EMPLOYEE SERVICES

Quality · Innovation · Support

New Employee
Onboarding Program

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Onboarding Program

The purpose of the **Onboarding Program** is to help ease the new employee's transition into the University, lessen apprehension and decrease the learning curve. It allows the new employee to easily integrate into a new social environment and build new informal and formal relationships.

Goals and Objectives

The goal of the Lynn University Onboarding program is to successfully integrate new employees into the work environment by connecting them with resources and familiarizing them with the University culture.

How new employees are treated when they join the University determines whether they become productive quickly, engaged and participate in decisions and innovation, and how long they remain with the institution.

Onboarding takes the basic concept of employee orientation and stretches it to include a structured way to ensure long-term that employees get what they need to be productive and stay motivated.

Onboarding programs help:

- **Integrate/Network**

   Meeting existing employees helps new employees gain a "sense of place" by achieving a comfort level at Lynn University.

   The new employee begins to create a network of resources to obtain information about the University culture and work environment.

   It creates a sense of security and comfort by introducing new employees to senior management and by spending time to build in them an appreciation of the University's past and future direction.

- **Reduce Learning Curve**

   As with any new experience, there is a learning curve. The Onboarding Program is designed to decrease that learning curve and increase retention.

   Also, onboarding helps convey the culture of the University in turn decisions are made in line with accepted practices thus helping the University function smoothly.

- **Educate**

   It is our desire to arm the new employee with information. The Onboarding Program provides the new employee with accurate answers to many of their questions.

   Our program encourages team-building and forges relationships between the new employee and existing employees to ensure not only their success, but the success of the entire team.

   Additionally, mentors are purposefully selected from outside departments to foster cross-departmental communication and build a University-wide team-oriented culture.

Mentoring

Mentoring brings value to everyone involved in its practice: mentees, mentors and the organization(s) for which they work. Mentoring also helps the community at large because it fosters an environment in which people work together and assist one another in their drive to become better employees

What is Mentoring?

The Mentoring Program, an integral part of onboarding, allows for a structured way to give newly hired employees an opportunity to understand company culture, mission and goals.

Mentoring is all about people, the people who do the mentoring, the people who are being mentored and the people who are impacted by the mentoring relationship. A mentor is a person who helps another learn and grow. As participants in these relationships help each other, the individual and the University are strengthened, as the individual's potential to excel increases. Mentors provide guidance and direction on setting and achieving goals.

A sense of purpose and the ability to be purposeful are key to personal and University success. Mentoring can be a highly effective means of evoking purposefulness, and so generate high levels of motivation and University intent.

Qualities of a Mentor

- Know the ropes
- Understand politics and power
- Be supportive
- Use active listening
- Respect the confidentiality of the relationship
- Follow-through on commitments
- Expertise
- Excellent networking skills
- Ability to understand goal-setting
- A degree of healthy curiosity
- Ability to point the mentee in the right direction for information
- Keep up to date with personal development processes
- Ability to challenge effectively

General Responsibilities of a Mentor

- Smooth the new employee's entry into the University
- Provide a safety net — social support in a potentially stressful situation
- Accelerate skills development — providing technical or professional knowledge
- Provide sponsorship — opening doors, influence amongst management
- Facilitate development — help to set direction, provide feedback

Benefits of Mentoring

Mentoring brings value to everyone involved in its practice: mentees, mentors and the University for which they work. The success of the University is dependent on the development of its employees. Investing time in the personal and professional development of mentees will enhance the overall effectiveness of the University and create stronger leaders for the future. The general benefits of mentoring include:

- increased self-awareness and self-discipline
- creation of an expanded personal network
- opportunities to share ideas, try new skills and take risks
- reinforcement of cultural norms and values
- smooth transition into the workforce
- increased job satisfaction

Mentoring helps mentees to:

- Acquaint themselves with the University
- Expand their leadership abilities
- Establish early and effective socialization to the University
- Create awareness of University values/expectations

Mentoring allows mentors to:

- Share their expertise
- Expand their professional network
- Invest in the future of the University
- Sharpen their interpersonal communication, motivation, coaching and counseling skills
- Demonstrate a commitment to personal and professional development of self and colleagues
- Increase sense of worth due to contribution to the University
- Interact with employees across a variety of functional units

Mentoring allows the University to:

- Promote a positive image of the University and reflect employee-centered values
- Build diversity
- Increase University-wide communication
- Increase job satisfaction and commitment
- Reflect an investment in employee development
- Increase employee commitment and loyalty
- Increase employee satisfaction and retention

Mentor Expectations

The success of this educational program depends upon experienced and reputable employees who are willing to commit the time to volunteer as Mentors so that they may convey the core values and best practices of Lynn University to new employees.

