

# ONBOARDING at CEITEC MU

Welcome on board of CEITEC MU



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# 1. INTRODUCTION

This document describes the onboarding process for newcomers taking job at CEITEC MU. It aims to provide a methodological support to the employees who will be helping the newcomer in his/her initial days (supervisor, delegated person, ...) in the given position. Among other things, the document includes information on competencies and responsibilities of individuals who will be in close contact with the newcomer, whether there are administrative matters or activities related to the workplace where he/she comes. The document also includes a description of procedures that precede the first day on board. It also includes useful links and information on services provided by administration departments, Welcome Office services, and a link to *"Your guide to CEITEC MU"*, etc. Last but not least, it is very important for us to get feedback and collect suggestions that could improve the onboarding process. Therefore, do not hesitate to get in touch with HR managers anytime you seek help, advice, or just if you have a suggestion for some improvements.

## 2. ONBOARDING

Onboarding is a structured process of gradual adaptation of a newcomer which usually starts with the admission of a new employee into a team and may take up to one year. During the onboarding process the newcomer acquires knowledge and skills necessary for the performance of his/her job position, meets colleagues, gets familiar with the institutional culture, processes and rules. Onboarding at CEITEC MU is primarily focused on the period of the first three months. Particularly in this period, it is necessary to provide the newcomer with sufficient support and help to ensure a strong and rewarding start and successful integration.

### **What is the aim of onboarding?**

The aim is to:

- Overcome the initial phase of uncertainty that the newcomer experiences.
- Create a positive relationship with CEITEC MU to increase the likelihood that he/she stays with us.
- Ensure such conditions that allow the newcomer to produce the desired output as soon as possible thanks to the support and time that we invest into him/her.

Starting a new job is particularly challenging for new employees. Newcomers usually have just a rough idea of what's in store for them, and how the institution is working. Therefore, it is necessary to give them a helping hand to become more independent and confident over time. Onboarding takes place on several levels. The employees become comfortable with their job position, gradually get familiar with work duties, processes and responsibilities of the given position, internal culture, in-house rules and regulations of the institute. Furthermore, there is a social level, the employees integrate into the team among other colleagues. It is necessary to support newcomers, not relying on them to figure it all out on their own. If we leave the newcomer without help in the first months, it is like folding an advanced-level puzzle without a reference picture. The process will be lengthy, newcomer will make a lot of mistakes, might get discouraged, and finally, might want to give up. Through a well set up onboarding, we reduce the probability that this situation will arise. The new employees shall receive a structured guide (e.g. onboarding plan and a document "*Your guide to CEITEC MU*") which will provide them with information, contacts, knowledge and skills that will facilitate their first tasks assigned to them.

### 3. ONBOARDING LINKED TO STARTING A NEW POSITION

To a certain extent, onboarding applies to all employees, not only to newcomers but also to those who are changing their position within the institution or are coming back from maternity/parental leave. However, onboarding is crucial for newcomers, in particular. As for the newcomers, the onboarding policy is directly linked to the recruitment which is described in [Recruitment policy](#)<sup>1</sup>. Recruitment policy contains basic principles and individual steps of the recruitment, from compiling the job advertisement, through organisation of selection procedure, to handing over a job offer to the selected candidate. If the candidate accepts the job offer, other steps follow, leading up to his/her first day at the institution.

Before the employee arrives on the start day, important information is exchanged with the HR manager. HR manager delivers a job offer to the candidate containing the title of the position, start date, length of the employment including information on probation period, gross wage amount, workload and a list of benefits. Standardised job offers in written form are provided to ensure that all successful candidates receive full and complete information.

If the candidate accepts the offer, HR manager asks him/her to complete a personal questionnaire and affidavit; these documents are essential for the preparation of the job contract.

As soon as the HR manager receives the completed personal questionnaire and affidavit, HR manager sends the candidate instructions on how and where to undergo entrance medical check-up (Czech legal requirement that is obligatory before the first day), name of the general practitioner, contact address, booking information, need to provide an extract from medical records, way of payment, and last but not least, application for a medical check-up.

Several days before the employee arrives (not later than one week), the HR manager sends detailed information on the organisation of the first day (start day). The e-mail includes information on date, time and place of face-to-face meeting to sign employment documents. Moreover, it specifies the list of things essential for the start date (diploma, ID, etc.), and information on how the first date will be organised, i.e. what persons the new employee will meet and what activities will be doing. Also, he/she will receive the document "*Your guide to CEITEC MU*".

