

Initiative White Paper / Budget Request Form(at)

Introduction/Background – What will you do?:

Action: Continue offering NEW (New Employee Welcome) Orientation

The ISUNEW (New Employee Welcome) program was implemented on January 3, 2011. The program 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.

Step 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

Step 2 - Department Pre-arrival and 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 (if applicable)
- Supervisor's Guide to the NEW Employee Welcome Program (attached) – The guide assists 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.

Step 3 - "This is Day One" mirrors the University's brand, "More. From day one." This is a full-day session in the Office of Human Resources. The sessions are offered regularly during the year for all new non-faculty employees. An important part of the program is to create a welcoming environment for all new employees. They will receive the following items:

- Personalized ISU Name badge
- Welcome letter from their division vice president
- Breakfast
- A free two-week parking pass
- Lunch tickets for the new employee and their SAMbassador (described below)
- ISU t-shirt for designated Spirit Days and Big Blue Fridays
- Fact Finder Binder

The Fact Finder Binder has been designed to introduce new employees to the ISU organization and guide them through the orientation and on-boarding process. The Fact Finder Binder provides new employees with information and resources needed to be successful in their new position. The materials will continuously be updated as necessary and housed on the Training and Development section of the Office of Human Resources web page. The Fact Finder Binder contains the following sections:

- Just Me - important information pertaining only to the needs of the new employees, such as university identification number, office location, long distance code, etc.
- My Login Info - designed for the employee to organize their computer login information

- My Directory - a quick reference phone book with frequently used phone numbers and web address links to departments on the ISU campus
- Pay Schedule - includes employee pay schedules (pay dates) for all exempt, non-exempt, and student employees
- Academic Calendar and University Holidays
- Just ISU - dedicated to the ISU community and designed to help familiarize new employees with important institution information and help them understand our rich heritage, history, and outlines the university's strategic plan initiatives
- Sycamore Service – our University's customer service program
- Roots of the Sycamore – an overview of ISU history and traditions
- Policies and Procedures – including FERPA, Drug Free Workplace, Computer User Policy, NCAA Guidelines, etc.
- Campus Safety and Weather – acquaints new employees with information essential for campus emergency situations
- The Office of Affirmative Action – includes the University's Equal Opportunity statement, hiring procedures, sexual harassment, ADA accommodations, etc.
- The Office of Diversity – includes information on diversity awareness globally and in the ISU community
- Employee Incentives – includes information on special deals and discounts only available to ISU employees
- Staff Benefits – summarizes and outlines policies and programs presented in the University Handbook

During the lunch period, provided by Human Resources, the new employee is introduced to their 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 Office of Human Resources assigns the SAMbassador. The purpose 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

“This is Day One” 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. These components are directly aligned with some of the University's strategic initiatives.

Step 4 - Department Orientation. This involves the department or area where the employee will be working. They are introduced to their coworkers, job duties, and the expectations of the area and department. The Supervisor's Guide to the NEW Program provides the framework to introduce and cultivate the new employee into his or her own department culture.

The employee's first few days are filled with anxiety and uncertainty. The new employee may be assigned a NEW Mentor. 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 which 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

It should be noted that not all areas of the campus are conducive to a NEW Mentor style program due to size and limitation of available personnel. New employees should ask their supervisors if one would be available for their area.

Step 5 - Monitoring Employee Success and Engagement. Department orientation does not end after the first month of employment; it is a continuous 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. Supervisors can ensure employee success and engagement by incorporating the following strategies:

- Provide feedback within the introductory period evaluation
- Ensure completion of mandatory training
- Provide continuous feedback and recognition
- Provide professional development opportunities
- Encourage participation in community service activities
- Complete the new employee survey

The ISUNEW program is 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.

Proposal/Purpose/Justification – Why will you do it?:

The purpose of the NEW (New Employee Welcome) orientation program is as follows:

- Exposes staff to the big picture of how the University operates
- Provides staff with an understanding of the value of their role within the University and of their contribution to the Mission, Vision, and Values
- Provides staff an opportunity to become more involved and connected to the University

- Fosters increased communication across departments and divisions
- Leverages new perspectives in generative new ideas and solutions for the University
- Promotes employee engagement

The orientation program is important for the employee's 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 employee, supervisor, department, and University.

Work Plan – Action Steps –

How will you do it – brief work plan – please point to Benchmark Goals?

