**New to UQ – Senior Leaders Program**

FOR NEW TO UQ COORDINATORS

SUPPORTING NEW SENIOR LEADERS



New to UQ Coordinator Guide

NEW TO UQ COORDINATOR GUIDE

# Why the New to UQ – Senior Leaders Program was developed

Although Senior Leaders bring requisite skills and experience to a position, there is often a significant period of assimilation and learning required when commencing a new role to become fully effective. As such the New to UQ – Senior Leaders Program (New to UQ - SLP) assists senior leaders to quickly access the information, obtain professional support and feedback required to fill their knowledge gaps and become fully productive.

The New to UQ – SLP is an initiative of the UQ Leadership Framework. By providing a structured experience, new Senior Leaders are provided with role clarity and a solid foundation for growth of leadership and performance within the UQ context.

# New to UQ - SLP Objectives

The broader goals and objectives of the New to UQ – SLP are to provide timely, accurate, and relevant information which effectively achieves the following:

1. **Effectively orientates senior leaders** to the nature of their role and provides a familiarisation with **UQ’s culture and environment**
2. Enables new senior leaders to have **timely access to knowledge and information**
3. **Connects senior leaders** to relevant stakeholders and groups
4. Facilitates senior leaders in making **effective and timely decisions**
5. Facilitates senior leader’s **sense of ‘identity/belonging’ to UQ**
6. Contributes to UQ being viewed as an **‘Employer of Choice’**
7. Supports the **retention of key talent** at UQ
8. **Minimises disruption to service delivery** by enabling senior leaders to fully function in their role

The New to UQ - SLP program targets knowledge areas of **understanding of the role** (increasing role clarity), **governance** (senior leadership responsibilities and accountabilities, compliance, strategy, and external relationships), **networking and relationship development** (understanding the culture and opportunities for sharing and collaboration of knowledge between senior leaders), **performance development** (360 leadership survey, mentoring, leadership coaching, career progression), **relocation assistance, wellbeing and health**, **teaching and research development** (providing the appropriate resources and supporting the access to communities of practice and knowledge), and **managing diversity**.

# New Senior Leaders for New to UQ - SLP

For the purpose of this program, we define **New Senior Leaders** as senior appointments within both professional and academic positions who hold significant senior leadership roles within UQ (i.e., HEW 10 and above and equivalent academic leadership positions such as Level E and above). Thus, this includes the Vice-Chancellor, Deputy Vice-Chancellors, Provost, Chief Operating Officer, Pro-Vice Chancellors, Institute Directors, Executive Deans, Heads of School, and Heads of Division. As New to UQ – SLP is a 12 month program, it aims to transition new senior leaders who are starting at UQ or have been internally promoted to a new position permanently or for a fixed-term of 12 months or longer. The program, while standardised, has the flexibility to be tailored to the senior leader’s needs, to streamline their New to UQ process.

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| NEW TO UQ – SENIOR LEADERS PROGRAM  NEW TO UQ COORDINATOR GUIDE | | |
| **Name of New Senior Leader** | |  |
| **Position Title:** | |  |
| **Office Location:** | |  |
| **Commencement Date:** | |  |
| **New to UQ Coordinator:** | |  |
| **Supervisor:** | |  |
| **Additional New to UQ – Senior Leaders Program Delegates:** | | (i.e., Other HR Advisor) |
| (i.e., School Supervisor) |
| (i.e., Administration Assistant) |
|  | **Required preparation** | |
|  | I have read the Staff Induction Policy:  <http://ppl.app.uq.edu.au/content/5.30.03-staff-Onboarding> | |
|  | I have completed “Managing the Induction of New Staff” training: <https://staffdevelopment.hr.uq.edu.au/program/INDUCT> | |
|  | I have read the Staff Induction Material:  <http://www.uq.edu.au/current-staff/index.html?page=11174> | |
|  | I have read the New to UQ – Senior Leaders Program Manual for New to UQ Coordinators | |

The New to UQ Coordinator is responsible for delegating the responsibilities as appropriate.

