

ISU NEW

A Supervisor's Guide to the New Employee Welcome Program



**Indiana State
University**
More. From day one.

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What this guide will do for you

The Office of Human Resources at Indiana State University has designed this guide to assist departments, colleges, and supervisors in orienting new employees to their job, duties, coworkers, work environment, and the University. The guide should be used as a reference tool for those individuals most likely to orient a new employee to their work area.

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An Introduction to Indiana State University's **ISU**NEW Program

Congratulations on hiring your new employee! As a supervisor, it is your privilege to help welcome your new employee to Indiana State University!

Most new employees come to Indiana State University full of expectation and enthusiasm. This fresh eagerness can either be nurtured or defeated depending on the first few days and weeks at the University. It is a time when new employees learn and develop perceptions about the University, other employees, their job, responsibilities, and their supervisors. The Office of Human Resources has developed a new employee orientation program, called **ISU**NEW (Indiana State University New Employee Welcome Program) for all exempt and non-exempt staff at Indiana State University.

The purpose of the program is to help promote and guide the employee orientation process by providing the tools, resources, and information necessary to welcome, direct, and train new employees. It is designed to complement existing departmental orientation processes while providing the framework necessary to help employees become productive and confident as soon as possible. Additional orientation processes provided by departments is strongly encouraged, as this guide does not cover departmental or job specific needs, such as an orientation into a specific position.

The **ISU**NEW program is a two-part approach to orienting and developing new employees. The first part of the orientation process is provided by the Office of Human Resources in a full-day session. The sessions are offered regularly during the year for all new non-faculty employees. The session provides employees with an overview of the history, mission, vision, values of the University, employment expectations, and highlights the benefits of being an ISU employee. The employee also receives personal and professional development training on various topics including Sycamore Service, Affirmative Action, and diversity awareness training. It is also on their first day of employment that they are introduced to their new employee **SAMBassador**.

The second part of the orientation process involves the department or area where the employees will be working. They are introduced to their NEW Mentor, coworkers, job duties, and the expectations of the area and department. This guide provides the outline to the departmental orientation process, tools to complete the orientation, and suggestions on how to tailor this program to meet each department's needs.

Both parts of the **ISU**NEW program are important for the employees' successful transition into the Indiana State University campus community and culture. A well-planned and executed orientation will result in a better understanding of what is expected of the employees, supervisors, departments, and University. We hope that you find this guide helpful.

Why Is **ISU**NEW Important?

The benefits to an employee successfully completing the **ISU**NEW program are many:

- Decreased turnover
- Decreased anxiety
- Decreased recruiting and training costs
- Increased productivity
- Increased employee morale
- Increased positive employee commitment

Goals and Objectives of the **ISU**NEW Program

- Welcome new employees to ISU and ensure they feel as if they are a part of the campus community
- Introduce the University's history, traditions, and structure
- Support the University's core values, mission, and vision statement
- Show the importance of each employee's work and how it supports the goals and values of his or her college and/or department within the University
- Answer employee questions
- Introduce and explain policies and procedures
- Provide an opportunity to complete necessary paperwork
- Provide information on employee benefits and incentives
- Relieve employee anxiety while helping him or her become productive
- Form a basis for a long-term, positive, and mutually beneficial working relationship

Five Steps of the **ISUNEW** Program

The **ISUNEW** involves five important steps, starting with hiring a new employee and ending with he or she receiving continuous feedback from the supervisor to ensure success and employee engagement in the workplace. More information on each step is provided throughout this guide.

1. The Employee Is Hired

The hiring department will work with the recruiter in the Office of Human Resources to determine a start date for the new employee. The Office of Human Resources prepares for the anticipated arrival of the new employee by preparing and delivering the following documents:

- Employee offer letter
- Background check authorization
- Employee orientation welcome letter
- Assigns a new employee **SAMBassador**

2. Department Pre-Arrival Preparation

Before the employee arrives, the hiring department plans for the new employee's first day of work. The Office of Human Resources prepares hiring departments for orientation using the following documents and processes, in conjunction with their own orientation process:

- Department welcome letter
- Assign a NEW Mentor
- Checklists

3. "This Is Day One"

- Full day orientation in HR
- Lunch with new employee **SAMBassador**
- Introduction to benefits

4. Department Orientation

- Introductions to NEW Mentor and co-workers
- Review of department policies, procedures, and rules
- Understand key responsibilities of their position
- Orienting and becoming a part of the department

5. Monitoring Employee Success and Engagement

- Introductory period evaluation
- Completion of mandatory training
- Feedback and recognition

1. The Employee Is Hired

Hiring a new employee is the most important step in any orientation; without a new employee, there would be no orientation! During the hiring process, the recruiter in the Office of Human Resources works closely with hiring department to determine a new employee's start date.

