

TO: Library Administration
FROM: Employee Development Group
RE: New Employee Orientation Program
DATE: 30 July 2002

Attached is a list of the components we recommend for inclusion in the orientation process for all new employees. Some of these are already in place, but we felt it was important to reiterate them here. The document takes the form of a checklist, as this was the simplest way to present the information, but items are not necessarily listed in order of importance or chronology within each category. Human Resources staff have reviewed the checklist and completed the basic work of specifying who is responsible for what (i.e., human resources staff, supervisor, etc.); the group feels it is their purview to further develop the document into a working checklist.

The group has also attached a supplemental list of components that need to be part of the orientation process for new faculty. This document has been reviewed by the Faculty Concerns Committee, and their suggestions have been incorporated.

Finally, general issues for consideration have been included, along with selected documentation from the library literature and the group's working bibliography on the topic.

Library Orientation for New Employees

Employee: _____ Appointment Date: _____

A. Before Employee Starts Work:

1. For all employees:

Supervisor:

- ' Confirm the employee's appointment date. Inform the Library Human Resources Office. (Mondays are preferred start dates so that the new employee receives university orientation materials and can make important timely decisions about insurance.)
- ' Establish work schedule with employee. Inform the Library Human Resources Office.
- ' Inform employee of appropriate apparel for the first day. This will vary depending on the department. Also inform the employee of the "no scents" policy that the library enforces.
- ' Tell employee to consider bringing a sweater.
- ' Plan how you will welcome the new employee. For example, assign a co-worker to assist in finding the way around and answering questions.
- ' Make arrangements for someone to accompany the employee to lunch on the first day if the new employee so desires.
- ' Prepare the employee's work area:

What basic desk supplies will the employee need (paper, pencils, pens, stapler, etc.)?

What computer needs will your employee have? Need particular software applications such as WordPerfect, Microsoft Word, Quattro Pro, or other? If your employee will need training on any computer applications, contact Computing Services at 575-2905 with questions or to register for short courses.

- ' Inform the employee of his/her new phone number.

Library Human Resources Office:

- ' Process the employees' Applicant Worksheet Recruitment Summary Form and Vacancy Notification Form.
- ' Send a letter of offer to new employee and cc supervisor. The letter of offer should include, at minimum, the title of the position, the employee's starting date, the monthly and annual salary, a general statement of duties, the employee's regular work schedule, the name and title of the individual to whom the employee is to report, supervisor contact information, a statement that specific performance standards will be developed within thirty days of beginning employment, and a copy of the position posting.

2. Additionally, if employee is new to CAMPUS:

Supervisor:

- ' Instruct the employee to bring social security numbers and birth dates of family members for insurance purposes.

Library Human Resources Office:

- ' Enroll the new employee in university orientation.
- ' Send letter discussing the employee's first day logistics. Items to be addressed should include parking arrangements, university orientation schedule, I-9 documents, and where and when the employee should report to work. Enclose the following items:
 - ' Visitor's Guide
 - ' Temporary faculty/staff parking permit (1 day) for the employee's first day
 - ' Letter to Parking & Transit authorizing the employee to purchase a faculty/staff parking permit
 - ' Red "Welcome Packet".

3. If employee is new to the LIBRARY, Library Human Resources sends:
 - ' Letter discussing the employee's first day logistics. Items to be addressed should include I-9 documents and where and when the employee should report to work. Enclose the Blue "Welcome Packet".

B. **On the First Day:**

Supervisor:

- ' Welcome the employee when he or she arrives at the work site. Make sure to get the spelling and pronunciation correct.
- ' Tell the new employee how you, as supervisor, wish to be addressed.
- ' Ensure that the employee has a safe place for personal belongings.
- ' If the employee is new to campus, verify that she or he received the 1-day parking permit and address any questions or difficulties about parking. If the employee needs an additional 1-day permit, contact the Library Human Resources Office (LHRO).
- ' Provide an overview of the first day's activities.
- ' Take employee to LHRO for completion of all personnel forms.
- ' Escort the employee to New Employee Orientation if he/she wishes. (This will normally be scheduled for the employee's first day.)
- ' Show the employee locations of restrooms, dining facilities, break areas, refrigerator, first aid, supplies, fire exits, and employee entrances.
- ' Discuss hours of work and the lunch and break time schedule. During the course of an eight hour work day library practice provides employees a fifteen minute rest period for every four hours worked. The breaks cannot be used to make up time (i.e., the employee may not leave early by saving up the fifteen minutes). These breaks cannot be combined to make a longer lunch period.
- ' Tell the employee how and to whom to report absences, illnesses, and emergencies. Review attendance policies pertinent to your department. Review vacation and sick leave accrual.
- ' Review the forms to document time (Vacation/sick leave report, Weekly time sheet, etc.)
- ' Review library policies on food and drink, headphones, and the use of scented products.
- ' Provide the employee with your department's campus mail address, local address, and phone number.
- ' Provide employee with the URL for the orientation manual ([HTTP:// _____](http://_____)). Point out information about the Libraries' policies, organization, hours and current phone list, as well as the department's own Web site (all on StaffWeb). Also provide the employee with the URL for the University's holiday calendar (<http://hr.uark.edu/forms/DownloadForm.asp?FormName=HolidaySchedule>).