New employees and their supervisors are sent surveys to gain feedback on their satisfaction with the new orientation program. The new employee is surveyed at the conclusion of the orientation, and during their 60-day follow-up meeting with Human Resources. Additionally, the supervisor is sent a survey during the same time period. This will help us determine over time if the program was beneficial in:

- Decreasing turnover
- Decreasing anxiety
- Decreasing recruiting and training costs
- Increasing productivity
- Increasing employee morale
- Increasing positive employee commitment

The above factors should indicate a positive correlation in reaching the University's employee retention goal of 60% of staff after 6 years of service as outlined in the University's benchmark initiative.

Reporting and Deliverable Schedule – When?:

In FY 2011-2012 we will continue to employ the following action items:

1. Distribute surveys to obtain feedback to measure the effectiveness of the NEW Orientation program in the workplace and to determine if the program is producing the intended results.
2. Collect, evaluate and measure the data to assess the NEW program.
3. Make necessary modifications based on feedback from supervisors, new employees, and collaborative partners.

Budget – How Much will it cost?:

The following budget request for FY 2011-2012 with an estimated 150 new employees (not including Faculty):

Fact Finder Binder- $\$781.24 \times 3$ (50 sets of 15 tabs) = \$2,343.72

Food (light breakfast items and lunch) - \$2,500.00

Total amount requested for NEW (New Employee Welcome) program: **\$4,843.72**

Management Plan – Who (by name if possible) will do the work?:

Scott Walden; Training and Development Specialist

Graduate Assistant (currently open position)

Dana Hancock; Employee Relations and Training and Development Specialist

Beatrice Momyani; Recruiter

Linda Overby; Recruiter

Sheila Johnson; Director of Affirmative Action

Mary Ferguson; Director of Diversity

Candy Barton; Director of Staff Benefits

Missy Hawthorne; Payroll Assistant Manager

Tami Weinzapfel-Smith; Director of Employee Relations, Employment, Immigration, and Training and Development

Outcome Assessment & Future Testing – How Well did we do?

How will we know that we have moved us toward our benchmarks goals?

There have been 56 new employees that have participated in the New Employee Welcome program since its implementation in January 2011. We have retained 97% of those new employees. The University's benchmark goal is retaining 60% of staff after 6 years of service.

Budget Narrative for Goal 6 Initiative 3

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Etc.

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Introduction/Background – What will you do?:

Action: Continue implementation of the Training and Development Curriculum.

The Professional Development and Supervisor Certification course curriculum for FY2011-2012 includes:

Effective Discipline - Introduces you to learning effective techniques for addressing problem behavior. Using communication skills, you will learn how a manager works to preserve the individual's self-respect and encourage the best kind of discipline - self-discipline.

Essential Skills of Communicating - Helps you learn the latest techniques in developing effective communication skills-improving their performance and increasing the productivity of the team and the organization.

Essential Skills of Leadership - Focuses on building a foundation that enables team leaders to manage their team toward to a shared goal: achieving the organization's strategic objectives. Throughout the workshop participants will review case studies, participate in group discussions, practice new skills and receive immediate feedback.

FMLA/ADA/Workers Compensation Overview - As a supervisor, or potential supervisor of the University, you are responsible for knowing basic legal information that may affect your employees' well-being. This course gives you a brief policy overview of three very important topics to help you make necessary decisions and act accordingly to the immediate needs of your employees.

Sexual Harassment and Diversity in the Workplace - Indiana State University has long been committed to the principles of nondiscrimination and is firmly and unequivocally committed to the creation of a culturally diverse community. In preventing discrimination, The Offices of Affirmative Action, Diversity and Human Resources strive to provide the ISU community with proactive training and tools that eliminate potential harm and prevent workplace disruption.

Sycamore Service; ISU's Approach to Exceptional Service - In this ISU exclusive customer service course, you'll learn ways to instill your team with a sense of pride and passion that is certain to help exceed expectations. Quality service is an aspect of business integral to our University, and that's because we all share a common trait: every one of us has needs, wants, and emotions. The ability of your employees to anticipate and react to these traits is a major step towards providing great quality service. Topics covered include: Leadership Excellence, Vision, Structure and Process, Involvement and Partnering, Commitment, Organizational Culture, ISU's Quality Standards, and the Customer Approach.

Supporting Change - Helps you learn to understand and to interpret change. By understanding it, managers can more clearly communicate change to their team. This clear communication helps to reduce misunderstanding and anxiety. It also helps the change initiative gain acceptance more quickly - minimizing lost productivity and decreased performance.

Coaching Job Skills - Designed to help you learn how to effectively coach individuals through a process of observation, analysis and communication. By carefully planning one-on-one discussions, managers can have the greatest impact and gain individual commitment to achieving results.

Communicating Up - Learn the importance of effective communication as a leader so that a desired result is achieved with your team.