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| **Part 1: Pre-Commencement (Pre-Acceptance)** | | |
| **Action** | **Responsibility** |  |
| **Offer Position** | | |
| Offer of position email including   * Formal letter of offer * The position description * Information on the contract negotiation process * Relocation assistance that can be provided where relevant * Relevant Faculty/School/Division/Institute level information * Relevant Organisational information about UQ, facilities, benefits * Recognition of prior service (if recruited from Australian University) * Contract and employment conditions (to be signed) * Salary packaging (information handout and request for completion) * Method of salary payment (to be completed) * Tax File Number Declaration (to be completed) * UniSuper application (to be completed if external) |  |  |
| *Follow up email to ensure information required has been received.* |  |  |
| *For overseas appointments organise for new Senior Leader to speak with an expert about superannuation (UniSuper) via the On Campus Consultant. Bookings can be made through the online booking system* <https://www.unisuper.com.au/employers/universities/university-of-queensland>.  *Individuals may also wish to arrange a meeting with UQ’s Corporate Health Provider BUPA to discuss their health cover needs. For more information please call the dedicated corporate servicing line on 1300 653 525 or visit* <https://staff.uq.edu.au/information-and-services/health-safety-wellbeing/personal/wellness/bupa> |  |  |
| *Organise a tour of the campus and facilities if desired (conducted during interview process for certain faculties).* |  |  |
| **Part 2: Pre-Commencement (Post-Acceptance)** | | |
| **Action** | **Responsibility** |  |
| **Customise the New to UQ – SLP Guide for Senior Leaders** | | |
| Read and follow instructions (where applicable) in Customising the New to UQ – SLP available on the program website. |  |  |
| Action items identified through Customising the New to UQ – SLP such as:  Organise the Organisational Division / Faculty/ School / Institute structural chart (preferably with photos included next to each team member if available). Provide a list of important staff contact details.  Include faculty/division/school/Institute specific work protocols, safety procedures, etc. including the floor layout of the building and emergency exits (To be conducted by OH&S faculty/division/school/Institute Managers).  Create workplace [health and safety checklist](https://staff.uq.edu.au/information-and-services/health-safety-wellbeing/health-safety-workplace/governance/auditing)  [Health and safety in the workplace website](https://staff.uq.edu.au/information-and-services/health-safety-wellbeing/health-safety-workplace/?page=168925) |  |  |
| **Logistic and Work Process Coordination for Commencement** | | |
| The Supervisor should briefly discuss the new senior leader’s role and responsibilities, governance responsibilities, financial responsibilities, external relations and industry partnerships, the strategic plan, and risk and compliance. |  |  |
| Ensure the new senior leader has completed and returned all appointment paper work to HR   * Signed contract * Tax File Number Declaration * Method of salary payment / Electronic Funds Transfer Authority * Choice of Superannuation Fund |  |  |
| Contact senior leader prior to commencement date, to provide them with a meeting time and location. |  |  |
| **Action** | **Responsibility** |  |
| **Relocation Assistance (If Required – for Interstate and Overseas appointments)** | | |
| *Assistance with organising a visa / entry clearance for working in Australia where negotiated* |  |  |
| *Assistance with travel arrangements where negotiated (accommodation, flights, travel insurance, transport)* |  |  |
| *Information on local services (i.e., local food stores, removalists, sightseeing in Brisbane, using transport and Go-Cards, etc.)* |  |  |
| *Pre-commencement welcome tour and campus familiarisation if desired* |  |  |
| *Information provided on staff benefits and access to facilities (i.e., sporting facilities such as the gym, pool, cycling paths, etc.)* |  |  |
| **Office and Stationery** | | |
| Ensure work area is ready for commencement:   * *Office signage / refurbishment of office* * Stationery for use at desk * Desk and chair * Phone connection is working / request a phone by logging a job * Tidy work station, clear storage areas * Stamps (i.e., name and title, approved, etc.) |  |  |
| **Vehicle and Parking** | | |
| *Arrange temporary parking permit for first day if required* |  |  |
| *Where applicable, apply for a parking permit application https://campuses.uq.edu.au/information-and-services/parking-transport/parking/permits* |  |  |
| *Confirm vehicle allowance where applicable* |  |  |
| **IT and Access** | | |
| Confirm staff email account set up, accesses for mailbox and diary for EO or EA |  |  |
| Organise IT equipment for office use |  |  |
| *Organise IT equipment for home office use i.e., Desktop PC, laptop, iPad, iPhone, printer from https://staff.uq.edu.au/information-and-services/information-technology/working-remotely* |  |  |
| *Install and organise any software or app requirements i.e., Dropbox* |  |  |
| Arrange access to shared drives and/or special access / delegations which may be required including logins and passwords if possible   * Access Request to Si-Net <http://www.uq.edu.au/sinet-support/docs/Access_Request_Form_SI-net_and_mySI-net_2014.pdf>   UniFi access for Financial Delegation https://staff.uq.edu.au/information-and-services/finance/unifi/access   * Organise Aurion Access Form <http://www.hr.uq.edu.au/aurion-access> |  |  |
| Add new staff member to faculty/school/division/institute email, appropriate circulation lists, and phone listings [voiceops@its.uq.edu.au](mailto:voiceops@its.uq.edu.au) |  |  |
| Organise keys for office door, internal cabinets etc. and building access with Faculty/School/Division/Institute Key Custodian https://staff.uq.edu.au/information-and-services/facilities-services-maps/security |  |  |
| **Action** | **Responsibility** |  |
| **Promotional Material** | | |
| Obtain updated CV and Brief Bio / Photos / Headshots and update webpage (UQ Organisational Units) |  |  |
| Order Business Cards (domestic / international / different languages) |  |  |
| **Financial** | | |
| Organise Corporate Card from https://staff.uq.edu.au/information-and-services/finance/claims-expenses |  |  |
| **Action** | **Responsibility** |  |
| **Organise Senior Leader’s Calendar and Schedule Meetings and Conferences (initial and ongoing)** | | |
| * Schedule time in senior leader’s calendar for: * pre-planned meetings with key contacts, * block time for compulsory training, * gaps for free reading and personal time * Meetings with all direct reports * Meeting with Supervisor * Informal meeting with Peer and Mentor * Invitation to relevant Boards, Committees and Sub-Committees arranged * Attendance at upcoming important External events (i.e., training, conferences, networking) etc . |  |  |
| Send an email advising other staff (Faculty/School/Division/Institute key contacts, senior staff, etc.) of the new senior leader’s commencement date. |  |  |
| Organise access to the work schedules of the work unit (i.e., organise shared calendar access through outlook) |  |  |
| *Add any local Faculty/School/Division/Institute requirements as needed* | | |
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Additional Notes