- ' Take the employee on a departmental tour. Make introductions to other employees. Be sure to pronounce the name correctly before introducing to others.
- ' Provide basic info on library systems.
- ' Complete computer access forms provided by LHRO, and submit to the Systems Department.
 - ' If the employee is new to the campus, an e-mail account will be established when the PSB transaction to hire is approved. But will this person use the file server or need login ID? Complete a Computing Services Account ID Request Form and/or University Libraries Network Access Authorization form as applicable.
 - ' Apply for InfoLinks login/password (if applicable). Complete "Authorization for InfoLinks Function" form.
 - ' Apply for OCLC authorization (if applicable). Contact serials supervisor Molly Moore.
- ' Will this employee need business cards? Complete a Printing Request form. Submit forms to the Dean's Office.
- ' Request security code for motion detection security system (if applicable). Contact facilities coordinator Sheri Gallaher.
- ' Will the employee need keys to your office or building? Contact facilities coordinator to determine which keys the employee will need. The facilities coordinator completes a Key Authorization card, obtains supervisor's and associate dean's signatures, submits a copy to LHRO for the employee's personnel file, and gives completed card to employee [This is subject to change.] The employee will take the completed Key Authorization card, along with a picture ID, to the Physical Plant Key Office customer entrance located on Mitchell Street.
- ' Ensure that the employee has submitted his signed letter of offer to LHRO.
- ' Review questions and concerns of employee.

Library Human Resources Office:

- ' Send the four computer access authorization forms to supervisor for completion.
- ' Ensure that the employee completes all applicable personnel forms including I-9, Acknowledgment of University Policies, W-4, Direct Deposit, Personnel Data Form, Library Code of Computing Ethics, and Faculty/Staff I.D. Card Authorization. In addition, the employee will submit his/her signed letter of offer to LHRO.
- ' Ensure that the employee understands that the LHRO is a confidential, neutral office should the employee have any complaints or concerns.
- ' Inform employee of procedure for obtaining university ID. If the employee is new to campus, the university ID number will not be assigned until the Friday evening following the approval of the PSB transaction.
- ' Contact supervisor to determine what telephone services the employee will need.
 - ' If a WATSBOX authorization is needed, LHRO submits authorization letter to library budget officer Chyrel Banks for approval and forwards approved letter to Telephone Services.
 - ' If the employee needs access to voice mail, LHRO calls the university operator to activate the employee's voice mail and then gives the supervisor procedures for the employee to set up his/her voice mail.
- ' Complete the PSB transaction to hire.
- ' Email the supervisor (cc facilities coordinator) to contact the facilities coordinator to determine which keys and desk/door signs the employee will need.

C. **During the First Week:**

Library Human Resources:

- ' After employee's e-mail account is established, make in-house announcement of new employee's arrival date, position title, working title, department, phone number, and e-mail address.
- ' Explain the university and library policies on taking classes.
- ' Add the employee to the library listserve, library and campus directories, and library faculty/staff labels.

