



# Hiring Manager Onboarding Guidebook

NBCUniversal  
**MEDIA  
GROUP**

# The Role of a Hiring Manager & This Guidebook

Congrats on hiring a new member onto your team!

As a hiring manager, it is your responsibility to thoughtfully onboard your new hire to set them up for success in their position at Media Group.

In this guidebook, you will find onboarding **workflow & timelines, developmental planning, & helpful resources** for you to reference as you prepare for your new hire.

Media Group resources are linked throughout the deck for you to deepen your understanding of this part of your role.





# Responsibilities & Timeline

# Onboarding Workflow > Offer to System Entry

## Task Owner



Recruiter

### Offer Extended

- Candidate accepts verbal offer from Recruiter.
- Recruiter notifies hiring manager and HR team of accepted offer.
- Recruiter sends offer letter to candidate via SmartRecruiters.



Recruiter

### Offer Accepted

- Candidate accepts and returns signed offer letter via SmartRecruiters.
- Recruiter initiates background check via SmartRecruiters & Sterling.
- Hiring process is transferred here from Recruiter to HR and triggers the onboarding process.



Hiring Manager

### Send Welcome Note

- Hiring manager sends a congratulations email to new hire using new hire's personal email.



HR

### Pre-Employment Preparation

- Candidate undergoes background check and HR Coordinator sends new hire pre-employment paperwork.
- HR Coordinator monitors background check and paperwork completion status.



HR

### Pre-Employment Confirmed

- Background check is completed.
- New hire completes paperwork via Clickboarding.



HR

### SSO Generation

- HR Coordinator creates SSO.

Recruiter Passes  
Baton to HR

# Onboarding Workflow > Offer to System Entry

## Task Owner



HR + Admin Support

### First Communication to New Hire

*2 Weeks Before Start Date*

- HR sends email to hiring manager, admin support, and new hire on how to register SSO, order equipment, and set up laptop.
- EA/Team Coordinator orders IT equipment for new hire once new hire provides shipping address.



HR

### Laptop Delivery and Setup

- Within 1-2 weeks, new hire should receive their laptop. They will book an appointment with IT to set up device and have their SSO & MFA Authenticator enabled.



HR

### Seat Assignment

- HR Coordinator reaches out to hiring manager to confirm seat placement for new hire.
  - Seat # is confirmed in 2<sup>nd</sup> communication email to new hire.



HR

### 2<sup>nd</sup> Communication to New Hire

*Friday Before Start Date*

- HR sends a welcome e-mail to new hire week prior to start date. Manager and HRBP are copied. This includes information on benefits, orientation dates, badge retrieval, seating assignments, & more.



Admin Support

### SharePoint Access

*Friday Before Start Date*

- EA/Team Coordinator grants new hire access to team SharePoints, distribution lists, & any other relevant platforms.
- Hiring process is transferred here from HR team to Hiring Manager.

HR Passes Baton to Hiring Manager on Following Slide

# Manager Responsibilities > First Week of New Hire Starting

## Task Owner



Hiring Manager

### First Day

- If possible, be in the office to greet your employee on their first day in the office.
- Give new hire a tour of the main working floors (bathrooms, kitchens, cafeteria, huddle rooms, etc.).
- Discuss the Week 1 schedule with your new hire.
- Give a brief overview of NBCU & your leadership team.
- Give a broad overview of your onboarding plan for them and how you'll phase-in information and training.
- Make sure they're all set up from a device/tech perspective.
  - If setup assistance is needed, contact NBCU TechLine Support at (855) 622-8832.



Hiring Manager

### First Week

- Review job description & career ladders (if applicable) to set expectations of role.
- Give an overview of current projects & priorities.
- Introduce values work (Page 8) and 30-60-90 day work (Page 11).
- Discuss ways to connect at the company (page 19), training & development resources, and perks for your new hire to consider.



