Onboarding Manual

Guiding You Through a Successful Onboarding Process

University of Arkansas at Pine Bluff
Administrative Services - Human Resources
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Dear Pride Member;

On behalf of the University of Arkansas at Pine Buff (UAPB), I am delighted to extend a warm welcome to you! We are thrilled to have you join our institution and become a part of the Pride.

As the Director of Administrative Services, it gives me great pleasure to provide you with our comprehensive Onboarding Manual. This manual serves as a valuable resource that outlines Important policies, procedures, and guidelines that will help you navigate your journey with us.

Within this manual, you will find detailed information about our campus culture, expectations, benefits information, code of conduct, and much more. We encourage you to review it thoroughly, as it will provide you with essential insights into our campus community and its operations.

As UAPB, we are committed to fostering a supportive and inclusive work environment where every employee feels valued, respected, and empowered to reach their full potential. We believe that your unique skills, experiences, and perspectives will contribute significantly to our collective success.

As you embark on this exciting new chapter in your career, please know that our Human Resources team is here to support you every step of the way. If you have any questions, concerns, or require assistance, please do not hesitate to reach out to us.

Once again, welcome to the Pride! We look forward to working closely with you, witnessing the positive impact you will undoubtedly make, and launching an outstanding professional career.

Sincerely,

Christopher D. Hickman, CFE
Director of Administrative Services
University Of Arkansas at Pine Bluff

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IMPORTANCE OF ONBOARDING

- 69% of employees who have an exceptional onboarding experience are likely to stick around for at least 3 years
- Businesses with a smooth onboarding process boost their employee retention rates by 52%
- A good onboarding experience results in 18x more dedication to the employer
- An effective onboarding journey results in a revenue growth of 2.5x

HIRING EVENT SEQUENCE

1. At least one month prior to the hire date, the manager or designee will create a position After all approvals have been received, the manager or designee will receive notification through Workday that the position has been approved.

2. Manager or designee will create a job requisition.

3. The hire date should be the first (1st) or the sixteenth (16th) of each month.

4. When the candidate is in the background check stage or the offer stage, all I-9 documents should be submitted to Human Resources.

5. It is the candidate's responsibility to complete all new hire tasks in Workday prior to their hire date. Managers may not allow employees to work prior to the candidate completing the Workday process no matter the start date.

6. Employees are required to report to Human Resources on their first day of employment.

7. The following Workday Learning instructions are helpful tools in completing the hiring tasks.

    - Create Positions
    - Edit Additional Data on Positions
    - Edit Position Restrictions
    - Create Job Requisitions

ONBOARDING CHECKLIST

EMPLOYEE DUTIES (BEFORE START DATE)

- ☐ Complete all Workday tasks in the application portal (My Candidate Home); once officially hired tasks will appear in your Workday task box
- ☐ Complete task provided in HireRight email for background check
- ☐ Visit Human Resources (Administration Building – Room 205)
    - o Bring all I-9 Documents (State or Government provided picture ID and Social Security Card)
    - o All international employees should bring Passport/Visa, I-94, I-20 (students), and Social Security Card

    (The Immigration Reform and Control Act of 1986 altered the US immigration law by making it illegal to hire illegal immigrants knowingly and establishing financial and other penalties for companies that employed illegal immigrant. To ensure UAPB is compliant with this Federal Regulation, the Human Resources office will terminate individuals who fail to provide these documents within three days of hire date.) See Appendix A: I-9 Employment Verification Policy

SUPERVISOR/DEPARTMENT DUTIES (BEFORE START DATE)

- ☐ Complete all appropriate tasks in Workday for hiring a candidate.
    - o Create a position (if not already created in Workday making sure that a position is available)
    - o Create a job requisition so that the position can be advertised (this task happens after the position request has been approved)