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| **Part 3: First Day (Commencement)** | | |
| **Action** | **Responsibility** |  |
| **Introduction to UQ** | | |
| Greet the new staff member on arrival and show them what office and area they will be working from |  |  |
| Explain the New to UQ – Senior Leaders Program and ensure that they have accessed the website link “[New to UQ for Senior Leaders](https://hr.uq.edu.au/new-to-uq/senior-leaders-program)”. |  |  |
| Provide new Senior Leader with keys & access passes |  |  |
| Obtain staff ID card: <https://campuses.uq.edu.au/information-and-services/security/id-cards> |  |  |
| Walk around the new work environment with the senior leader and highlight/introduce:   * *Key safety information (not covered in online induction training)* * *Location of restroom facilities* * *Staff rooms* * *Location of kitchen facilities* * *Eating areas, bank, staff club, library, post office, car parks, intercampus bus, the vehicle fleet, bus routes* * *Key work areas* * *Location of printers/ stationary supplies* * *Location of pigeon holes and internal and external mail process Campus maps* |  |  |
| *Provide walking tour of the campus if possible* |  |  |
| Check in surrounding relocation needs (e.g. whether relocation went smoothly and if they need any further assistance) |  |  |
| Provide the handover document containing the staff contact list, Faculty/School/Division/Institute and organisational chart, handover reading materials, and information on the role as collected through Customising the New to UQ – SLP. |  |  |

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| **Online Induction Training** | | |
| Drawing on the workplace health and safety checklist, walk around the new work environment with the senior leader and highlight/introduce:   * Floor Wardens / First Aid Officers * Location of emergency exits & assembly areas |  |  |
| Set them up to start completing the [mandatory OH&S online training modules](https://staff.uq.edu.au/information-and-services/health-safety-wellbeing/health-safety-workplace/training-induction/staff?page=168925) (UQ General Workplace Safety Induction, UQ annual fire safety training) |  |  |
| Enrol new staff member in [New Staff Expo](https://staffdevelopment.hr.uq.edu.au/course/IND000) |  |  |
| Set them up to start completing the online [Code of Conduct](https://ppl.app.uq.edu.au/content/1.50.01-code-conduct) module |  |  |
| Complete UQ [staff equity and diversity](https://staff.uq.edu.au/information-and-services/human-resources/diversity) Data Collection |  |  |
| Ensure the new senior leader completes the [New to UQ](https://staff.uq.edu.au/information-and-services/development/leadership/new) - SLP Guide (which requires agreement to having completed online training) |  |  |
| Provide information on the free and confidential counselling service ([EAP Program](https://staff.uq.edu.au/information-and-services/health-safety-wellbeing/mental-health/eap)) and Supervisor Assist programs offered by UQ through Benestar. |  |  |
| **Action** | **Responsibility** |  |
| **Opportunities for Networking** | | |
| Organise a welcome morning tea / lunch / afternoon tea as an opportunity for the new senior leader to meet others in the Faculty/School/Division/Institute or other senior leaders or Supervisors |  |  |
| Introduce new Senior Leader to other key Senior Leaders within the Faculty/School/Division/Institute (internal or external to immediate work unit) and their roles within UQ, exploring the Organisational structural chart |  |  |
| Go over the diary schedule and provide the list of key contacts and their roles and responsibilities, and explore the weeks activities |  |  |
| Dates for relevant senior leader meetings, committee meetings, board meetings or communities of practice that the new Senior Leader should attend should be discussed with the Senior Leader, or they should be encouraged to make contact with the group to gain an invitation to attend as part of networking |  |  |
| **Work Processes** | | |
| *Open up email access and familiarise them with outlook (i.e., inbox, calendar, shared diaries)* |  |  |
| Collect corporate credit card. Outline the new Senior Leader’s financial responsibilities and how to lodge reimbursements as part of their roles and responsibilities. |  |  |
| Set a meeting date for the next week to review progress on the New to UQ – SLP activities but also provide times for new Senior Leader to access you or Supervisor if other issues present between Day 1 and end of Week 1 review |  |  |
| *Close the day with opportunities for questions, and determine if there are items they would like to add to the agenda for the rest of the week’s orientation.* | | |
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Additional Notes