Role of the Mentor

The Mentor is an experienced and trusted individual who serves in a number of capacities: teacher, guide, counselor, motivator, sponsor, coach, advisor, referral agent, role model, and door opener.

Mentors:

- Serve as a role model - share personal experiences, present a good example.
- Are a resource - providing information on the University, personnel system, training opportunities, networking contacts, etc.
- Listen - are open and understanding; keep confidences.
- Counsel - help identify options for promoting goals and solving specific problems; offer specific and practical suggestions.
- Offer insight - orient the mentee to the spoken and unspoken rules of the University. Share critical knowledge.
- Validate - are an advocate and acknowledge achievements. Help build self confidence.
- Give feedback - share positive reactions and offer constructive criticism.
- Are knowledgeable - learn what you don't know, are able to refer to those who know best.

Responsibilities of a Mentor

The following guidelines are offered to ensure a successful relationship between mentors and mentees:

- Be proactive: Initiate the first contact with their mentee. Make introductions. Be familiar with Lynn University's history, core values, mission, and vision.
- Be committed: Agree to have regular contact at pre-defined intervals. Place follow up calls or emails.
- Establish a relationship: Learn as much as possible about the other person. Invite the new employee to University functions, provide tours of campus.
- Be confident: Mentors and mentees have something important to offer each other.
- Be enthusiastic: Demonstrate mutual interest in the mentoring relationship.
- Communicate: Share knowledge and experience openly. Promote self-sufficiency.
- Be responsive: Act upon what has been learned.
- Be accessible: Have an open door or open phone policy. Answer their questions.

Need to Know About Lynn

Lynn's mission is to provide the education, support and environment that enables individual students to realize their true potential and prepare for success in the world.

What is Covered

The Onboarding Program covers such topics as:
- History, achievements and structure of the university
- Year school was founded
- Vision and mission statements
- Strategic plan and Quality Enhancement plan
- Products and services
- Key university executives

University Benefits and Resources
- Health & Welfare benefit information
- University Events and cultural happenings

University Practices
- Initial Employment Period
- Payroll Schedule
- Work Hours
- Time off
- Safety and security guidelines
- Employee ID
- Campus Parking Guidelines

University Policies
- University Policy Handbook location
- Key policies including:
    - Harassment & Nondiscrimination
    - Anti-Retaliation
    - Substance Abuse
    - Open door & Shared Values

New Hire Paperwork
- I-9
- W-4
- Direct Deposit Agreement
- Policy acknowledgment forms (harassment, substance abuse, handbook, etc.)

Miscellaneous Information
- Local transportation services (i.e. commuter services)
- Area information (banks, restaurants, etc.)
- Local culture

Onboarding

Onboarding allows the new staff member to ease apprehension and assimilate the University culture, be open minded and provide feedback.

Prior to the Start Date

- The mentor will contact the new staff member and welcome them to the University. Arrange to meet them on their first day.

- All new hires are provided with a first day checklist. The mentor will review the items listed below to ensure the new employee is prepared for their first day at Lynn University.

First Day Checklist

The mentor will contact the new employee and remind them of the following:

- The dress for staff is formal business attire

- Come prepared for a glamour shot

- On the first day, wear comfortable shoes, as the first day will begin with a walking tour of the campus

Remind them to bring:

- Identification (for completion of INS Form I-9 and others)

- A voided check (to enroll in Payroll Direct Deposit)

- Copy of current vehicle registration (for issuance of staff parking permit)

The Onboarding Schedule

Day 1

- The mentor will meet the new staff member at the start of the work day.

- Take new employee for coffee at the faculty/staff lounge.

- Assist in obtaining a parking permit.

- Assist in obtaining Staff ID card.

- Take them on a walking tour of the campus.

- Assist in setting up voice mail and network sign in.

- Bring them to the Employee Services department to complete New Hire paperwork.

- Go over FAQ's.

