

Orientation for New Employees

HUMAN RESOURCES INFORMATION SERIES FOR SUPERVISORS

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I. New Employee Evaluation Period

New hourly employees are subject to an evaluation period of three months from the date of employment or transfer to a new position. An evaluation form will be presented to the supervisor prior to the completion of this period. During this period the supervisor may initiate action, in the event of unacceptable performance, up to and including discharge without having to issue corrective action notices (this does not refer apply to transferred employees). The new employee evaluation period may be extended for an additional month when necessary. The supervisor must notify the employee in writing of this decision and should consult with Human Resources before taking such action.

II. Department Orientation

Most new employees arrive for the first day of work full of enthusiasm and excitement. This initial interest can either be put to positive use or destroyed, depending on how it is nurtured. The primary goal of new employee orientation is to welcome the employee, provide the needed information and access to resources, and create a positive first impression that will foster pride in the University and in the employee's daily work.

As a supervisor, you are entrusted with the responsibility of welcoming the newest member of your team. To assist you in this endeavor, Human Resources has created an orientation guide. Included in this packet is a checklist for you to use as a tool to achieve the objective of orienting your new staff member. Also, the introduction of the "learning buddy" to the orientation process is enclosed. The learning buddy is responsible for giving assistance to the new employee on an as needed basis.

Upon notification you have hired a new employee, Human Resources will forward the

orientation materials to you. We are asking you to complete the checklist and return it to Human Resources two weeks after your new employee's start date.

III. Human Resources Orientation

Human Resources has modified the orientation schedule for staff employees. Our department will continue to meet with new employees on their first day of work, but it will be a rather brief session of fifteen minutes or so to complete internal paperwork, e.g., the W-4, I-9, etc. The completion of these forms will be required so the new staff member can be paid in a timely manner. We will also provide them with an application for a parking permit and a Royal Card.

All full-time new-hires will be asked to return to Human Resources on the fifteenth or thirtieth of each month to receive a more thorough presentation of University benefits, paid time-off plans, and policy review. Employees will be enrolled in the various insurance programs at that time. If the fifteenth or thirtieth happens to fall on a weekend or holiday, the orientation session will be held on the last work-day preceding the weekend or holiday.

Part-time employees will receive a full orientation on their first day of employment.

There are a number of reasons for this approach to orientation. First, a new employee should spend as much of the first day as possible in his/her department, meeting co-workers and learning about his/her role in the department. Secondly, with the anxiety and anticipation a first day of work often creates, much of the benefit information he/she receives may be easily forgotten. Finally, having scheduled orientation sessions will enable Human Resources to plan more effectively and eliminate redundant sessions.

IV. Mission Orientation

The final ingredient in welcoming employees to the University is introducing them to the values and mission of our institution. Within four to six weeks of their start date, new staff members will be invited to an information session on the University Mission, Multi-Culturalism and Sexual Harassment. These sessions will be informal and will provide attendees with the foundation necessary to effectively serve our students, their families, and members of the University community in a caring manner. Following this program, the President will host a lunch for participants.

Each October, all new full-time staff members gather at the University Conference and Retreat Center at Chapman Lake for the New Employee Orientation Program. This all-day gathering provides the opportunity for new employees to hear presentations from Division Vice Presidents and other department heads.

V. The Orientation Program

Introduction

New employee orientation is not difficult and need not consume a large amount of time. In fact, when done properly, orientation will save time in the long run. A well-planned and executed orientation will result in fewer mistakes and a better understanding of what is expected. Without a well-planned orientation program, new employees are forced to learn on their own. This can be time consuming and inefficient. Often an employee will lack some essential information or receive incorrect or misleading information.

All employees, full-time and part-time, should be oriented. This guide will assist you through the orientation process for a new employee, whether full-time or part-time. You should adapt the activities to suit each new employee. If the employee has not previously worked for The University of Scranton, he/she should complete the entire orientation process. Part-time employees will also benefit from this orientation and should participate.