Hiring Manager

### Introduction Meetings

*Within First 4 Weeks of Start Date*

- Create list of teammates and internal/external stakeholders for your new hire to meet with for intro meetings (15-30 mins).



Hiring Manager

### Business/Company Announcements

- Send an announcement e-mail, Teams message or Slack to your team introducing your new hire.



Hiring Manager

### Mandatory Training & Orientation

*Within First 2 Weeks of Start Date*

- Make note of mandatory trainings to avoid booking meetings during these times.
  - All new hires must complete a "Respect in the Workplace" training. Please have them reference their welcome HR email to sign up for a session.
  - All new hires must attend Peacock & START orientation.



# Values Modeling

# Introducing Our Values to Your New Hire

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**The Media Group Values are Teamwork, Transparency, Trust, Test & Learn.**

Our values are the cornerstone of everything we do. They guide how we show up- both as individuals and as a unified team- in every interaction, whether within or outside our organization.

As a people manager, you play a key role in bringing these values to life and are responsible for modeling them consistently in your day-to-day actions.

**When welcoming your new hire, take the time to introduce our values by sharing how you personally apply them in your work. Follow the steps below to complete the worksheet on Page 9 to start the conversation.**

- ✓ Complete the “Manager” section of the right column of Our Values in Practice.
- ✓ Invite your new hire to find specific ways they can incorporate our values into their day-to-day work as they acclimate to their new role. This will be revisited in their annual review.
- ✓ Set a deadline together (within their first 90 days) for when you’d like your new hire to complete their portion of the Our Values in Practice worksheet.

# Our Values in Practice- Worksheet

## Media Group Value

## How this looks in practice...

## One specific way I put this value into practice...



### Teamwork

*Working together with respect and support to achieve shared goals and collective success*

- *Identifying and leveraging different skill sets, strengths, and backgrounds to achieve shared goals.*
- *Recognizing individual and group wins both in private and in team settings.*
- *Collaborating cross-functionally to embrace a "one team" mentality.*
- *Holding one another accountable.*
- *Coaching, thoughtful feedback, and information-sharing between colleagues of all levels*

*Manager action here...*

*"In my day-to-day, I make sure to..."*

*New hire action here...*



### Transparency

*Sharing information openly and honestly to build understanding and alignment across the organization*

- *Communicating early and often to the appropriate audience with integrity and honesty.*
- *Welcoming observations and questions from others.*
- *Providing context and sharing the "why" behind decisions.*
- *Proactively sharing insights and information with stakeholders.*
- *Acknowledging when a situation is imperfect and involving the necessary people to find a solution.*



### Trust

*Believing in each other to act with honesty, respect and responsibility in everything we do*

- *Build trust by being authentic, acting with integrity, and intentionally nurturing relationships.*
- *Demonstrating vulnerability and taking accountability for decisions and actions.*
- *Allowing for autonomy and enabling others to execute their best work.*
- *Giving and receiving honest feedback from a place of empathy.*
- *Fostering a safe environment that encourages challenging assumptions.*



### Test and Learn

*Embracing experimentation, and continuously improving through curiosity and adaptation*

- *Embracing smart risk-taking and creating space to try new things.*
- *Asking questions, challenging assumptions, brainstorming to reach innovative solutions.*
- *Reflecting on challenges or missteps to identifying gaps or areas for improvement without casting blame.*
- *Seeking different perspectives and enabling healthy friction for creative outputs.*
- *Sharing learnings and best practices within teams and cross-functionally*

A group of seven NBCUniversal employees are gathered around a computer monitor in an office setting. They are all smiling and clapping, suggesting a successful project launch or achievement. The scene is set in a modern office with large windows in the background. The employees are dressed in business casual attire. The overall mood is celebratory and collaborative.

# Development Planning & Goal Setting

# Development Planning and Goal-Setting – It Starts with a 30-60-90 Plan

Development planning is the process of preparing your employee to be successful in their current role and building their skills and experience to grow into future roles and responsibilities if desired.