- At the end of the day, the mentor will contact the new employee to recap their first day experience and answer any questions they may have.

The Onboarding Schedule (cont.)

Day 2

- Go over MyLynn. Show new employee where to find employee news, payroll and benefit information. Arrange to meet for coffee break on Day 3.

Day 3

- Meet your new employee for coffee, take them on another tour of the campus and formally introduce them to key staff members.
- Go over important policies.
- Take new employee to the Library to have their photo taken by Joe Carey for posting on the Lynn University web site .

Day 4

- At the end of the day, recap their day's experience and answer any questions they may have.

Day 5

Treat your new employee to an off-campus lunch.

Suggested discussion points:

- How would you rate your first week experience at Lynn?
- What have you found to be most challenging so far?
- What has excited you the most?
- Tell me about your team...
- How comfortable do you feel here at Lynn?

Follow ups:

- How can I help?

Suggestions for Week 2

Meet your new employee for an on-campus lunch. Recap their second week experience and answer any questions they may have. Check in periodically via email, phone or in person.

Suggested discussion points:

- How do you rate your first two weeks overall at Lynn?
- Are there any other challenges that differ from week one?
- Are there any questions that you want to ask, but have been too afraid to ask your manager?

The Onboarding Schedule (cont.)

End of Week 3

Meet new employee for an on-campus lunch. Recap their third week experience and answer any questions they may have. Check in periodically via email, phone or in person.

At End of Onboarding

- Complete the Mentor Feedback Form and return to Employee Services.

- Employee Services will contact mentor to discuss thoughts, suggestions and mentoring experience as part of the Onboarding team.

Manager Onboarding Schedule

Prior to Start Date

- Make sure that adequate space, equipment and supplies are available.

- Develop a training plan for the new staff member, what tasks/skills need to be learned, who will teach them and when they will be taught. Identify milestones.

- Plan the 1st day schedule (tour of the department, introduction to other deparment members, lunch with department members, location of equipment, supplies and other resources).

- Ensure that the appropriate people know when your new staff member is arriving.

- Prepare forms to obtain employee access to necessary databases, email, voicemail and business cards.

Day 1 - Manager's Responsibilities

- Be available to greet your new staff member.

- Take your new staff member out to lunch.

- Ask employee to identify person(s) and telephone number(s) in the event of an emergency.

- Confirm that the new staff member has visited the Employee Services office and completed all necessary forms, such as the I-9 and tax forms.

- Describe your department by explaining its name, purpose, position within the division and/or school, staffing, any special departmental rules or procedures. Provide handouts as appropriate.

- Be sure to identify special interests of the department and key staff.

- Discuss the new staff member's job duties and responsibilities. Emphasize maintaining confidentiality, if it applies to the job. Be sure to point out the importance of the job to the department and the need to work as part of the department's team.

- Outline unit organization and from whom the new staff member will take direction, if other than or in addition to yourself.

- Explain the work schedule of the department and of the new staff member.

- Make sure the staff members know the exact amount of his or her salary and when paydays occur.

- Conduct a tour of the work area, make introductions to other department members with whom the employee will work.

- Begin job training.

- At the end of the day, meet with the staff member to discuss the first day on the job. Ask questions and discuss concerns. Since new staff members are sometimes reluctant to ask questions, you may need to encourage them.

Manager Onboarding Schedule (cont.)

Days 2 - 10 Manager's Responsibilities

- Discuss job expectations and your personal expectations with new staff member.

- On the second day, meet with the staff member. Go over any questions or concerns, clarify job expectations if needed.

- Explain that the introductory period is a time to learn as much as possible about the new job and that you are available to provide assistance. Identify others in the department who also can help and ask them to do so. Encourage your new staff member to ask questions about the job, the department and the university.

- The introductory period (which ends after 90 calendar days of service) gives you and the individual a chance to determine whether there is a good job/employee fit.

- Discuss the importance of interacting courteously and effectively with other coworkers, students, and the public.

- Actively manage the new staff member's training. Encourage an eligible staff member to take advantage of the tuition reimbursement benefit and to enroll in courses that will help perform the job effectively and to maintain skills at a competitive level.

- Provide performance feedback to the staff member. Make your expectations clear. To correct problems early, offer training and constructive criticism. Give your new staff member positive reinforcement for tasks that have been performed well.

