain Frequent Check-ins
- Clarify responsibilities and priorities.
- Answer questions and encourage learning.
- Reinforce key takeaways from training.
- Provide feedback and encouragement.
- Invite the employee to share insights or suggestions.

Objective: The employee is becoming familiar with the **College's culture, departmental goals**, and **team dynamics**. Your role is to:
- Clarify tasks and reinforce expectations.
- Encourage questions and continuous learning.
- Create a space where the employee feels comfortable offering observations and ideas.
- Show support through **consistent engagement** which builds trust and motivation.

Manage Smart – First 30 Days

Ongoing mindset for the first 30 days
- Be **present and approachable**.
- Celebrate small wins.
- Focus on **relationship building**, not just task completion.
- Reinforce cultural and behavioral expectations early and often.
- Set the tone for **accountability, collaboration and growth**.

Introduce Broader Connections
- Schedule introductions with collaborators in other departments.
- Share recurring department meeting schedule.
- Involve the employee in team meetings or small projects.
- Review expectations for communication, time management, and accountability.
- Continue skill-building and role-specific training.
- Provide feedback on first tasks or observations.
- Encourage the employee to share questions or ideas from a fresh perspective.

College and Department Resources
- Acronym Guide
- Academic Acronym Guide
- A to Z Guide
- Share written materials or digital files unique to the department.
- Department Directory with Contact Information.

Reflect, Adjust, and Plan Forward
- Conduct a 30-day check-in meeting to:

  o Review performance so far
    - Review goals in Workday – Set Content: Probation Review.
    - Identify areas of strength and opportunity.
    - Review the performance management process.
    - Review how performance is measured.
  o Discuss comfort level and challenges.
  o Adjust work plan if needed.
- Clarify upcoming projects or priorities
- Revisit expectations for the probationary period.
- Share development opportunities or suggested learning paths.
- Reinforce your availability and support.
- Encourage the employee to set one or two personal goals.

The purpose of meeting frequently to learn:
- How they are doing.
- Is their work meaningful.
- Are they getting the support they need.
- What they have learned and challenges they face.
- What is their understanding of their job, perception of the College and how it operates?

- If they have any questions or
- If they have suggestions or ideas.

Manager/Supervisor Support Resources

The HR Internal Consultants (HRIC) is your point of contact for HR-related support. They serve as a strategic partner to managers and employees, helping with workplace matters such as performance, policy guidance, and organizational changes. HRICs are here to support you by answering questions, providing guidance, and helping ensure a positive and productive work environment.

If you observe that a new employee is struggling with performance, behavior, or engagement during the onboarding or probationary period, contact a HRIC for guidance.

Mohamed Alsaid	Lisa Moore Evans	Leslie Jones
240-567-2377 • Rockville Campus • Academic Affairs	240-567-9065 or 240-526-0583 • TP/Silver Spring Campus • Student Affairs • Workforce Development and Industry Partnership	240-567-9169 or 301-852-0095 • Germantown Campus • AFS • President's Office • OACE

HRSTM Help Desk   240-567-5353
M – F, 8:30 a.m. – 5:00 p.m.
hrstm@montgomerycollege.edu
9221 Corporate Blvd., Suite E101
Rockville, MD 20850

Required Training for Employees

Each fiscal year, the College assigns required training courses that all or certain groups of employees must complete. Log into Workday – Learning and click on "MC Required Training" for the current schedule. These trainings are essential for compliance, professional development, and alignment with college values and policies. Departments may also have specific required courses. These classes may be available in Workday – Learning or through an outside provider.

- Required Training
- Workday Core Concepts Training
- Workday Enter Time (for non-exempt positions/hourly employees)
- Workday Request Absence/Time Off/Leave
- Workday Training Related to an employee's role and responsibilities
- Training for employees who com in contact with minors associated with any college program or activity that serves minors
  - Protecting Youth Abuse, Neglect and Prevention
  - Bridges: Taking Action
- Training specific to your department
- Training for supervisors/managers
  - Supervisor Orientation program: March, June, and October
- Supervisor Toolkit

Manage Smart – The Next 30 Days (60 Days)

Building Confidence & Competence
- Continue regular check-ins.
- Review progress toward goals established during the first month.
- Provide feedback – reinforce strengths and identify growth areas.
- Support participation in College-wide or department specific training.
- Facilitate participation in team meetings, cross-functional groups, or workgroups.
- Ensure employee is building key working relationships across departments.
- Encourage the employee to ask questions and propose solutions or ideas.
- Begin assigning more complex tasks or projects.

Topics for discussion:
- Are they any tools, resources, or information the employee still needs?
- Is the workload appropriate and aligned with their skill level?
- Are they demonstrating an understanding of College and departmental values and culture?

Manage Smart – Next 30 Days (90 Days)

During this period, the focus is to reinforce expectations, support autonomy, and ensure alignment with probationary period goals.
- Conduct a formal or informal 60 or 90-day review/check-in.
- Evaluate progress on training, tasks, and performance goals.

- Adjust workload or responsibilities as needed.
- Encourage increased independence and initiative in solving problems.
- Offer coaching or additional training in areas of challenge.
- Discuss opportunities for professional development or involvement with committees, workshops, etc.