Delegating - Helps you master the skills needed to effectively assign work to others. By clearly communicating expectations and encouraging participation and involvement, you can use delegating to develop team members' skills and abilities.

Developing Performance Goals and Standards - Unless managers and team leaders are successful in spelling out the organizations specific goals, their team members are not going to know how to meet those objectives. This module shows trainees how to establish specific, measurable, attainable, results-oriented, and time-framed performance goals. It then illustrates the steps that gain team member agreement and commitment to those performance goals.

Discovering Diversity Mastery Profile - Designed to help individuals look honestly at themselves to identify attitudes and behavior that stand in the way of teamwork, the Discovering Diversity Profile provides a safe way to explore the complex, powerful issues surrounding diversity.

Improving Work Habits - Helps new leaders learn to clearly and specifically communicate the nature of the problem. It provides a process for working with the individual to develop a plan for addressing the issue while maintaining self-esteem.

Managing Complaints - As the leaders on the front line, managers and team leaders are often the first to hear team member complaints. Though sometimes they may seem unimportant, each complaint should be addressed and resolved. This module shows how to resolve simple complaints and identify the hidden agendas that so often underlie the chronic grievances.

Providing Performance Feedback - This module shows the way evaluation is done by the experts. First, relevant performance standards are established. Then the team member's own performance evaluation is solicited. This accomplished, the stage is set for a summary evaluation that will be clear and credible to the team member.

Time Mastery Profile - Time Mastery Profile is a unique tool that provides people with a complete, self-directed assessment of their current time management effectiveness. Learners then use the built-in workbook as a framework to develop customized strategies for skills improvement

The majority of these courses can be experienced in the classroom setting or in an e-learning format that can be accessed from any computer.

Proposal/Purpose/Justification – Why will you do it?:

Our training and development programs are designed to improve individual and organizational performance in addition to assisting Indiana State University in achieving its overall institutional goals. These programs are designed to assist employees in gaining greater knowledge of the university's operations and how their work affects the university's mission, vision, and values.

Work Plan – Action Steps –

How will you do it – brief work plan – please point to Benchmark Goals?

All employees are surveyed at the conclusion of a training workshop. This will help us determine over time if the program was beneficial in:

- Decreasing turnover
- Decreasing recruiting and training costs
- Increasing productivity

- Increase customer service levels
- Increasing positive employee commitment
- Decrease in employee relations issues

The above factors should indicate a positive correlation in reaching the University's employee retention goal of 60% of staff after 6 years of service as outlined in the University's benchmark initiative. Furthermore, by offering this curriculum, we will reinforce the University's commitment to enhance the ability to recruit and retain great faculty and staff in order to realize its goals and fulfill its mission.

Reporting and Deliverable Schedule – When?:

In FY 2011-2012 we will continue to employ the following action items:

- Evaluate training needs assessment survey results and analyze data
- Meet with Training and Professional Development Advisory Committee to discuss data results
- Training program delivery
- Launch the Passport Program and Training and Development curriculum to the ISU community
- Work with campus partners to facilitate and promote various training programs within the curriculum

Budget – How Much will it cost?:

The following budget request for FY 2011-2012 with an estimated two blended learning (e-learning and classroom training) classes per month:

Estimated Training Program Costs - \$50 (workbooks, materials, etc.) for 25 employees per class x 2 classes per month = \$30,000

Food (light breakfast or snacks) - \$1,500

Total Amount Request for Training Program Costs = **\$31,500**

Management Plan – Who (by name if possible) will do the work?:

Scott Walden; Training and Development Specialist

Graduate Assistant (currently open position)

Dana Hancock; Employee Relations and Training and Development Specialist

Sheila Johnson; Director of Affirmative Action

Mary Ferguson; Director of Diversity

Candy Barton; Director of Staff Benefits

Jon Glick; Controllers Office

Katie Butwin; Assistant Legal Counsel

Tami Weinzapfel-Smith; Director of Employee Relations, Employment, Immigration, and Training and Development

Other training partners as needed

Outcome Assessment & Future Testing – How Well did we do?

How will we know that we have moved us toward our benchmarks goals?

There have been 542 employees that have participated in the Sycamore Service program since its implementation in February 2011. In addition to Sycamore Service, employees have participated in other various training workshops offered by the Department of Human Resources, such as Staff Council Grievance Training, Webinar Wednesdays, and ATS Performance Evaluation Training.

At the conclusion of FY2011-2012 we will analyze the data to determine if our work is making a positive impact on the University’s benchmark goal is retaining 60% of staff after 6 years of service.

Budget Narrative for Goal 6 Initiative 3

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