Supervisor:

- ' Allow time for employee to organize work area, set up voice mail, read orientation materials, etc.
- ' Give the employee a copy of his or her job description and review your performance expectations. Discuss the performance evaluation system you will use to rate performance. Inform the new employee the annual evaluation for classified employees is to be done between Jan. 15 and March 15. Library faculty annual reviews are due ____.
- ' For classified staff, prepare and sign off on evaluation standards using "Performance Evaluation Plan Rating Form." (The form is available from the campus human resources web site at: <http://hr.uark.edu/forms/DownloadForm.asp?FormName=PerformanceEvaluation>).
- ' Explain the function and mission of your department and why the employee's job is important.
- ' Explain departmental statistics forms and who receives them and when.
- ' Discuss possibility of keeping a work log.
- ' Give the employee information about what to do if a problem arises.
- ' Tell the employee to report on-the-job injuries to you immediately, so that appropriate Workers' Compensation processes can be initiated. Inform employee that non-emergency minor job injury care will be provided by the University Health Center during regular clinic hours. The Arkansas Occupational Health Clinic will provide care for all other non-emergency job injuries. Arrangements for care will be made by you. Contact LHRO as soon as possible.
- ' Train the employee in U of A telephone procedures (including voice and electronic mail) and the importance of being professional and courteous.
- ' Make sure he or she has campus and local phone directories or knows where to locate them.
- ' Review the policy on disciplinary action for violation of rules. Be sure the employee did receive a copy of the Staff Handbook at New Employee Orientation. Provide the employee with the URL for the Staff Handbook (<http://hr.uark.edu/general/staffhandbook.asp>).
- ' Review patron confidentiality policies.
- ' Review library evacuation procedures, including location of posted escape routes. Also review inclement weather policy.
- ' Explain the departmental policies on taking classes. Provide the employee with information about training opportunities (including employee development classes, computer skills training, and safety training) and the schedule for any training you may have already arranged for the employee. If you need more information, contact LHRO. Identify, where appropriate, subject-matter experts in key areas useful to the employee. Provide URL for subject specialists (<http://libinfo.uark.edu/info/specialists.asp>).
- ' Explain procedures for ordering supplies.
- ' Provide employee with access code for staff lounge area (and other areas as appropriate).
- ' If applicable, explain schedule of regular meetings employee will be expected to attend.
- ' Have the Welcome Wagon group contact the employee and invite to lunch.
- ' Get employee added to departmental listserves and routing list. If applicable, also add him/her to the departmental telephone tree.

Review questions and concerns of employee at the end of each day. (And consider passing on concerns and/or suggestions to the Employee Development Group for inclusion in the orientation process).

Other: _____

D. **Week Two and Later:**

Provide employee with a tour of the library and branches. Whenever possible, it should be arranged so that employees in the various departments/branches are on hand to explain their goals, what they do, etc.

Follow the life of a book (getting it to the shelves and getting it to the patron).

On a quarterly basis (or when we have 4 or so new employees) schedule a lunch/coffee break for new employees and Administration. This will be an informal time for getting to know each other, question-and-answer, etc.

Explain Circulation and Interlibrary Loan policies for employees.

Have employee complete in-house new employee training sessions: [this list is under development and may or may not include outside classes]

Intro to the University Libraries—basic history/overview of Mullins and branches, mission statement, organizational chart and functions of the various divisions/departments, policies, general expectations for all employees, etc. (required)

InfoLinks: An Introduction (Parts One and Two) (required)

Supervisor training (required if applicable). Note: When an existing employee transfers to a new position or is assigned new responsibilities that involve supervision, that employee should attend supervisor training.

“LC Made Easy” training program, which explains the LC classification system (as needed).

General preservation education [if Lora recommends implementing such a program].

Other: _____

Assess employee’s basic computing skills and evaluate further training needs. Note sessions you would like your new employee to attend (i.e. if needed): [this list is also under development]

Intro to Windows 2000

E-mail

Word processing

Spreadsheets

Other: _____

Schedule a discussion of employee’s work station with library facilities coordinator. (Is the work station arrangement appropriate for that individual?) As appropriate, the coordinator should schedule an ergonomic consultation/presentation.

If appropriate, have employee attend fire extinguisher training and/or hazard communication (HAZCOM) training.

Inform employee about and/or introduce employee to other contacts, both inside and outside library (people they need to know in course of work).

Provide employee with information about the Employee Assistance Program (EAP).

Give employee a copy of the brochure “Guide to Collections and Services.”

Explain availability of in-house laptop computers (and why employees may not check out Computing Services laptops).

Invite employee to the monthly new employee luncheon [to be developed].