Individual steps of the onboarding process depend on the fact whether the newcomer is local or from abroad. If the newcomer comes from abroad, his/her arrival is prepared in close cooperation with Welcome Office manager who helps with e.g. ensuring the visa in the Czech Republic, health insurance, accommodation, and other matters, described in more detail [here](http://welcome.ceitec.cz/en) (<http://welcome.ceitec.cz/en>).

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<sup>1</sup> [http://is.muni.cz/do/ceitec/uredni\\_deska/politiky\\_a\\_koncepcie/CEITEC-MU\\_Recruitment\\_Policy\\_Final\\_2020-11-24\\_Approved.pdf](http://is.muni.cz/do/ceitec/uredni_deska/politiky_a_koncepcie/CEITEC-MU_Recruitment_Policy_Final_2020-11-24_Approved.pdf)

## 4. ONBOARDING PLAN

On the start day, the HR manager familiarises the employee with the course of the first day (Annex 1) and hands him/her the onboarding plan (Annex 2). The HR manager explains how to use the plan, what activities are included, and how they are structured. The onboarding plan is kept by the employee, and as soon as all activities stated in the plan are completed, it is handed back the HR manager and saved in the personal file of an employee.

### 4.1 Roles

Several individuals with different roles (described below) are involved in the whole process to ensure a smooth onboarding of the employee.

#### **HR manager**

- Prepares the employment documents (e.g. job contract, etc.)
- Provides general information on starting the work (primary password to the MUNI information system, institutional e-mail, photograph, benefits, MUNI Information System, organisation structure of CEITEC MU)
- Hands over and introduces the onboarding plan and “*Your Guide to CEITEC MU*” brochure
- Introduces the employee to the supervisor or delegated person
- Issues an employee card
- Presents the information about the new employee on the screens placed in building E35 (in cooperation with PR)
- Offers the employee the opportunity to meet and discuss the ongoing onboarding
- Sends the onboarding questionnaire

#### **Supervisor/delegated person**

##### **Supervisor:**

- Not later than one week before the new employee arrives, he/she appoints a delegated person and informs HR manager
- Conducts an introductory interview with the employee (inspiration may be found in Annex 4)
- Familiarises the employee with the plan of activities and tasks (if relevant)

##### **Activities that can be delegated:**

- Meeting with colleagues and key co-workers
- Familiarising with the rules of the workplace and laboratories (meetings, appointments, journal club, records of working hours, working from home rules, Rules of Operation in labs)

- Ensuring special authorisation/training (if necessary)
- Ensuring IT technology / phone / office equipment, access to the in-house information system, set up of printing access, etc. (administrative support provided by the workplace economist)

### **Workplace Economist**

- Assigns electronic access to the building(s) or specific-purpose labs/rooms
- Hands over the workplace keys
- Provides administrative support according to the supervisor's instructions – an order for IT equipment, land line / mobile phone, access to a printer, etc.

### **Occupational and Health Safety (OHS) manager**

- Verifies the completion of the mandatory OHS/FP training (e-learning)

### **Employee**

- Submits the document on the highest level of education to the HR manager
- Submits confirmed application on the completion of the medical check-up and a proof of payment
- Gets familiar with the document "*Your guide to CEITEC MU*"
- Gets familiar with the in-house rules and regulations (MUNI and CEITEC MU)
- Undergoes the compulsory OHS&FP training (e-learning can be found in the information system) followed by delivering printed record on completion of the OHS&FP training to the office 1S066/E35
- Prints out records on completion of the OHS&FP training
- Arranges a photograph that will be used on CEITEC MU websites and an employee card
- Completes the onboarding plan according to a set schedule
- Hands over the onboarding plan to the HR manager
- Completes the onboarding questionnaire

## 5. USEFUL LINKS AND MAIL ADDRESSES

Below please find links that might be useful for individuals involved in the onboarding process.

[Website CEITEC MU \(www.ceitec.eu\)](http://www.ceitec.eu) – contains information on the institution, research groups, core facilities, administration department, education, latest news, job advertisement, etc., available in Czech as well as English languages.

[Administration department \(www.admin.ceitec.cz/en\)](http://www.admin.ceitec.cz/en) – contains an overview of CEITEC MU administration department staff and related responsibilities that are ensured by individual departments, including contacts, and also [FAQ](#). Available in Czech as well as English language.

[Your guide to CEITEC MU \(http://is.muni.cz/do/ceitec/new\\_employees\\_guide/\)](http://is.muni.cz/do/ceitec/new_employees_guide/) – a practical guide primarily focuses on new employees, familiarising the employees with the running of the whole institution and containing not only operation information. Available in Czech as well as English language.