- The hiring department and/or search committee forwards their interview recruitment summaries to the recruiter
- After this information has been reviewed and the selection approved, the recruiter coordinates the start date with the hiring department
- The recruiter extends or verifies an offer of employment and prepares the offer letter and background check authorization

2. Department Pre-Arrival Preparation

Once the start date of the new employee is determined, the Office of Human Resources can help the hiring department prepare for and orient its new employee. We recommend the following:

Prepare a Department Welcome Letter

A welcome letter helps new employees feel wanted and welcomed. This letter is prepared for the supervisor's signature informing the new employee of his or her start date and tips to prepare for the first day at Indiana State University. See [Appendix A](#) for an example of a department welcome letter.

Prepare a New Employee Announcement

When a new hire is welcomed on board, it may be appropriate to make a new hire announcement so that other employees and pertinent departments can be aware of the new face in the department. See [Appendix B](#) for an example of a new employee announcement.

Department Orientation Checklists

The department orientation checklists are designed to assist departments in completing an employee's orientation. For departments creating new programs, the checklists provide an outline to help build an effective orientation program. For those areas with existing orientation programs, the checklists are available as a "check and balance" for important information and processes.

The department orientation checklists describe three distinct phases of the orientation process:

1. Department Pre-arrival Preparation ([Appendix C](#))
2. Department Orientation ([Appendix D](#))
3. Monitoring Employee Success And Engagement ([Appendix E](#))

The phases are designed to provide employees with relevant and necessary information in a manner that isn't overwhelming or confusing, and assist in fostering a long term employment relationship with Indiana State University.

The checklists contained throughout this guide are information and activities that your department may want to cover with the new employee during the orientation process. Not all of the information listed below is applicable to every position or job at ISU.

3. “This Is Day One”

On the first day of employment at Indiana State University, the new employee is welcomed by the Department of Human Resources. He or she will be required to attend “This Is Day One,” which is a full-day orientation session to learn about the University culture, resources and other information. In addition, the employee will have an opportunity to attend a benefits orientation, as well as individual consultation with a benefits coordinator in the Office of Human Resources. Below is a general outline (tentative schedule) of the day’s activities.

- 8:30 A.M. Welcome**
- 8:45 A.M. History/Mission/Vision/Values/Sycamore Service**
- 9:45 A.M. Employee Relations Curriculum**
- HR Web Tour/MyISU
 - Policy and Procedure Highlights (including, but not limited to)
 - General Working Hours
 - Weather Guidelines
 - Smoking Policy
 - Drug Free Workplace
 - Computer Usage Policy
 - Introductory Period
 - Progressive Discipline
 - Safety on Campus
 - FMLA and Workers Compensation Overview
 - Staff Council and Grievance Process Overview
 - Introductory Period and Annual Performance Review Process
- 10:30 A.M. Break**
- 10:45 A.M. Affirmative Action/Diversity**
- Sexual Harassment Prevention Training
 - Diversity Awareness
- 11:45 A.M. Employee Incentives (including but not limited to)**
- Access to the Student Recreation Center
 - Student and Dependant Tuition Fee Waiver
 - Athletics Ticket Discounts
 - Staff Council Discount Program (Quirks and Perks)
 - Extended Holiday Break
- 12:00 P.M. Lunch—Sycamore Towers (HR/*SAMBassadors*)**
- 1:00 P.M. Campus Tour (HR/*SAMBassadors*)**
- 1:30~2:00 P.M. Staff Benefits**
- 3:30 P.M. Payroll**
- 4:00 P.M. Wrap-up**

4. Department Orientation and Onboarding

Everything that happens during the first few days will affect the new employee's perceptions of the University, job, supervisor, and co-workers. The hiring supervisor and NEW Mentor each play a vital role in helping the employee become acquainted with the University and department, understanding his or her position description and job requirements, and complete University requirements.

Department Orientation Objectives

At the conclusion of department orientation (approximately 1 month after the start date), the new employee will be able to:

- Identify the department's key services and primary functions
- Identify the department's key policies, procedures, and rules
- Identify the key responsibilities of the position and the impact it has on others
- Identify, practice and explain emergency and/or safety procedures
- Feel welcomed, comfortable and part of the department

Roles and Responsibilities

Hiring Supervisor: The most important person to an employee is his or her supervisor. In fact, conflict with one's supervisor is the key reason people voluntarily leave their jobs. The supervisor is in the best position to help the new employee feel welcomed from the beginning and start off on the right foot.