In order to properly measure performance for development planning, you need to set goals and objectives.

## Why is it important to set goals?

- It strengthens the link between employee contributions and organizational goals.
- It helps employees to succeed by providing clear expectations for job performance.
- It ensures that the employee and manager connect at the beginning of the process and agree on goals, which ultimately helps you become successful.

## When is the best time to implement development planning and measuring performance with your new hire?

- Right away! The next slides will walk you through how you can put this into practice with your new hire (a 30-60-90 plan) to establish healthy development planning practices early on in your working relationship that can continue throughout their time on your team.

## Types of goals

- **Learning Goals** - knowledge and skills needed to be successful in the role
- **Performance Goals** - concrete, measurable tasks to complete or accomplish
- **Personal Goals** - building relationships and establishing credibility

## Materials to reference for development planning

- Job description posted for the position
- Career Ladders (if applicable)

# 30-60-90 Day Plan for Onboarding Your New Hire

Setting a 30-60-90 day plan with your new hire will clearly outline expectations for their new role and contribute to a successful onboarding experience.

## Your Next Steps

- **Set up time with your new hire to set clear expectations and go over goals for them to work towards during their first 30/60/90 days.**
- **The chart below outlines a breakdown to follow.**
- **A worksheet can be found on Page 15 for you to use. You can also find 30-60-90 day tools in the NBCU Talent Lab Sharepoint.**
- **Make sure to have clear goals that lead up to major milestones that link to their overall objectives.**

| Goals              | Objectives + Key Results                                                      |
|--------------------|-------------------------------------------------------------------------------|
| By 30 Days In Role | <i>Learning stage</i>                                                         |
| By 60 Days In Role | <i>Planning + beginning to contribute</i>                                     |
| By 90 Days In Role | <i>Execution - and when applicable - initiating changes to the status quo</i> |

The following slides dive deeper into the OKR goal-setting framework, 30-60-90 planning, and Media Group's annual cycle for goalsetting beyond a new hire's first 90 days with the company. Keep reading to learn more.

# OKR Goal-Setting Framework

Some Media Group teams use the OKR (Objectives and Key Results) goal-setting method to measure key business objectives. This framework can be used at the team level and individual level to set clear, measurable goals, track progress, create alignment, and encourage engagement. Follow the steps below to establish OKRs with your direct reports:

## Objectives

**Definition:**

High-level, qualitative goals that are inspiring and time-bound.

**Purpose:**

To provide clear direction and motivate the team.

**Examples:**

"Increase customer satisfaction," "Enhance team productivity."

## Key Results

**Definition:**

Specific, measurable outcomes that indicate progress toward the objective.

**Purpose:**

To track the achievement of the objectives through quantifiable metrics.

**Examples:**

"Achieve a customer satisfaction score of 90%," "Reduce project completion time by 20%."

## Process

### 1. Set Objectives and Key Results:

- Collaborate with your direct report to set 3-5 objectives (learning, performance, and personal-based goals).
- Identify 2-5 key results for each objective.
- Ensure key results are Specific, Measurable, Achievable, Relevant, and Time-bound (SMART).

### 2. Tracking and Review:

- Regularly monitor progress in one-on-one check-ins.
- Adjust strategies and offer feedback and coaching as needed based on progress.

### 3. Evaluation:

- At midway point and end of established timeframe, evaluate results.
- Discuss achievements and areas for improvement.
- Use the insights gained to inform the next cycle of goal-setting.

# Example Onboarding Goals – First 30 Days

**Objective 1:**  
**Understand Company Culture and Values**

**Key Results**  
1. Complete all mandatory onboarding and training sessions within the first two weeks.

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**Objective 2:**  
**Gain Understanding of Necessary Tools and Systems**

**Key Results**  
1. Gain access to all necessary software, tools, and team resources within the first two weeks.  
2. Complete all required technical training courses or certifications within the first month.