[Welcome office \(http://welcome.ceitec.cz/en\)](http://welcome.ceitec.cz/en) – includes services helping new and existing staff coming from the countries outside EU and providing support with the matters related to their stay in the Czech Republic and work at CEITEC MU. The employees may contact [Welcome office manager \(http://welcome.ceitec.cz/en/contact\)](http://welcome.ceitec.cz/en/contact) who will help them to handle all necessary issues. If we receive an information on a newcomer arriving from a country outside EU, this newcomer gets in touch with Welcome office manager who starts handling all matters as soon as before the newcomer arrives to the Czech Republic and starts working at CEITEC MU. Available in Czech as well as English language.

[IT support \(http://cit.ukb.muni.cz\)](http://cit.ukb.muni.cz) - Centre of Information Technologies at the University Campus Bohunice (CIT SUKB) provides full IT support for end users of CEITEC MU workplaces located in the university campus Brno-Bohunice. CIT SUKB web pages are available in Czech language only. Responsible persons for individual IT matters are included in the IT support section in the document “[Your guide to CEITEC MU](#)”. [Institute of Computer Science \(http://ics.muni.cz/en\)](http://ics.muni.cz/en) provides IT services to the whole university. Available in Czech as well as English language.

[Employee portal \(http://portal.muni.cz\)](http://portal.muni.cz) – includes useful information for Masaryk University employees and offers practical tools for everyday work, such as information on the currently absent colleagues, daily menu offered by the university canteens, and other information. Available in Czech as well as English language.

[Reservation system for meeting rooms \(http://meetings.cesnet.cz/ceitec/?lang=en\)](http://meetings.cesnet.cz/ceitec/?lang=en) – if you need to book a meeting room, you can contact the economist of your workplace or other authorised person in the scientific workplace, usually the lab manager. Available in Czech as well as English language.



[Rules of Operation](#)<sup>2</sup> – contains rules of operation within all CEITEC MU buildings (E35 and E26). Available in Czech as well as English language.

Below please find mail addresses that might be useful for individuals involved in the onboarding process:

[training@ceitec.muni.cz](mailto:training@ceitec.muni.cz) – feel free to contact the HR specialist on this email address if you want to participate in workshop, have a tip for an interesting training or have any idea about the topic of training

[HR@ceitec.muni.cz](mailto:HR@ceitec.muni.cz) – you can contact your HR department in case of any questions according to your employment contract, employee card, benefits. You can also contact your HR manager directly.

[pr@ceitec.muni.cz](mailto:pr@ceitec.muni.cz) – contact PR department if you have an interesting topic for PR and communication.

[events@ceitec.muni.cz](mailto:events@ceitec.muni.cz) – contact events team in case you are organising either scientific or non-scientific event.

[operations@ceitec.muni.cz](mailto:operations@ceitec.muni.cz)- if there is any problem related to the building or if there has been an injury in your department please contact the operations department.

All other contacts and email addresses can be found on [CEITEC web](http://www.ceitec.eu/ceitec-mu/i1) (<http://www.ceitec.eu/ceitec-mu/i1>).

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<sup>2</sup> [http://is.muni.cz/auth/do/ceitec/uredni\\_deska/opatreni\\_reditele/opatreni\\_reditele\\_2021\\_03\\_-\\_provozni\\_rad/Directors\\_measure\\_3-2021\\_Rules\\_of\\_operation\\_final.pdf?info=undefined](http://is.muni.cz/auth/do/ceitec/uredni_deska/opatreni_reditele/opatreni_reditele_2021_03_-_provozni_rad/Directors_measure_3-2021_Rules_of_operation_final.pdf?info=undefined)

## 6. ANNEX 1. START DAY

On the first day, the newcomer meets his/her HR manager and signs the job contract and other employment documents. S/he receives general information regarding his/her job position and onboarding plan. The newcomer hands over all necessary documents to the HR manager. Furthermore, there is a meeting with the payroll accountant and workplace economist. After the boarding formalities have been completed, the newcomer meets his/her supervisor or delegated person. The employee receives the keys, electronic access, and gets familiar with the brochure for newcomers “*Your guide to CEITEC MU*”. The employee is obliged to undergo OHS&FP training first or second day after arrival.

## 7. ANNEX 2. ONBOARDING PLAN

### 7.1. Onboarding Plan – Researchers (not applicable for supervisors/leaders)

The onboarding plan introduces activities you should complete during your onboarding process. Key persons in this process for you will be your supervisor/delegated person, who will help you and provide you with necessary information. If you have any doubts, do not hesitate to ask. You can also contact your HR manager.