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| **Part 4: First Week of Employment** | | |
| **Action** | **Responsibility** |  |
| **Training and Development** | | |
| Ensure scheduling or enrolment in [compulsory and optional online training modules](http://www.uq.edu.au/staffdevelopment/mandatory-courses) |  |  |
| Discuss and review all [Senior Leader training sessions](http://www.uq.edu.au/staffdevelopment/) offered through HR, including those offered through the [UQ Leadership](https://staff.uq.edu.au/information-and-services/development/leadership/philosophy) initiative. |  |  |
| Orientate them to the [new staff](http://www.uq.edu.au/new-staff/) and [current staff](http://www.staff.uq.edu.au) page for further New to UQ – SLP information. |  |  |
| **ITS Training** | | |
| Ensure relevant IT access is operational (i.e., username has been issued by IT for access to MyAurion) |  |  |
| At day 2-3, assess immediate technical training needs (ie UniFi, Aurion, SiNet etc) and request a tech support staff member be available to assist in learning UQ work systems such as MyAurion, Blackboard and SiNET. Provide resources to support learning.  User guide to [Aurion](https://staff.uq.edu.au/information-and-services/human-resources/hr-systems/aurion)  User guide to [My UQ](https://my.uq.edu.au/) staff portal |  |  |
| By the end of the week, go through the computer programs and other university information systems and discuss any further technical training needs that may have surfaced in the last week. Engage tech support to assist. |  |  |
| Ensure new Senior Leader has access to all relevant shared drives |  |  |
| Explain relevant filing and record systems and internal and external mail processes |  |  |
| **Action** | **Responsibility** |  |
| **Policies, Procedures, OH&S** | | |
| Reading on [Occupational Health and Safety responsibilities](https://ppl.app.uq.edu.au/content/2.10.04-staff-responsibilities-occupational-health-and-safety) |  |  |
| Reading of UQ policies and procedures  Direct them to the [UniSafe](https://campuses.uq.edu.au/information-and-services/security/campus-safety) page explaining UQ’s policies and procedures for maintaining safety on campus   * [Alcohol, Tobacco Smoking and other Drugs Policy](http://www.uq.edu.au/hupp/?page=25058)   [Diversity and inclusion at UQ](https://staff.uq.edu.au/information-and-services/human-resources/diversity) - Policies on Sexual Harassment, Discrimination and Harassment, using Gender Inclusive Language and a guide to using Inclusive Language  [Balancing Work, Family and Study](https://staff.uq.edu.au/information-and-services/human-resources/diversity/caring-responsibilities/balancing)  University [Code of Conduct](https://ppl.app.uq.edu.au/content/1.50.01-code-conduct)  Review [Acceptable use of ICT Resources](https://ppl.app.uq.edu.au/content/6.20.01-acceptable-use-uq-ict-resources) |  |  |
| [Financial Accountability and Legislative Requirements](http://ppl.app.uq.edu.au/content/9.10.01-financial-accountability-and-legislative-requirements), [Financial Reporting](http://ppl.app.uq.edu.au/content/9.10.03-finance-reporting) and [Code of Conduct/Auditing information](https://governance-risk.uq.edu.au/) |  |  |
| **Opportunities for Networking** | | |
| *Introduce new senior leader to their Peer and outline expectations of the role. Discuss the transition and role expectations of the new senior leader. (Arrange ongoing meetings on a needs basis).* |  |  |
| Ensure initial meetings have been scheduled with all key staff members within the work unit, and external key contacts where appropriate or contact details are provided (i.e., the OHS contact, finance contact, Staff Rehabilitation Officer, Equity and Diversity Officer, HR Director, Local HR Manager, etc.) |  |  |
| Inform staff member of any regular Faculty/School/Division/Institute, work unit, or Senior Supervisors meeting dates for inclusion in diary |  |  |
| Identify and explain the relevant Executive Board and Committee meetings which may offer opportunities for engagement with the Executive Board, as well as an understanding of the [governance](http://www.academic-board.uq.edu.au/about/academic-board) framework at UQ |  |  |
| *Organise for the new Senior Leader to engage with the online UQ Leadership Community through* [*Yammer*](http://www.yammer.com/uq.edu.au) |  |  |
| **Action** | **Responsibility** |  |
| **Relocation Assistance and additional arrangements** | | |
| *Inquire as to how the new Senior Leader’s family are transitioning to life in Brisbane (If relocation was applicable)* |  |  |
| Inquire as to whether any additional arrangements can be organised to facilitate the transition |  |  |
| *Schedule a meeting to discuss how the new employee is settling in, review progress on New to UQ – SLP activities and discuss New to UQ – SLP activities for rest of the month.*  *Close the week with opportunities for questions, and determine if there are items they would like to add to the agenda for the rest of the month’s orientation.* | | |
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Additional Notes