    (Human Resources will review the position setup and process in Workday prior to approving.)
- ☐ Assure background check and other paper work has been completed.
- ☐ Confirm start date
- ☐ Send welcome email (template). The welcome email should include:
    - o When to report to the department; and
    - o Who to ask for and where to report.
- ☐ Expectations for the first day
- ☐ Introduction packet if there is a large delay between offer and start date
- ☐ Regular communication with candidate and HR/Administrative Services
- ☐ Provide position, department & University information
- ☐ Set up workspace as move-in ready
    - o Order any uniforms, equipment, or supplies needed
    - o Clean and set up workspace including computer and telephone (if applicable)
- ☐ Order business cards
- ☐ Create a first week schedule
- ☐ Select a "Lion Leader" for the new employee and ensure the "Lion Leader" is comfortable with the responsibility (See pages 7-10)
- ☐ Set calendar invites for important people to meet

"WELCOME TO THE PRIDE" NEW EMPLOYEE CELEBRATION
(Lead by Director of Administrative Services or Designee)

- ☐ Introduction to UAPB
- ☐ Overview of UAPB policies and procedures
- ☐ Benefits Information
- ☐ UAPB ID
- ☐ Parking permit

DAY 1 – MANAGER

- ☐ When possible, escort your new employee to each destination
- ☐ Send out welcome email to the department
- ☐ Answer any immediate questions the employee may have
- ☐ Tour of department & introductions to co-workers
- ☐ Provide keys, equipment, etc
- ☐ Give employee time to get acquainted with his/her workspace
    - o Log into computer/phone systems
    - o Set up email, voicemail, etc
- ☐ Introduce to "Lion Leader"
- ☐ Lunch with manager
- ☐ Review first week and training that will occur and by whom
- ☐ Provide schedule
- ☐ Review with employee
    - o Department organizational chart
    - o Describe department goals and mission statement
    - o Explain levels of supervision
    - o Review job description
    - o Explain their role within the department and how it fits into department goals, mission and vision.
    - o Department expectations & policies
- ☐ Provide any department instructions, manuals, guides, desk manuals for employee review
- ☐ Provide employee with instructions to Workday Learning
- ☐ At end of first day, review the day's activities, discuss next day's activities and answer any pending questions.

FIRST WEEK

- ☐ Have employee complete New Hire Training and any additional required trainings
- ☐ Have employee set up benefits (See Benefits Timeline section)
- ☐ Discuss milestones and projects
- ☐ Review calendar of events
- ☐ Set 30 day priorities

- ☐ Define individual goals and objectives
- ☐ Discuss expectations
- ☐ Clearly define the career path if applicable
- ☐ At end of first week, review the week's activities and gauge how new employee feels about their first week.

FIRST MONTH

- ☐ Informal check-ins with the new employee
- ☐ Review the first month
- ☐ Provide feedback regarding performance
- ☐ Solicit feedback from employee
- ☐ Solicit feedback from peers

90 DAYS

- ☐ Obtain and provide feedback regarding topics such as performance, attendance, skills, and abilities.
- ☐ Solicit feedback from the new employee; it's important to hear his/her thoughts as well regarding challenges as well as positive experiences.
- ☐ Solicit feedback from peers; it is important to hear other coworkers' assessments of the new employee.
- ☐ Determine what additional resources or trainings are necessary for the new employee.

FIRST SIX MONTHS

- ☐ Continue meeting with your team member on a regular basis. The first week for a new employee is often full of meetings, information gathering and tours. However, your new hire will probably still feel "new" for some time, so it's important that you keep a line of communication open with him or her and continue to structure some time for questions, information sessions, and training. Sample questions to ask your new team member at these meetings are provided in the Question section.

DURING THE FIRST SIX MONTHS TO ONE YEAR

- ☐ Regularly meet with new employees to review progress on goals, review performance, and give feedback. Also, ask for feedback about how things are going and if they're getting the support they need from you and others.
- ☐ Ask new hires if there are learning and professional development opportunities that seem interesting to them
- ☐ Conduct evaluation period/trial period formal review.
- ☐ Encourage your new team member to get involved with the community. They could do

this by talking to colleagues about campus groups, publications and other professional activities and resources that are available.