**Note:** *HR manager sends an e-mail with the information on organisation of the first day at work to the employee 1 week prior the commencement of the job at the latest.*

*The onboarding plan activities are arranged according to the succession of individual steps.*

Activity	When <sup>1</sup>	Time	Form	Responsible person	Completed YES / N/A = not applicable
First meeting with the HR manager – job commencement issues: <ul style="list-style-type: none"> <li>• job contract and other legal documents</li> <li>• introductory information (primary password for IS MUNI, e-mail setting, photograph, benefits, IS MUNI, CEITEC MU, organisation structure)</li> <li>• hand-over and introduction of the onboarding plan</li> </ul>	Day 1	30 - 45 minutes	Face-to-face meeting	HR manager	
Documents handed-over to HR manager: <ul style="list-style-type: none"> <li>• certificate on the highest level of education attained</li> <li>• confirmed medical check-up and payment receipts (check-up, statement)</li> </ul>	Day 1	---	Hand-over in person	Employee	
First meeting with the payroll accountant: <ul style="list-style-type: none"> <li>• employment record (“zápočtový list”)</li> <li>• account number</li> </ul>	Day 1	10 - 15 minutes	Face-to-face meeting	HR manager	
Meeting with the workplace economist/assistant	Day 1	10 minutes	Face-to-face meeting	HR manager	
Accompanying the employee to the supervisor	Day 1	Specified by supervisor	Face-to-face meeting	HR manager	
Meeting with the delegated person	Day 1	Specified by supervisor	Face-to-face meeting	Supervisor	
Compulsory training on OHS & Fire protection	Day 1 (or Day 2)	60 - 80 minutes	Electronically	Employee	---

Submitting the document on OHS & FP training to the Operations Dpt. Mailbox (pavilion E35, office 1S066)	Day 1 (or Day 2)	---	Handing-over in person	Employee	
Getting acquainted with the Guidebook for New Employees (Your Guide to CEITEC MU)	Day 1	60 - 90 minutes	Electronically	Employee	
Set-up of electronic access	Day 1	---	E-communication	Workplace economist	
Hand-over of the keys from the office/building	Day 1	---	In person	Workplace economist	
Meeting with the supervisor	Week 1	15 minutes	Face-to-face meeting	Supervisor	
Getting acquainted with the workplace, labs and building (other common premises, such as meeting rooms, kitchenettes, etc.)	Week 1	Specified by supervisor	Face-to-face meeting	Supervisor/delegated person	
Educating on operation rules of the given workplace (special equipment, protective equipment, biologic risks, etc.)	Week 1	Specified by supervisor	Face-to-face meeting	Supervisor/delegated person	
Hand-over of equipment (if relevant)	Week 1	Specified by supervisor	In person	Supervisor/delegated person	
Taking the photograph for the employee card	Week 1	---	In person	Employee	
Hand-over of the employee card <sup>2</sup>	Week 2-3	---	In person	HR manager	
Set-up of access to the internal information system (authorisation rights, printers, desk top phone, PC/laptop)	Week 1	Specified by supervisor	E-communication	Supervisor/delegated person	
Special authorisation or training (if necessary) see the list below: <ul style="list-style-type: none"> <li>• ...</li> <li>• ...</li> <li>• ...</li> <li>• ...</li> <li>• ...</li> <li>• ...</li> </ul>	Week 1	Specified by supervisor	In person/Online	Supervisor/delegated person	

Introduction to the team members and key co-workers (i.e. during group meeting)	Week 1	Specified by supervisor	In person/Online	Supervisor/delegated person	
Learning about the rules within the research group (meetings, one-to-one meeting, journal club, worktime records, working from home rules, work outside the workplace)	Week 1-2	Specified by supervisor	In person/online	Supervisor/delegated person	
Rules of cooperation with Core Facilities	Week 1-2	Specified by supervisor	In person/online	Supervisor/delegated person	
Education on fundamental internal regulations of MU such as Working Rules, Organisation of working hours, Internal wage regulations, Business trips settlement, Intellectual property, Code of Ethics, Acquisition and retention of records on research activities, Project management and administration	Week 1-2	60 - 90 minutes	online (information system)	Employee	---
Getting acquainted with: <ul style="list-style-type: none"> <li>• consumables orders</li> <li>• special methodology and devices orders</li> <li>• lab journals recording</li> <li>• ...</li> </ul>	Week 2	Specified by supervisor	In person/online	Supervisor/delegated person	
Libraries and electronic sources	Week 2	Specified by supervisor	In person/online	Supervisor/delegated person	
Getting acquainted with the plan of activities and tasks for the Q1 (if relevant)	Week 2-3	Specified by supervisor	In person/Online	Supervisor	
Taking photograph for the CEITEC MU website (different from picture for employee's card)	Month 1	10 minutes	In person	Employee	
Interview in the course of the onboarding carried out with the HR manager	Week 12	Specified by HR manager	In person/Online	HR manager	
Completion of the onboarding questionnaire	Week 12	30 minutes	Online	Employee	