Goals:

- < Make a positive impression on the new employee
- < Welcome the new employee to The University of Scranton and ensure he/she feels a part of the larger community.
- < Acquaint the new employee with the values, beliefs, goals, and mission of The University of Scranton
- < Provide a general overview of programs and resources
- < Create an environment for meeting other staff members
- < Foster an atmosphere for informal learning
- < Provide the new employee with those resources, including knowledge, which he/she will need to begin his/her new job
- < Lessen the "trial and error" time period in learning a new job
- < Complete required employment paperwork relating to insurance, retirement, payroll, and other benefits
- < Encourage institutional excellence by communicating expectations of quality performance

What the Supervisor Should Do...

Orienting a new employee to his/her job is the responsibility of the employee's supervisor. As the department supervisor, you are responsible for the overall performance of the department; a well-oriented and well-trained employee will contribute to that success.

What the Supervisor Should Do Before an Employee Starts:

Process, not an Event:

Successful new employee orientation is an enthusiastic welcome, full of variety and timely information. Orientation needs to be a process...not just a one day event. Even though other orientations are planned at the University, your role in the department is an ongoing one to ensure that the new employee is assimilated into the University culture and can perform his/her job as soon as possible. There is just too much information to absorb at one time. Adult learning theory tells us we retain information best when we are active participants in the learning, and when we receive the information as we need to use it.

Good First Impression:

You never get a second chance to make a first impression. Orientation is the time to roll out the red carpet. How you do that depends on your department: perhaps an informal social gathering, like coffee and donuts, to introduce the new employee to fellow workers or an announcement memo to all appropriate individuals. It is critical to make a positive impression during this period. If we want new employees to feel pride in their work and in The University of Scranton, then we must show them we have pride as well. Everything that happens the first few days will affect a new hire's perceptions. The quality of orientation is a reflection of an organization as much as any product or service offered. You create a positive perception by being organized and having a planned orientation.

As Soon as Applicant Accepts Offer:

When you plan for success, you are more likely to achieve it. Some key planning elements:

1. Send an internal memo to coworkers announcing the new employee's arrival date and duties.
2. Send the new employee a welcome letter with specific reporting information. **A prototype letter is enclosed.**
3. Clear your schedule. Orientation is not a time to be out-of-town or locked up in meetings. As a supervisor, you are responsible for getting things started during orientation. It is not the responsibility of a secretary or another employee to do your job. They may be involved, but the new

employee should not be assigned to anyone until you have made the initial contact and established a plan for the day.

4. Decide on the expectations of quality performance you want to convey to the new employee. You and other department members control a new employee's expectations. If you expect quality performance and communicate it by word and deed, you increase getting high performance.
5. Prepare job standards.
6. Select a "learning buddy" for the new employee.
7. Decide on the method of orientation: Will you do all of the orientation, or will you assign some responsibilities to the learning buddy? **Use the Department Orientation Checklist as a planning guide.**
8. Plan a meaningful work assignment(s) for the new employee for the first few days.

What the Supervisor Should Do After the Employee Starts:

The First Day in the Department

Make time to meet. Be on time. If you are late for your first meeting, you will communicate being on time is not important. Do everything you can to put the employee at ease. You set the example for everything that happens the first day. What you do or don't do, and what you say or don't say, will be noticed and remembered. The standards you demonstrate will be quickly communicated by your action. Devote as much time as possible on the first day to the new employee.

Assign a meaningful work task to the new employee. Reading stacks of papers or manuals is not a good beginning. Meaningful work may be as simple as using the computer, reviewing files from the previous employee, observing someone doing a task the new employee will be doing, or reviewing documentation pertinent to his/her specific job.

Accompany the employee to lunch. If you cannot, be sure someone else is available to do so.

Close the first day on a positive note. Before leaving, the manager should spend some private time with the employee. Review any progress made on any first day work assignment. Do your best to make a good parting impression.