NEW Mentor: The employee's first few days are filled with anxiety and uncertainty. The NEW mentoring relationship allows the new employee to quickly connect to a peer in a non-supervisory setting while helping the employee become acquainted to the department and University in an informal capacity. A NEW Mentor is someone who will serve as a good role model to the new employee and is familiar with the day-to-day operations of the department. If the supervisor desires, the NEW Mentor can also serve as the new employee's trainer. The NEW Mentor should be assigned by the supervisor prior to the new employee's arrival.

Suggested Activities of a NEW Mentor Include:

- Showing and guiding the new employee through the MyISU Web site
- Introduce the new employee to others in the department and staff members across campus with whom he or she may have frequent interactions or working relationships
- Tour the campus or department facilities, including meeting rooms, copy machines, break areas, restrooms, and vending areas
- Explain office/department customs such as how birthday and special events might be recognized, office socials, etc.
- Share such insider hints as the title or name a supervisor may prefer, always do "this," or never do "that"
- Go to lunch together

See [Appendix F](#) for an example of the NEW Mentor checklist.

4. Department Orientation and Onboarding *continued*

SAMBassador: a new employee often needs someone to help him or her learn about the University culture. A **SAMBassador** offers encouragement, shows support for the University and its mission, and serves as a positive role model. The new employee will meet their **SAMBassador** on their first day of work. The **SAMBassador** will be assigned by the Office of Human Resources.

The purpose of and the activities of the **SAMBassador** may include:

- Giving the new employee a personal connection to someone in the University who can help advise him or her
- Providing a friendly contact to ask questions that often arise during the first few weeks of employment
- Meeting the new employee for lunch the first day
- Serving as a contact and follow-up with the new employee for the first one to three months to help him or her become acclimated
- Helping lessen the initial confusion and uncertainty faced by most new employees
- Showing the new employees around campus and introducing him or her to other employees

5. Monitoring Employee Success and Engagement

Department orientation does not end after the first month of employment; it's an ongoing process. To achieve orientation success, departments should use strategies that focus on the long-term assimilation of an employee. Some key indicators of employee engagement are job satisfaction, retention, and pride in the University. Please keep in mind that it is important to model the kinds of behaviors you would like to instill in your employees.

Completion of mandatory training

Safety training requirements are based on federal, state, and ISU regulations. Supervisors should ensure that their employees are completing any mandatory training required of their position. This may include bloodborne pathogens awareness, hazard communications, fork truck safety, lockout/tagout, fire extinguisher usage, spill prevention and control, etc. Please contact the Office of Environmental Safety for more information.

Any employee who is required to drive a University vehicle must complete the defensive driving course offered by the Office of Risk Management.

An employee is required to complete the online sexual harassment prevention and preventing employment discrimination modules within the first 30 days of employment. These can be found on the Affirmative Action Web page.

New employee survey

Employee engagement is partially determined by the new employee's treatment and orientation during the first 60 days of employment. The new employee survey allows for the monitoring of new employee satisfaction and collecting information about their concerns early enough to allow improvement in the orientation, training and acclimation to the University's culture.

After the first 60 days of employment, the employee will be asked to schedule an appointment with the Office of Human Resources in order to complete the new employee survey.

Introductory period (90 day) evaluation

The contributions made by each of us are key to the success of our University. Performance evaluations play a significant role in providing a framework for professional development and recognition of the quality of work performed by employees. Ideally, the performance management process continues throughout the year with regular communication and feedback between the supervisor and the employee. Doing so encourages a higher level of performance. The supervisor should ensure that the performance evaluation is clearly communicating performance standards, roles, responsibilities, and expectations to the employee.

The supervisor should introduce the employee to the performance management system and ensure completion the introductory period performance appraisal after the first 90 days on the job.

5. Monitoring Employee Success and Engagement *continued*

Professional development opportunities

As a supervisor, you play a key role in career development at Indiana State University. Encouraging your employees to reach their career goals not only makes individuals' work lives more satisfying, but also helps ensure the University's continued success. By encouraging professional development, you can motivate your employees to achieve their best work, which in turn may increase their contributions to your department and help you reach your own goals.

As a supervisor, you can encourage your employees to pursue career development opportunities and support their continued professional growth. Please contact the training and development area in the Office of Human Resources for more information.

Other ways to ensure employee success

- Continue providing feedback
- Establish an employee recognition system for the employees in your department
- Encourage the employee to take advantage of the community service opportunities
- Have an open-door policy and encourage employee to share any ideas that he or she has for improving the operations, strategy, or culture of the department

See [Appendix G](#) for an example of the Monitoring Employee Success and Engagement checklist.