Further specific activities and processes which are typical for the particular research group or core facility according to the given job position: <ul style="list-style-type: none"> <li>• e.g. Postdoc – Postdoc Committee</li> <li>• ...</li> <li>• ...</li> <li>• ...</li> <li>• ...</li> <li>• ...</li> <li>• ...</li> <li>• ...</li> </ul>	By the end of the week 12	Specified by supervisor	In person/Online	Supervisor/delegated person	
Introduction of administration section	Specified by HR manager	30 minutes	In person/Online	Employee	

Contact person for any inquiries related to Onboarding plan is your [HR manager](#).

<sup>1</sup>Column *WHEN* specifies the deadline for the performance/completion of individual activities.

<sup>2</sup> It takes a couple of days before the employee card is prepared. Your HR manager will inform you when your employee card is ready to be picked up.

**The completed onboarding plan will be brought by the employee to his/her HR manager at the HR department.**

# 8. ANNEX 3. ONBOARDING QUESTIONNAIRE

## Assessment of Onboarding

Onboarding is a crucial and highly important process. If it is left out, or set up poorly and ineffectively, it might cause the employee to leave during the probation period. Moreover, it might have a negative impact on the work performance. Assessment of onboarding provided by the employees is essential for continuous improvement of this process. Therefore, the employees whose probation period was completed will be asked to complete the questionnaire (Annex 3).

### ONBOARDING QUESTIONNAIRE

*(to be sent by the HR manager after the end of the probation period via survio)*

This onboarding questionnaire has been created to get feedback on the entire onboarding process.

Your feedback may help us gradually improve the onboarding processes for newcomers.

We would like to express our thanks for the time you have devoted to it, and wish you a lot of success in the following days!

**Employee's name and surname:**

**workplace:**

**University identification number (UČO):**

**Start date:**

1) How do you like it here at CEITEC MU?

Answer: emoticons / evaluation scale

2) How do you evaluate the course of onboarding?

Answer: emoticons / evaluation scale

3) Have your work duties met with your expectations?

Answer: open

4) How do you evaluate your cooperation with your supervisor?

Answer: open



5) How do you evaluate your cooperation with the delegated person? (if relevant)

Answer: open

6) Do you have everything you need to do your job?

Answer: Yes/No, if "no" please specify: ...

7) Space for your comments (comments, recommendations, suggestions for improvements)

Answer: open

# 9. ANNEX 4. DRAFT STRUCTURE FOR AN INTRODUCTORY FACE-TO-FACE MEETING

## **Introductory face-to-face meeting – a draft for a possible structure**

The aim of the first meeting of the newcomers and his/her supervisor is a mutual introduction, as well as making clear all expectations during the probation period. The newcomer should feel welcomed and expected. Based on the onboarding plan, the supervisor will familiarize the employee with his/her duties and tasks assigned to him/her for the first three months (probation period). The employee shall receive information who to contact in case of any doubts (supervisor / delegated person / another employee), and what form to use (by e-mail/phone, face-to-face meeting, etc.). If the supervisor appoints a delegated person, this person may also attend this introductory face-to-face meeting.

- The supervisor welcomes the newcomer, introduces himself/herself and encourages the others to introduce themselves, too
- The supervisor asks about the newcomer's expectations:
  - o Working for CEITEC MU (e.g. "What made you interested in CEITEC? What are you hoping for?")
  - o Work position (e.g. "How advance is he/she in the tasks assigned, what his/her expectations are? How does it fit into his/her career plan?")
  - o Preferred style of work (objective: to find out the newcomer's preferences, what is his/her system of working – assigning and fulfilling the tasks / meeting deadlines)
  - o Teamwork (e.g. in respect to his/her work history, team player x lone wolf)
- The supervisor reflects the newcomer's expectations and describes his/her expectations
- The supervisor introduces a delegated person (if appointed), and explains his/her role
- The supervisor provides space for questions
- The supervisor shows support