Remember new employee orientation is a process. Considerable emphasis should be placed on the first day's activities because they are critical. However, the orientation

process will continue over several days or weeks. An employee cannot learn everything in the first day. In your effort to make the new person feel welcome, limit how much information is communicated.

Department Orientation Checklist:

Use the department orientation checklist (enclosed) to ensure necessary orientation progress with the employee and the learning buddy are covered. Complete the checklist within two weeks and return the signed form to the Human Resources Department.

Job Training:

The new employee will need to learn the specifics of his/her individual job. It is up to you to organize and direct this learning. Providing procedure guides and reference manuals, observing an experienced worker, setting up structured on-the-job training, contacting Information Resources, and using a mentoring approach are viable options. You can contact the Human Resources Department for assistance in developing this job-training plan.

VI. Department Orientation Checklist:

(If not applicable, please write N/A)

Supervisor prior to Day 1:

- ___ Contact employee to confirm time, place, start date
- ___ Send letter confirming employment (see attached)
- ___ Announcement memo for new person to department and University community (if appropriate)
- ___ Prepare agenda for day 1 and training schedule
- ___ Make sure office/work area is supplied and in order
- ___ Order appropriate business cards (if appropriate)
- ___ Ask another department member to assist with "learning buddy" or mentoring responsibilities

(Please see attached selection criteria and checklist for "learning buddy" role.)

Supervisor on Day 1:

- ___ Introductions to co-workers
- ___ Introduce to your supervisor and/or vice president
- ___ Arrange for necessary keys
- ___ Explain office opening/closing protocols
- ___ Review use of telephone and voice mail (contact Network Services for training,) arrange for and train on Netscape
- ___ Explain how you want to be notified about absences and tardiness
- ___ Explain office hours, breaks, lunchtime, and vacation scheduling
- ___ Explain department rules (including confidentiality), policies, and procedures
- ___ Inclement weather policy
- ___ Explain time card policies (hourly only)
- ___ Show locations of exits, fire extinguishers, restrooms and evacuation procedures.
- ___ Review job description
- ___ Reporting work-related accidents/illness
- ___ Review safety policies
- ___ Explain how your department interacts with other departments
- ___ Explain committees/meetings to be attended
- ___ Schedule blocks of time to meet with new employee during the first two months
- ___ Spend the end of the day with the new employee to talk about the day

Supervisor by the End of the First Week:

- ___ Progress to date; employee's questions/obstacles
- ___ Job training schedule adjustments, if needed
- ___ Organization chart; different company functions
- ___ Role of department in organization
- ___ Job responsibilities of other department employees
- ___ Department goals and strategic plans
- ___ Travel policy/mileage reimbursement
- ___ Purchasing policies
- ___ On-line purchasing requisition training
- ___ Budget procedures
- ___ Review the University's mission and strategic plan
- ___ Performance appraisal process
- ___ Probation review expectations
- ___ Job performance expectations and evaluations
- ___ Goal setting

Supervisor by the End of the Second Week:

- ___ Progress to date
- ___ Brief review of all first-day and first-week discussion items: Any questions?
- ___ Schedule time for the probationary review

I have received orientation and training on the items checked on the orientation checklist. (Send completed form to Human Resources.)

New Employee

Date

Supervisor

Date

VII. The Learning Buddy's Role:

As the name indicates, a "Buddy" gives personal assistance to the new employee on an as needed basis. The supervisor and the buddy should work closely to determine which department information "the learning buddy" and which information the supervisor will address. Ideally, the buddy will work in the same department as the employee. However, in some situations there may not be an appropriate individual within the same department. In this case, departments with similar functions, or ones located near each other, will need to team up to provide a suitable buddy. The employee's supervisor may serve as the buddy.