Probationary Evaluation
- Talent Administrator launches probation evaluation.
- Employee's probation review is visible in the manager's Workday task list.
  - Manager enters goals if not already entered in the Set Content step.
  - Manager completes employee evaluation.
- Talent Administrator sends an email to new employee and manager.
- Probation Review Overviews are available through Zoom.
  - 60-minute session.
  - Registration is a link in the email.

Reinforce:
- Behavioral, ethical, and cultural expectations.
- Importance of collaboration and communication.
- Alignment with department and College mission.

Discussion Questions:
- What's working well in your role?
- Where do you need more support?
- What goals or projects would you like to focus on next?

Manage Smart – Next 30 Days (120 Days)

By this point, your new employee should be gaining confidence in their role, taking initiative, and contributing meaningfully to team goals. This is a critical time to evaluate progress, reinforce strengths, and identify areas for long-term development.

Conduct Performance Check-in
- Review the goals set during the first 30-90 days.
- Discuss accomplishments, strengths, and any remaining challenges.
- Clarify expectations moving forward and revisit performance standards.
- Provide both positive feedback and any necessary course corrections.
- Encourage participation in College-wide events or communities of practice.
- Recognize and celebrate wins to build confidence and belonging.

Assess Readiness for Full Performance
- Is the employee working independently?
- Are they meeting quality and timeliness expectations?
- Are they demonstrating sound judgement, professionalism, and adaptability?

If performance concerns continue, consult with a HRIC for support and next steps.

Manage Smart – Working Towards 180 Days

The employee should now be functioning independently in most areas of their role. This phase is about reinforcing accountability, supporting skill development, and assessing overall fit as the end of the probationary period approaches.

Monitor and Support Continued Progress
- Ensure the employee is consistently meeting performance expectations.
- Offer timely feedback and support as new challenges arise.

Review Probationary Period Expectations
- Prepare for the end of probation evaluation.
- Confirm whether the employee is on track for continued employment.
- Complete probation review in Workday.
    - Schedule meeting with employee to review evaluation.
    - Submit evaluation to employee for their acknowledgement in Workday.
    - Manager acknowledgment after employee acknowledgment.
    - Probation evaluation is complete.
- If performance concerns continue, consult with a HRIC for guidance on appropriate documentation or corrective steps.

CONGRATULATIONS!

Maintain momentum in employee engagement and growth, support skill development, and prepare for productive annual performance evaluation.

Solidify Performance and Development
- Review job profile: duties and responsibilities.
- Discuss goals for the next review – annual review.
    - Enter goals into Workday.
- Reinforce strengths demonstrated during probation.

- Assign projects that challenge and grow capabilities.
- Discuss and update professional development goals.
- Encourage participation in training, workshops, or relevant certifications.
- Continue regular check-ins.

Expand Influence and Collaboration
- Promote involvement in cross-functional teams, committees, or initiatives.
- Support networking opportunities within the department or broad College community.
- Identify and discuss potential leadership opportunities or stretch assignments.
- Provide ongoing feedback focused on continuous improvement.

Monitor Progress and Prepare for Review
- Conduct a mid-cycle performance discussion to assess progress towards annual goals.
- Review any outstanding development needs or barriers.
- Update and clarify expectations for the annual review process.
- Collect feedback from peers, collaborators, or stakeholders, if applicable.

Finalize preparation for Annual Review
- Follow annual performance evaluation instructions from HRSTM.
  - Manager determines timeline for evaluation process.
    - Employee self-evaluation.
    - Manager evaluates employee.
    - Acknowledgement by employee and manager in Workday completes the annual evaluation process by HRSTM deadline.
- Schedule a formal performance check-in ahead of the annual review.
- Review achievements, challenges, and development over the past year.
- Collaboratively set goals for the next performance cycle.
- Document accomplishments and feedback for the evaluation.

Recognition

Employee engagement is ongoing. Regular communication, clear expectations, meaningful work, and sincere recognition build a motivated, committed, and productive team.

- **Open communication**: Maintain transparent, ongoing dialogue to build trust and encourage questions

- **Clear Goals and Expectations**: Set and discuss role responsibilities and performance objectives early and regularly.
- **Understanding Impact**: Help employees see how their work contributes to the department's success and the College's mission.
- **Continuous Learning and Development**: Support professional growth through training, development opportunities, and skill-building.
- **Building Connections**: Encourage relationship-building within the team and across the College through introductions, teams activities, and mentorship.

Employees want to feel valued and appreciated. Recognition can take many forms, including:

- **Simple Thank -You Notes or Cards**: Personalized spoken or written acknowledgements of effort.
- **Public Recognition**: Praise during staff meetings or gatherings – use discretion, as some employees may prefer private recognition.
- **Celebrations:** Mark milestones like birthdays, service anniversaries, or project completions. Workday provides milestones for each team member.
- **Social Gatherings**: Organize breakfast, lunch, or snack breaks to foster camaraderie and celebrate successes.

Visit the Staff Awards page for information about College awards program.
Learn more about recognition awards from Policies and Procedures 38001.