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**Objective 3:**  
**Integrate into Team and Workflow and Establish Key Relationships**

**Key Results**  
1. Schedule introductory meetings with key stakeholders and partners within the first month.  
2. Establish regular check-ins with team members to foster collaboration and communication.

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**Objective 4:**  
**Establish Clear Performance Expectations**

**Key Results**  
1. Schedule regular one-on-one check-ins with my manager.  
2. Review and understand job responsibilities, performance metrics, and career ladders within the first two weeks.  
3. Set personal performance goals with my manager within the first month.

# 30-60-90 Day Plan – Worksheet

| Goals                                                                                               | Objectives + Key Results                                                                                                                                                                                  | Progress |
|-----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| By 30 Days In Role<br><i>Learning stage</i>                                                         | <div>1. Objective here...<ul style="list-style-type: none"><li>○ Key result here...</li><li>○ Key result here...</li></ul></div> <div>2.<ul style="list-style-type: none"><li>○</li><li>○</li></ul></div> |          |
| By 60 Days In Role<br><i>Planning + beginning to contribute</i>                                     | <div>1.<ul style="list-style-type: none"><li>○</li><li>○</li></ul></div> <div>2.<ul style="list-style-type: none"><li>○</li><li>○</li></ul></div>                                                         |          |
| By 90 Days In Role<br><i>Execution – and when applicable – initiating changes to the status quo</i> | <div>1.<ul style="list-style-type: none"><li>○</li><li>○</li></ul></div> <div>2.<ul style="list-style-type: none"><li>○</li><li>○</li></ul></div>                                                         |          |

# Standard Development Planning and Goal Setting – Beyond First 90 Days

- The goal-setting timeline is usually from January to March for existing employees.
- Following their 90-day onboarding period, new hires should be placed on the track to the right starting the following January.
- This image shows an ideal framework for your goal-setting cycle with your direct report.
- Remember, feedback and open discussions on performance and career development can and should be happening on an ongoing, informal basis year-round.





# Resources

# Manager Resources

[US Employee Handbook](#)

[Talent Lab](#)

[T&E Policy](#)

[Leading NOW Labs](#)

[Individual Development Plan](#)

[Org Manager](#)

[The More We Know Series](#)

[Media Group Town Hall  
Recordings](#)

[LinkedIn Learning](#)

# Opportunities for Your New Hire to Find Connection @ NBCU

## Employee Resource Groups

At NBCUniversal, we celebrate diverse cultures and backgrounds by presenting positive role models, telling diverse stories, commemorating heritage, and fostering dialogue on a variety of platforms. NBCUniversal's Employee Resource Groups (ERGs) serve as unique support networks for employees to further promote an enterprise-wide culture of inclusion, equity, awareness, and respect within the workplace.

Learn more [HERE](#).

## Mosaic Council

A nomination-based employee council that helps drive the strategic cultural vision for the Media Group. Mosaic Council turns employee feedback into action, partnering closely with leadership and Connectors to develop long-term measurable initiatives to advance people-focused goals.

### COMMITTEES:

- Mentoring & Networking
- Recognition
- Community Engagement

### Points of Contact:

[Jillian.Petrera@nbcuni.com](mailto:Jillian.Petrera@nbcuni.com)

[Kieran.Bertram@nbcuni.com](mailto:Kieran.Bertram@nbcuni.com)

## Mosaic Connectors

A volunteer-based group of employees who have a passion for driving day-to-day community activations. Focused on planning weekly and monthly activities and events for the broader teams to utilize.

New members always welcome!

### COMMITTEES:

- Social Engagement
- Wellness
- Inclusion

### Points of Contact:

[Justin.Dobrow@nbcuni.com](mailto:Justin.Dobrow@nbcuni.com)

[mike.brothersjr@nbcuni.com](mailto:mike.brothersjr@nbcuni.com)



**You got this.**