Selection Criteria:

The Most Effective Choice for a "Learning Buddy":

- < Has been employed more than one year
- < Is compatible with the new employee in age, education, temperament, etc.
- < Is given time to be accessible to the new employee
- < Has a good performance history
- < Is skilled in the new employee's job
- < Is proud of the organization
- < Is a peer of the new employee
- < Has patience, good communication and interpersonal skills
- < Wants to be a "Buddy"
- < Is a positive role model (well-regarded and accepted by current employees)
- < Has been selected in advance and trained in "Buddy" responsibilities

"Learning Buddy" Functions:

- < Be an information source for the new employee on policies, procedures, work rules, norms, etc.
- < Help the new employee clarify assignments
- < Help the new employee socialize
- < Assist in training the new employee
- < Be a lunch companion
- < Be a tour guide
- < Provide positive feedback and encouragement to the new employee
- < Identify resources
- < Help, temporarily, to sort out priorities for the new employee
- < Provide introductions

"Learning Buddy" Checklist

- ___ Explain where to get supplies
- ___ Identify bulletin boards where information is posted
- ___ Offer to take the new employee to lunch
- ___ Show employee how to use and offer training on equipment (fax machines, phone system, copiers, etc.)
- ___ Explain interoffice and external mail process
- ___ Explain Treasurer's Office procedures such as travel reimbursement and getting invoices paid
- ___ Show work area or office; explain ability to decorate with personal items
- ___ Be available to provide support and answer questions
- ___ Tour of campus with focus on key offices and key contacts (Wolves Den, Estate)
- ___ Show new employee cafeteria, library, Byron Rec Center, mailroom, bookstore, print shop, etc.
- ___ Show break or lunch area within the office area

**VIII. Welcome Letter To the New Non-Exempt Employee
(from the Supervisor)**

[Today's Date]

[Employee's Name]
[Employee's Address]

Dear [Employee's Name]:

On behalf of our entire department, welcome to The University of Scranton. We are looking forward to your joining us as [job title] on [start date] at an hourly rate of [hourly rate]. To help you become more familiar with your new job, I've enclosed a current job description.

You can report to [location] at [time] on your first day of work. Sometime that morning, you will meet with a member of the Human Resources department to complete some required documents. Per federal requirements you will need to produce either: (1) a United States Passport; or (2) a drivers license and a birth certificate or a social security card. If you do not possess these documents, you can inquire about other options by contacting Human Resources at (570) 941-7767. In addition, you will need to provide the date(s) of birth and social security number(s) of any dependents and beneficiaries.

We require all new employees to have their payroll checks deposited directly into their checking or savings accounts, so please also bring a voided check or deposit ticket with the name of your bank, the transit/routing number and your individual account number.

When you arrive in our department, you will have the opportunity to meet your coworkers. I'll also assign you to a "buddy" who will serve as a guide and trainer during your orientation. Your "buddy" can be a helpful resource to answer a number of questions.

We are looking forward to your arrival.

Sincerely,

[Supervisor's Name]
[Supervisor's Title]

encl: job description

VIII. Welcome Letter To the New Exempt Employee (from the Supervisor)

[Today's Date]

[Employee's Name]
[Employee's Address]

Dear [Employee's Name]

On behalf of our entire department, welcome to The University of Scranton. We are looking forward to your joining us as [job title] on [start date] at a bi-weekly salary of [salary] (_____ annualized).

A signed copy of this letter, returned to me, will indicate your acceptance. Please call me at (570) 941-_____ for any additional clarification.

You can report to [location] at [time] on your first day of work. Sometime that morning, you will meet with a member of the Human Resources department to complete some required documents. Per federal requirements you will need to produce either: (1) a United States Passport; or (2) a drivers license and a birth certificate or a social security card. If you do not possess these documents, you can inquire about other options by contacting Human Resources at (570) 941-7767. In addition, you will need to provide the date(s) of birth and social security number(s) of any dependents and beneficiaries.

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When you arrive in our department, you will have the opportunity to meet your coworkers. I'll also assign you to a "buddy" who will serve as a guide and trainer during your orientation. Your "buddy" can be a helpful resource to answer a number of questions.

We hope your decision is to join the University of Scranton community.

Sincerely,

Jane Doe, Manager
University of Scranton

Acceptance: _____
John Doe

C: Human Resources