Appendix A

New Employee Welcome Letter Example

December 1, 2010

Sycamore Sam
5555 Sycamore Lane
Terre Haute, IN 47809

Dear Mr. Sam:

On behalf of our entire department, welcome to Indiana State University! We are looking forward to your joining us as a *new job title* on *start date*.

When you arrive on *start date*, you will have an opportunity to meet your co-workers. I have also assigned *NEW Mentor name* to be your NEW Mentor (New Employee Welcome Mentor). *He/she* will serve as a guide and trainer during your orientation into the department. Your NEW Mentor can be a helpful resource to answer any questions you may have.

We're all looking forward to your arrival!

Sincerely,

Super Supervisor

Appendix B

New Employee Announcement Example

E-mail Or Memo

To: Department A, Department B, and Department C
From: Super Supervisor
Date: December 1, 2010
Re: New Employee Announcement

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 orientation period, *name of NEW Mentor* will be *new employee's name* NEW Mentor. Some of you may be involved in assisting *name of NEW Mentor* 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.

Appendix C

Checklist 1: Department Pre-Arrival Preparation

Employee Name	Title
Start Date	Department
Supervisor	Completed By

Supervisor instructions: Please mark off (or date) each item after it has been completed. The following list contains information and activities that your department *may* want to cover with the new employee during the orientation process. Not all of the information listed below is applicable to every position or job at ISU.

1. _____ Work with the Office of Human Resources to complete the department welcome letter. The letter should include the following information:
 - Reporting information
 - Suggested attire for the first day of work
 - Directions to the work area and designated parking lot
 - NEW Mentor name
2. _____ Appoint a NEW Mentor for the new employee and inform the mentor of what will be expected of him or her in that role (see NEW Mentor section on page 7).
3. _____ Plan your schedule to greet and spend quality time with the new employee during their first week of work.
4. _____ Arrange the appropriate office/desk/work station setup, including the following:
 - Locker/personal storage area
 - Keys and security codes/passes (Facilities Management x8192)
 - Remove/add furniture (Facilities Management, x8142)
 - General office supplies
 - Phone and voicemail (Telecommunications, x8000)
 - Long distance code (Telecommunications, x8000)
 - E-mail and 991 number (Human Resources, x4149)
 - Nameplate for office door (Facilities Management x8192)
 - Business cards (Complete form on Marketing and Communications site)
www.indstate.edu/commar/oi_stationery.htm
 - Procard (Purchasing x3600)

Appendix C

Checklist 1: Department Pre-Arrival Preparation *continued*

5. _____ Arrange the new employee's work area so they have important documents, information and files (if applicable), including the following:
 - Copies of any pertinent reports or lists (department/office phone and e-mail list, etc.)
 - List or schedule of the employee's first day activities, including pertinent names and locations

6. _____ Inform the staff and other pertinent departments of the new employee's arrival and specific job responsibilities (See [Appendix B](#))

Appendix D

Checklist 2: Orientation and Onboarding

Employee Name	Title
Start Date	Department
NEW Member	Completed By

Supervisor instructions: Please mark off (or date) each item after it has been completed. The following list contains information and activities that your department *may* want to cover with the new employee during the orientation process. Not all of the information listed below is applicable to every position or job at ISU.

1. _____ Welcome and introduce the new employee to the department staff
 - NEW Mentor
 - Supervisor
2. _____ Review any department policies and procedures, which may include the following:
 - Department employee handbook
 - Ordering supplies
 - Emergency procedures
 - In-going and out-going mail system
 - Work travel or trips
 - Department Procards
 - Required meetings and general attendance requirements
 - Corrective discipline
 - Work hours, lunch and break schedules
 - Time keeping
 - Requests for time off and reporting illness
 - Dress code
3. _____ Review the new employees job responsibilities and expectations, which may include the following:
 - Overview of the job duties and job description
 - Outline of expectations for the new employee
 - Departmental goals and individual goals
 - The performance appraisal process
 - Department organizational chart

Appendix D

Checklist 2: Orientation and Onboarding *continued*

4. _____ Ensure that the new employee has obtained the following:
 - Keys, security codes, passes
 - Staff ID card
 - Parking tags
 - Procard
 - Computer access to all relevant programs, including e-mail passwords
 - Necessary office supplies, including business cards
 - Department contact list and e-mails
 - Registered or completed for required training (defensive driving, environmental safety, etc.)
 - Enrolled in health benefits within the first 30 days of employment

5. _____ Ensure completion of the online Sexual Harassment Prevention and Preventing Employment Discrimination modules within the first 30 days of employment. These can be found on the Affirmative Action Web page.