SUCCESS TIPS FOR MANAGERS

1. Create or assign a work space for your new employee.
2. Insure that the employee's supervisor will be in the office when the employee starts work.
3. Let all team members know when the new person is starting so he/she will be greeted by name and guided to his/her work area.
4. Assign a "Lion Leader" to stay with the new employee; introduce them to the team, show them around the office, etc... starting Day 1.
   - Insure the Lion Leader will be in the office during the employee's first few weeks.
   - Insure the Lion Leader has a positive attitude and is knowledgeable about the people and procedures in the office

LION LEADER PROGRAM

THE ROLE LION LEADERS PLAY

A new employee's orientation is greatly enhanced by setting up a Lion Leader for the employee. A Lion Leader is not a substitute for a supervisor but is someone who can provide guidance and answer the new employee's questions about the work environment and the workplace culture in a positive and encouraging way. A Lion Leader can relate new employee information to actual situations.

HOW TO STRUCTURE A LION LEADER ASSIGNMENT

A Lion Leader should build rapport with the new employee by meeting face-to-face and answering questions by email, phone, or instant messenger within a reasonable amount of time. It is encouraged for Lion Leaders to meet face-to-face for a minimum of 30 minutes each week for an established time period; however, support can go beyond the defined time period if appropriate and useful. Provide the "Being a Lion Leader" handout to the assigned Lion Leader (at the end of this section).

WHAT MAKES A SUCCESSFUL LION LEADER

Successful Lion Leaders understand the culture, have good interpersonal skills, want to help employees succeed and, are knowledgeable about the university and its processes. Below is a list of other qualities to consider when looking for a Lion Leader: 1. The individual:
- Can be given the time to be accessible to the new employee;

- Holds a job similar to that of the new employee (i.e. peer);
- Possesses a full understanding of the work environment (minimum length of service of six months or a year);
- Has a good performance record;
- Is well regarded by peers;
- Has good communication and interpersonal skills;
- Has patience and is empathetic;
- Has a positive attitude; and,
- Possesses a strong sense of confidentiality.

THE RESPONSIBILITIES OF A LION LEADER

A Lion Leader should provide as much concise or accurate information as possible to help the new employee feel comfortable in his/her work environment. The Lion Leader should be a resource to the new employee on work rules, workplace culture and norms, and written and unwritten policies and procedures. Below is a list of other responsibilities of a Lion Leader:
- Helping socialize the new employee with peers, joining them for lunch, etc.;
- Identifying resources in the workplace;
- Reporting any serious issues/concerns to the manager/supervisor or Human Resources;
- Answering questions and referring the new employee to the appropriate resource; and,
- Instilling a sense of belonging.

"BEING A LION LEADER"

Lion Leader Communications

Congratulations on being selected as a "Lion Leader" for [new employee's name] who is joining us on [start date] as a [job title]. As a Lion Leader, you are a key player in our onboarding program, helping the new employees to become better acquainted with the university, the department, his/her co-workers, and his/her job.

YOUR RESPONSIBILITIES AS A LION LEADER INCLUDE:

- Being an informational resource for the new employee on policies, procedures, work rules, norms, etc.
- Providing insight, feedback, and information that support the new employee's social involvement in the department
- Assisting in training the new employee
- Being a tour guide; provide introductions
- Identifying resources to help the new employee

A NEW EMPLOYEE WILL EXPECT THE FOLLOWING FROM YOU:

- Advice, guidance, encouragement, and a positive attitude
- Confidentiality with shared information

- Honest feedback
- Help in understanding the culture of our company and the branch
- Help in understanding how to get things done
- Assistance in building networks and relationships within the department and with customers
- Insight into how to make relationships with people effective and productive
- How to balance three forms of communication – E-mail, telephone, in-person

TIPS FOR LION LEADERS

- Don't worry about being perceived as the "expert." Your experience is important to the new employee.
- You don't have to have all the answers.
- Be patient and positive. It takes time to develop a relationship. Don't try to cover everything right away.
- Lion Leaders need to allow enough time for growth.
- Don't try to force a relationship.
- Look for a preferred style of communication and/or cultural identification.
- Don't try to turn the new employee into your clone. That person may have a different style from yours.
- Let the new employee develop.
- Listening may be more important than giving advice.
- Don't be judgmental; ask questions such as "What do you need?" "What makes you feel that way?" "How can I help?"; don't draw conclusions without exploring the reasons why someone feels or acts a certain way.
- Keep a good attitude and stay in a teaching spirit.
- Don't lose heart because of a new employee's failures. You cannot always ensure success, but you can help that person to begin again more intelligently.