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| **Part 5: 1 – 3 Months** | | |
| **Action** | **Responsibility** |  |
| **Policies, Procedures, OH&S** | | |
| New to UQ Coordinator to confirm that all [mandatory training courses](http://www.uq.edu.au/staffdevelopment/mandatory-courses) have been completed and are signed off within the first month |  |  |
| *Discuss the support and resources available in Teaching and Support Services and where this information is located (i.e., brief description and links to ITaLI web site, Blackboard and POD, including explanation of acronyms, orientation to T&L, Academic Integrity, Library, T&L Policies & Guidelines, Timetable Information, Student Evaluation Review & Reporting Unit etc)* |  |  |
| *Discuss the support and resources available in the* [*Research Division*](https://research.uq.edu.au/) *and where this information is* [*located*](https://research.uq.edu.au/research-support/research-management) *(i.e., Research Activities Calendar, Research Funding Information, UQ Integrity and Ethics, Graduate Research, Research Performance, Australian Code for the Responsible Conduct of Research etc.)* |  |  |
| *Check in surrounding access to health and exercise programs available (i.e., have they read about the* [*staff wellness program*](https://staff.uq.edu.au/information-and-services/health-safety-wellbeing/personal/wellness)*?)* |  |  |
| *Discuss UQ’s strategy of career progression for women. It may be appropriate for them to seek advice and feedback from available resources and other Senior Leaders, to ensure focus on this agenda in people management, and support the strategy at faculty/school/division/institute level.* |  |  |
| **Networking** | | |
| Support the new employee to establish relationships within the UQ community: research, teaching and leadership communities, checking the events calendar and participating in cultural activities. |  |  |
| *Recommend participation at relevant forums (i.e., VC forums)* |  |  |
| *Recommend participation at Head of Schools forum* |  |  |
| Recommend attendance at New to UQ - Senior Leader Signature Event (depending on commencement date) |  |  |
| *Seek opportunities for familiarisation of other UQ campuses* |  |  |
| *Recommend attendance at UQ Diversity Week in May* (depending on commencement date) |  |  |
| **Action** | **Responsibility** |  |
| **Performance** | | |
| Check staff member has read and understood relevant policies and procedures for role |  |  |
| *Schedule a meeting to discuss how the new employee is settling in with the team and work environment and review progress on New to UQ – SLP activities.* | | |
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Additional Notes

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| **Part 6: 6 Month** | | |
| **Action** | **Responsibility** |  |
| **Policies, Procedures, OH&S** | | |
| Hold at least one formal meeting with the new Senior Leader to check in on progress including on performance, access to training, networks (including mentor and peer) and information |  |  |
| Provision of information on the free annual flu vaccination (depending on commencement date this could occur earlier or later) |  |  |
| **Networking** | | |
| Check participation in New Staff Expo (depending on commencement date this could occur earlier or later) |  |  |
| *Check participation in Senior Management Group Retreat - invitation only (depending on commencement date this could occur earlier or later)* |  |  |
| **Performance** | | |
| Discussions surrounding the [360 degree leadership survey](https://staff.uq.edu.au/information-and-services/development/leadership/survey) and participation |  |  |
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| **Part 7: 12 Month** | | |
| **Action** | **Responsibility** |  |
| **Performance** | | |
| Schedule a meeting to discuss how the new employee is settling in and review progress on New to UQ – SLP activities. |  |  |
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