Appendix E

Checklist 3: NEW Mentor Checklist

Employee Name	Title
Start Date	Department
NEW Mentor	Completed By

NEW Mentor instructions: Please mark off (or date) each item after it has been completed. The following list contains information and activities that your department *may* want to cover with the new employee during the orientation process. Not all of the information listed below is applicable to every position or job at ISU.

1. _____ Make contact with the new employee and introduce yourself.
 - Inform the employee what a NEW Mentor is and what your responsibilities will be.
2. _____ Introduce the new employee to others in the department and staff members across campus with whom he or she may have frequent interactions or working relationships.
3. _____ Tour the campus or department facilities, including meeting rooms, copy machines, break areas, restrooms, and vending areas.
4. _____ Explain office/department customs such as how birthday and special events might be recognized, office socials, etc.
5. _____ Provide such tips or hints as the title or name a supervisor may prefer, always do "this," or never do "that."
6. _____ Ask other employees in the area to take the new employee to break and lunch during the first week of work. Suggest places available for breaks and lunches. Explain use of campus eating facilities.
7. _____ Tell where and how to enter the premises, including an explanation of after-hours procedures.
8. _____ Provide training as directed by the supervisor.

Appendix F

Checklist 4: Monitoring Employee Success and Engagement

Department orientation does not end after the first month of employment; it's an ongoing process. To achieve orientation success, departments should use strategies that focus on the long-term assimilation of an employee. Please keep in mind that it is important to model the kinds of behaviors you would like to instill in your employees.

Employee Name	Title
Start Date	Department
Supervisor	Completed By

Supervisor instructions: Please mark off (or date) each item after it has been completed. The following list contains information and activities that your department *may* want to cover with the new employee during the orientation process. Not all of the information listed below is applicable to every position or job at ISU.

1. _____ Meet with the employee and review observations, issues, and priorities.
2. _____ Continue to clarify roles, responsibilities, and expectations as needed.
3. _____ Ensure that mandatory training has been completed (sexual harassment prevention, environmental safety requirements, defensive driving, etc.)
4. _____ Establish a plan for professional development and encourage contact with the training and development area in the Office of Human Resources.
5. _____ Follow up with NEW Mentor to review any concerns or needs.
6. _____ Ensure that the employee has scheduled a meeting to follow up with Human Resources after the first 60 days on the job.
7. _____ Introduce the employee to the performance management system and complete the introductory period performance appraisal after the first 90 days on the job.
8. _____ Set individual development goals.
9. _____ Encourage the employee to participate in community service opportunities.

Appendix G

Checklist 5: New Employee Checklist

It is Indiana State University's goal to make your transition into your new position a smooth and easy one. There are many things to learn, many people to get to know, and a lot of new information that needs to be absorbed. We hope that this checklist will help you with that transition. Welcome to Indiana State University!

Employee Name	Title
Start Date	Department
Supervisor	Completed By

1. _____ Complete all new hire paperwork (will complete at NEW orientation).
2. _____ Obtain the proper staff identification and parking permits from Public Safety.
3. _____ Receive keys or access cards you need for your work area from your supervisor.
4. _____ Receive long distance code from your supervisor or by contacting Telecommunications.
5. _____ Apply for Procard if making purchases for the department by contacting purchasing.
6. _____ Meet with staff benefits and enroll in the programs of your choice within 30 days of your official date of hire.
7. _____ Complete online course on Sexual Harassment and Preventing Employment Discrimination prior to completing 30 days of employment. This can be found on the Office of Affirmative Action Web page.
8. _____ If your job duties require access to any University administrative systems (KRONOS, Banner, Access) find out if access has been requested and if you have been scheduled for training.
9. _____ If you are required to drive a University vehicle, ensure that you have enrolled in the defensive driving course by contacting Office of Risk Management.
10. _____ Safety training requirements are based on federal, state, and ISU regulations. Ask your supervisor or contact Environmental Safety if you are required to receive training on bloodborne pathogens awareness, hazard communications, fork truck safety, lockout/tagout, fire extinguisher usage, spill prevention and control, etc.

Appendix G

Checklist 5: New Employee Checklist *continued*

11. _____ Log on and explore MyISU (pay stub information, directory information).
12. _____ Make contact with your NEW Mentor.
13. _____ Follow up with your **SAMBassador**.
14. _____ Schedule an appointment to meet with Human Resources after the first 60 days of employment.
15. _____ Complete the introductory period evaluation after 90 days of employment.