LION LEADER SCHEDULE

New Employee's Info:

Name: _____

Job Title: _____

BEFORE THE NEW EMPLOYEE STARTS

The Lion Leader will:

- Review the new employee's background so you are familiar with their experience.

WEEK ONE

The Lion Leader will:

- Meet and greet the employee on their first day of employment.
- Explain mail procedures, using the copier/fax/scanning machines, and any other procedural information specific to your department.
- Assist new employees with any questions he or she may have.

FIRST MONTH

The Lion Leader will:

- Have informal check-ins throughout the month with new staff member to determine if they have any additional questions or if you can assist them in any way.
- Review what has already been covered

AFTER THE END OF THE FIRST MONTH

- Lion Leader relationship may continue informally as desired or needed.

BENEFITS TIMELINE

All benefits elections must be made within 30 days of hire. You can contact Mrs. Cynthia Hunter, Benefits Manager at hunterc@uapb.edu or 870-575-8863 for assistance.

EQUIPMENT CHECKLIST

Having the necessary equipment and supplies available on the first day of work allows a new employee to be immediately comfortable on the job. Requests for computer and phone equipment and services should be done prior to the new employee's first day.

Equipment, supplies and information include:

- ☐ *Campus Map*
- ☐ *Keys to the office*
- ☐ *Telephone*
- ☐ *Computer*
- ☐ *Printer (codes if required)*
- ☐ *Photocopier (codes, maintenance, supplies)*
- ☐ *Fax Machine (codes if required)*
- ☐ *General Office Supplies (stapler, tape dispenser, pens, scissors, paper)*
- ☐ *Organizational Charts*
- ☐ *Business Cards*
- ☐ _____

SETTING UP COMPUTER ACCESS

Computer access will be granted when the employee has officially been hired. The request will be made by Human Resources to Technical Services for permanent email and Workday access. Once received, that information will be forwarded to the employee and/or the employee's supervisor.

AREA/OFFICE TOUR

Providing a tour of the new employee's work area can prevent him/her from being or feeling lost or confused during the first week. Orientation to the physical environment can be accomplished on the first day of employment.

A tour of the employee's work location might include:

- ☐ *Overview of immediate work area*
- ☐ *Restrooms*
- ☐ *Break/lunch rooms*
- ☐ *Vending machines*
- ☐ *Supply room, including any department procedures*
- ☐ *Emergency and first aid supplies*
- ☐ *Photocopy and fax machine, including instructions on use*
- ☐ *Mail Centers*
- ☐ *Transportation services and stops*
- ☐ *Emergency Evacuation/Plans*
- ☐ *Other department locations on campus the employee may frequently interact with*
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____

QUESTIONS FOR THE EMPLOYEE

FIRST WEEK QUESTIONS (Conducted by supervisor/manager)

- *Do you have any questions regarding New Hire Orientation?*
- *Do you need any additional information regarding your benefits?*
- *Do you have all the equipment and/or work tools you need?*
- *What other questions do you have?*

CHECK-IN QUESTIONS (Conducted by supervisor/manager)

- *How is your job going?*
- *Is it what you expected when you were hired?*
- *Any surprises? If yes, what were they?*
- *Has training been helpful?*
- *Is there any training that you are interested in attending?*
- *Has your Lion Leader been helpful?*
- *Can you suggest any changes for the Lion Leader program?*
- *Do you know where you stand in terms of your progress since you started working?*
- *How are your relationships with your co-workers?*
- *Do you have suggestions on how we could improve our work across the department?*
- *Are there any questions you still have/ is anything still unclear?*
- *Is there something we should be providing to new employees that we have missed?*
- *Do you feel out of the loop about anything?*
- *Is there anything that you need and to which you don't have access?*
- *Do you have any general suggestions?*
- *Do you have any general work needs that haven't been met?*
- *Is there anything you would like to tell me that I have not asked you?*

EMAIL TEMPLATES

INTRODUCING EMPLOYEE TO WORK AREA/DEPARTMENT

To [staff in new employee's work area/department]:

I'm very pleased to announce that [new employee] will be joining us as [job title] on [start date]. [New employee] will be responsible for [insert information about what he/she will be doing].

