

HUMAN RESOURCES

Training & Organizational Development

The Manager's Role in New Employee Orientation

The benefits of investing time to properly orient a new staff member into your department are immediate and substantial. It lays the groundwork for a long and rewarding professional relationship with the manager or supervisor and ensures that the employee has the tools needed for success.

Some of the **benefits** include:

- ✓ **Reduced employee turnover**
- ✓ **Improved productivity for the new employee that is more rapidly achieved**
- ✓ **Reduced potential for legal violations, safety violations and penalties for infractions of governmental regulations**
- ✓ **Improved departmental communications**
- ✓ **Reduced organizational costs for retraining, equipment losses, etc.**

Making the first day a positive experience, one in which the new hire feels comfortable, welcome and at ease is an affirmation that they have made the right choice in joining an organization where they can contribute and feel valued.

The following section will outline for you some objectives typically recommended for orienting new employees. You will also find a variety of **checklists** suggesting activities to consider prior to and during the on-boarding process.

Orientation Objectives

Orientations that contain knowledge, skill and attitude objectives have been shown to be more engaging, less boring and attain better long-term results than those focused solely on knowledge. Below are some examples of objectives in all three categories. Use this list to identify objectives you may wish to include in your department's orientation.

Knowledge Objectives

At the conclusion of the orientation, new employees will be able to:

- _____ 1. State the mission of the department/unit.
- _____ 2. Describe the department's vision.
- _____ 3. Identify the department's /unit's key services and primary functions.

- _____ 4. Identify the department's key policies, procedures and rules.
- _____ 5. Identify the key responsibilities of their position and the impact it has on others
- _____ 6. Identify the physical layout of the facility/building including rest rooms.
- _____ 7. Explain the attendance and performance appraisal policies. Also, understand the sick leave and vacation policies and how they accrue and when employees are eligible to receive benefits.
- _____ 8. Identify resources to answer questions as they arise.

Skill Objectives

- _____ 1. Identify, practice and explain safety procedures.
- _____ 2. Efficiently process paperwork (specify).
- _____ 3. Accurately complete time/attendance paperwork or requirements.
- _____ 4. Practice using office equipment correctly (i.e. copy machine, fax etc.).
- _____ 5. Operate the telephone, voice mail, computer etc. correctly.

Attitude Objectives

At the conclusion of the new employee orientation, new employees will:

- _____ 1. Feel welcomed, comfortable and part of the organization.
- _____ 2. Establish a positive relationship with other department staff.
- _____ 3. Make a good first impression.
- _____ 4. Adopt the department's/unit's goals and support its philosophy and vision, (e.g., providing excellent customer service).
- _____ 5. Feel committed to continuous learning to improve performance.

Levels of New Employee Orientation

There are three levels of orientation for the new employee. The first is the **University-wide orientation** conducted by HR staff on the Newark, New Brunswick and Stratford campuses. This includes:

- ★ Welcome to UMDNJ
- ★ General information on the history, mission and composition of the University
- ★ Introduction to the AA/EEO department and the mandatory training course
- ★ Introduction to the office of ethics and compliance
- ★ Public Safety department
- ★ IST department and contacts
- ★ Full benefit orientation

The next level of orientation would be **unit/school specific**. Both University Hospital and UBHC hold extensive programs to acclimate the new employee to the unit. **This initial job training is mandated by JCAHO standards HR 2.10, HR 2.20 and HR2.30 and compliance is required.** In healthcare, this orientation would include the following topics and more:

- ★ Unit's mission and goals (HR2.10)
- ★ Unit's policies and procedures (HR 2.20)
- ★ Facility Tour
- ★ Specific job duties and responsibilities related to fire, safety and infection control (HR 2.20)
- ★ Actions to eliminate, minimize or report risks (HR 2.20)
- ★ Employee communication channels for reporting problems, failures or errors (HR 2.20)
- ★ Programs to provide ongoing in-services and education (HR 2.30)
- ★ Orientation information for adjunct staff, students and temporary employees (*link to "UH's Orientation Information for Adjunct Staff" guide book on UHweb*)

For a complete list, please refer to the JCAHO standards on orientation, training and education (*link to "Comprehensive Accreditation Manual for Hospitals" on UHweb*).

The final level of orientation would be **department specific** and is often best delivered by the new employee's direct supervisor. Sometimes an experienced department employee will assist by acting as a mentor or "buddy" for the new employee for the first week or two.

The following documents are a series of checklists for supervisors. They contain a variety of activities to consider when bringing a new employee on board. We hope they will prove to be valuable tools in planning your new hire orientation. While not every item may apply to every department or every new employee, they may be used to create a customized blueprint for a thorough department specific orientation.

Checklists for the Manager

Prior to the New Employee's First Day

- _____ Send welcome letter confirming reporting time, date, and place.
- _____ Send memo to coworkers announcing new employee's arrival date and duties.
- _____ Make a "who to call" list for the new employee.
- _____ Prepare work area/desk; remove signs of previous employee.
- _____ Have carpet cleaned or office painted, if needed.
- _____ Assemble written materials to provide to the employee (see upcoming list).
- _____ Order supplies.
- _____ Order business cards.
- _____ Order telephone, if necessary.
- _____ Install telephone (or complete change order) and check for functionality.
- _____ Arrange for computer and software installation and check for functionality.
- _____ Consider selecting a "buddy" or mentor for the new employee.
- _____ Coordinate a meaningful first work assignment for the new employee.
- _____ Prepare job standards.
- _____ Arrange for lunch with appropriate person for the first day.
- _____ Schedule necessary training.
- _____ Review other checklists.