- ' Draft short intro/bio for the employee newsletter [if reinstated].
- ' Enroll employee in Mentoring Program [under consideration].
- ' Discuss purpose and composition of the Staff Concerns Council [if reinstated—both faculty and staff need to know this info].
- ' Explain availability of library meeting rooms (Room 486, 472B, 104, 107, Technical Services Conference Room, etc.) and procedures for reserving them.
- ' Review travel policies and procedures.
- ' For all library employees, provide information on “Disclosure of Potential Conflict of Interest and Commitment”. For faculty and non-classified staff, provide information on “Prior Approval of Outside Employment” (Academic Policy Series 1450.10)
- ' On anniversary date, send employee’s name to newsletter editors [if reinstated] for recognition of service.

Additional Procedures for New Faculty

Employee: _____ Appointment Date: _____

- ' In conjunction with supervisor, develop within first thirty days annual statement of assigned duties and goals for the three areas of performance, scholarship, and service. Submit original signatures to LHRO for processing.
- ' Review procedures and schedule for annual review.
- ' Explain tenure and promotion process. According to the Faculty Handbook, an initial appointment of one-half year (academic or fiscal) or less will not be included in the probationary period for tenure.
- ' Provide URL for current Faculty Handbook (<http://pigtrail.uark.edu/pubs/facultyhandbook/>)
- ' Meet with Faculty Concerns Committee (FCC) to discuss:
 - ' FCC charge and composition
 - ' Schedule of faculty meetings
 - ' Library calendar
 - ' Personnel document and general expectations for scholarship and service. (The supervisor will also have covered this, but it will be helpful for the new faculty member to receive different perspectives.)
 - ' Various library faculty committees
 - ' American Association of University Professors (AAUP)
- ' Have employee attend campus New Faculty Orientation. This program is sponsored by the Teaching and Faculty Support Center (<http://www.uark.edu/misc/tfscinfo/TFSC.html>), which also offers other programs such as the New Faculty Learn About Arkansas Bus Tour.
- ' Discuss guidelines for submitting grant proposals [Janet is working on?]
- ' Provide information about resources for research such as:
 - ' Research and Sponsored Programs (<http://www.uark.edu/admin/rsspinfo/>)
[Contact Janet Parsch first.]
 - ' Center for Statistical Consulting (<http://www.uark.edu/misc/statlab/>)
- ' Discuss policy for sabbaticals (“Off-Campus Duty Assignments.”)
- ' Have library Committee on Committees representative contact new faculty member about service on campus committees. (The COC usually meets in April or May.)
- ' Provide new faculty member with information about membership and service in the Arkansas Library Association and ArkLink.

I have reviewed the above items with this employee.

Supervisor signature

Date

Employee signature

Date

Received by Library Human Resources Office

Date

To be returned to the Library Human Resources Office when completed.

General Considerations for the Proposed Orientation Program

1. The literature suggests having an individual coordinator for the program (see Davis (1994), pp. 24-26, attached as Appendix A). Would we have a coordinator? Would this person be someone in Human Resources? What responsibilities and level of authority would this individual have? How would he or she be evaluated?
2. We would need to define relationship/responsibilities of the Employee Development Group and Human Resources with regard to the program.
3. Problems will be inevitable, and we would need to plan for them ahead of time. Davis (1994) provides discussion of the following potential issues (pp. 37-49):
 - a. Periods of high staff turnover. Planning should ideally be based on the average number of new employees hired annually, but the program will also need to accommodate periods when there is particularly high turnover.
 - b. Ineffective participants. A means for addressing problems with the coordinator or participants is needed. The same holds true if we utilize mentors.
 - c. Instances where employees are hired with short notice. This complicates the orientation process, but communication about open positions, interviews, offers, etc. should help the coordinator ensure that the process functions smoothly.
 - d. Dropouts. What happens if the new employee has an unexpected leave of absence? If we use mentors, what if the mentor resigns or has an unanticipated leave?
 - e. Staff resistance to the program. Resistance from at least some employees is to be expected and must be dealt with. Particularly troublesome would be instances where the new employee's supervisor was reluctant for him or her to participate. The administration will need to make it clear that the program is mandatory.
 - f. Mismatch between mentor and new employee. If we adopt a mentoring program, this problem too should be anticipated, and procedures for handling it should be developed. Strategies might include mediation by the coordinator, and in extreme cases, replacement of the mentor.
 - g. Getting caught in the middle. The coordinator might find that the new employee has inappropriate expectations of him or her. The coordinator could also be caught in the middle when there are problems between the new employee and the supervisor. Guidelines should be developed for these and other potential situations.

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