[New employee] has recently [information about recent relevant employment background].

Please come to [location of welcome gathering] on [date] to meet [new employee] and welcome [him/her] to our team!

You can reach [new employee] at:

- *[work address/office location]*
- *[phone number]*
- *[email address]*

INTRODUCING EMPLOYEE TO DEPARTMENT

Dear [department name] team:

I am delighted to announce that [new employee's name] will be joining our department as [job title of new employee] on [start date].

[Name of "Lion Leader"] will be assigned to help [new employee's first name] during the orientation process. However, all of us will be responsible for helping [new employee's first name] become a productive member of our team.

Please join me in extending a heartfelt welcome to [new employee's first name] on [his/her] first day.

Sincerely, [Manager's/Supervisor's Name]

*Adapted from Jean Barbazette, Successful New Employee Orientation published by Pfeiffer & Associates, copyright Jean Barbazette, 1994 www.thetrainingclinic.com

WELCOME LETTER

(from supervisor/manager)

Dear [Employee's first name],

Welcome to [department name]! I am delighted you are joining us as a [new employee's job title]. Your role is critical in fulfilling the mission of our department and the University of Arkansas at Pine Bluff.

Please arrive at [time] on [date] at [location] and ask for [designated staff member]. You can park at [location].

You have been assigned a Lion Leader (named below) to help you become better acquainted with our department and your new position. Your Lion Leader is available to assist you with any questions you may have during your first weeks and months. A Lion Leader can provide the following:

- *Advice, guidance, and encouragement*
- *Confidentiality of shared information*
- *Honest feedback*
- *Help in understanding the culture of our university and the department*
- *Help in understanding how to get things done*
- *Assistance in building networks and relationships within the department and with customers*

Your "Lion Leader":

Lion Leader's contact information:

The [department name] team is here to support your transition so, please know that you can call on any of us to assist you. We are looking forward to you joining our team and your success at the University of Arkansas at Pine Bluff.

Sincerely,

[Manager's/Supervisor's Name]
[Manager's/Supervisor's Title]

APPENDIX A

I-9 EMPLOYMENT VERIFICATION POLICY

Purpose:

The University of Arkansas at Pine Bluff (UAPB) is committed to compliance with federal immigration laws and regulations, including the Immigration Reform and Control Act of 1986 (IRCA). The purpose of this policy is to establish procedures for verifying the identity and employment eligibility of all individuals hired to work at the University.

Scope:

This policy applies to all employees of the Institution, including faculty, staff, temporary workers, and student employees, regardless of citizenship or immigration status.

Responsibilities:

- The Human Resources (HR) Department is responsible for overseeing the employment verification process.
- Hiring managers are responsible for ensuring compliance with this policy and assisting new employees in completing Form I-9.
- Employees are responsible for providing accurate and timely documentation to establish their identity and employment eligibility.

Verification Process:

- Employees must complete the I-9 employment verification section in Workday no later than the first day of employment.
- HR must review and verify employee's documentation and verify documentation within three business days of the employee's start date.
- Only original documents or certified copies are acceptable for verification purposes.

Recordkeeping:

- HR will retain the I-9 employment verification supporting documentation for each employee for the required retention period.
- I-9 documentation will be stored securely and confidentially in compliance with application laws and regulations.

Responsibilities:

- HR personnel and hiring managers will receive training on the requirements and procedures for completing I-9 employment verification in Workday.
- Non-compliance with this policy may result in disciplinary action, up to and including termination of employment.

Updates and Amendments:

This policy will be reviewed periodically and updated as necessary to ensure compliance with changes in federal regulations or institution procedures.

Non-Discrimination:

UAPB prohibits discrimination in the employment verification process on the basis of race, color, national origin, citizenship status, or any other protected characteristic.

Resources:

For assistance or questions regarding the employment verification process, employees may contact the HR Department at (870) 575-8402.