First-Day Activities for the New Employee

- _____ Receive a genuine welcome by the supervisor.
- _____ Receive an enthusiastic introduction to coworkers.
- _____ Complete a tour of the building, the work area and location of the rest rooms.
- _____ Receive an overview of the unit, its goals and relationship to the organization.
- _____ Review the dress code.
- _____ Receive a job description, outline of duties, and performance expectations.
- _____ Be assigned and meet with a "buddy."
- _____ Have lunch with coworkers, supervisor, or "buddy," etc.
- _____ Complete any outstanding forms.
- _____ Discuss how to report an absence, sickness or late arrival.
- _____ Review the normal work hours, schedules, lunch times and break times.
- _____ Review the smoking policy and point out designated smoking area.
- _____ Receive information regarding where to park, types of permits, costs, etc.
- _____ Identify how to get supplies.
- _____ Discuss safety procedures, first aid and emergency procedures.
- _____ Obtain keys, locker, etc.
- _____ Complete an initial work assignment.
- _____ Learn how to operate the phone system, voice mail and any telephone procedures.
- _____ Review personal security procedures.
- _____ Learn how to send and receive electronic mail.
- _____ Identify where to get help if they have a problem.

Written Materials for the New Employee

Once the new employee begins work, written resources can help answer many questions. Identify whether a copy of the following resources would be helpful to a new employee in your department.

- _____ Organization/department history
- _____ Mission statement
- _____ Vision statement
- _____ Annual Report
- _____ Written procedural/operations manual if available
- _____ Copy of the dress code policy
- _____ Facility maps
- _____ Newsletter
- _____ List of key people
- _____ Organizational charts
- _____ Safety and emergency procedures
- _____ Job descriptions
- _____ Telephone directory, telephone-equipment operation manual
- _____ Sample forms (purchase orders, performance appraisal)

Topics to Cover with the New Employee During the First Week

- _____ Paycheck schedule and related procedures (i.e. time sheets; time cards etc.)
- _____ Overtime availability
- _____ Holidays, vacation, float days and leave policies
- _____ Job-related skill training including operation of copy machine, fax, etc.
- _____ Computer training
- _____ Travel policies and expense reporting
- _____ Expectations of confidentiality
- _____ Quality programs or standards
- _____ Probationary period
- _____ Where to locate additional University and departmental policies
- _____ Performance reviews
- _____ Discipline process
- _____ Causes for termination
- _____ Personal calls and visitors
- _____ Suggestions

Orientation is an on-going process that doesn't end after the first few weeks. Meet with the employee regularly to ensure that they are becoming assimilated to the job and department. Encourage feedback from the employee and be available to answer questions. It is vital to assess the effectiveness of the department's on-boarding process and look for ways to continuously improve it.

Additional Tools for the Manager

Sample Letters For New Hire Orientation

Welcome letter from the Manager to the New Employee (*link to document*)

New Employee Announcement Letter from the Manager to Staff (*link to document*)

“Buddy” Letter (*link to document*)

Welcome Letter to the New Employee

[Today’s Date]

[Employee’s Name]

[Employee’s Address]

Dear [Employee’s Name]:

On behalf of our entire department, welcome to [Organization’s Name]. We are looking forward to your joining us as a new [job title] on [start date]. To help you become more familiar with our organization, I’ve enclosed a current organizational newsletter. To help you become more familiar with your new job, I’ve enclosed a current job description.

I’ve also prepared your work area for your arrival. When you arrive on [start date], you will have an 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’re all looking forward to your arrival.

Sincerely,

[Supervisor’s Name]

[Supervisor’s Title]

encls: newsletter, job description

New-Employee Announcement To Existing Staff Members

[Today's Date]

[Employee's Name]

[Employee's Department]

Dear [Employee's Name]:

On [start date] we are welcoming [New Employee's Name] into our department as a new [job title of new employee]. Please do everything you can to make [him/her] feel welcome. During an orientation period, [Name of "Buddy"] will be assigned as a "buddy" to [New Employee's Name].

Several of you will be involved in assisting [Name of "Buddy"] in training our new employee to become a productive member of our work team.

Please make a point of welcoming [New Employee's Name] during [his/her] first day on the job.

Sincerely,

[Supervisor's Name]

[Supervisor's Title]

**“Buddy” Announcement to the “Buddy”
Selected to Orient the New Staff Member**

[Today’s Date]

[Name of “Buddy”]

[Department of “Buddy”]

Dear [Name of “Buddy”]:

On [start date] we are welcoming [New Employee’s Name] into our department as a new [job title of new employee]. Please do everything you can to make [him/her] feel welcome. During the new-employee orientation period you will be assigned as a “buddy” to [New Employee’s Name].

The enclosed checklist describes the items you will need to cover with [New Employee’s Name] during the first week.

Please make a point of taking [New Employee’s Name] to lunch during [his/her] first week on the job.

Sincerely,

[Supervisor’s Name]

[Supervisor’s Title]

encl: “buddy” checklist