- Begin documenting the staff member's strengths and weaknesses to facilitate the performance appraisal process. Elicit and discuss questions and concerns.

Day 30 - Manager's Responsibilities

- Provide your new staff member with a personal training & development plan.

Day 60 - Manager's Responsibilities

- Meet with your new staff member to review their performance.

- The Onboarding Guide contains the performance appraisal form for evaluating performance before the introductory period ends. If any work-related problems exist, contact Employee Services for assistance prior to meeting with the staff member.

- Evaluate and discuss performance at this time. Continue to document the staff member's strengths and weaknesses. Acknowledge strengths and counsel to improve weaknesses.

Note: If the staff member has not met the expectations of the position, you must decide to extend the introductory period or terminate employment. Both decisions must be made and communicated before the introductory period expires. The employee must be advised in writing, documenting the reasons for the action. Consult Employee Services before meeting with the employee. Provide a copy of documentation to Employee Services.

Manager Onboarding Schedule (cont.)

Day 120 - Manager's Responsibilities

- Inform the staff member when the introductory period has been completed. Discuss performance during that period and verify that the employee understands the level of performance that is expected in the future.

- Acknowledge good performance and encourage continuation. Address any performance deficiencies and identify corrective steps to be taken. Consult Employee Services before meeting with the employee.

- Elicit and discuss questions and concerns.

- Complete the Manager's Checklist and submit to Employee Services.

- Complete the Performance Review Form and submit to Employee Services.

Important Policies

These **Important Policies** are a guide to help the new employee learn more about the University, some of its standards and practices, and responsibilities as an employee.

Benefits Enrollment

Full-time employees are offered the option to participate in the University's core benefit plans, such as health, dental, life insurance and retirement plan. The monthly insurance premium costs are shared between the employee and the University during the months of active employment. Enrollment is optional. Please consult Employee Services and Summary Plan Descriptions for further details regarding these benefits. Benefits become effective 1st of the month following the start date.

Eligible dependents are considered to be spouse, and children under 30 who are not working or are full time students.

Campus Parking

All employees who use campus-parking facilities are required to register their motor vehicles with Campus Safety & Security. Each motorist registering a vehicle is issued a non-transferable parking sticker to be attached to the automobile. Motorists who have these stickers may park and drive on the campus according to campus vehicle regulations. Campus Safety & Security has the right to regulate parking and enforce vehicle regulations.

Drug and Alcohol Free Workplace

Lynn University is committed to maintaining a workplace that is free of drugs and alcohol. The University has a vital interest in maintaining safe and efficient working conditions for its employees. Substance abuse is incompatible with health, safety, efficiency, and success at the University. Employees who are under the influence of a drug or alcohol on the job compromise the University's interests, endanger their own health and safety and the health and safety of others, including other employees, students and visitors. Also, it can cause a number of other work-related problems, including absenteeism and tardiness, substandard job performance, increased workloads for coworkers, behavior that disrupts other employees, delays in the completion of jobs, inferior quality in products or service, and disruption of customer relations.

To further its interest in avoiding accidents, to promote and maintain safe and efficient working conditions for its employees, and to protect its business, property, equipment, and operations, the University has established this policy concerning the use of alcohol and drugs. As a condition of continued employment with the University, each employee must abide by this policy.

Initial Employment Period

Every new employee goes through an initial period of adjustment to learn about the University and about the job. During this time the employee will have an opportunity to find out if s/he is suited to, and likes, the new position. Additionally, the initial employment period gives the employee's supervisor a reasonable period of time to evaluate performance. The initial employment period is ninety (90) days.

During this time, the new employee will be provided with training and guidance from their supervisor. The employee may be terminated at any time during this period if the supervisor concludes that progress and performance does not warrant continued employment. As is true at all times during an employee's employment with the University, employment is not for any specific time and may be terminated at will, with or without cause and without prior notice.

Non-Discrimination and Anti-Harassment Policy

Lynn University is committed to a work environment in which all individuals are treated with respect and dignity. Each individual has the right to work in a professional atmosphere that promotes equal employment opportunities and prohibits discriminatory practices, including harassment. Therefore, Lynn University expects that all relationships among persons in the workplace will be business-like and free of bias, prejudice and harassment.

Individuals and Conduct Covered

These policies apply to all applicants and employees, and prohibit harassment, discrimination and retaliation whether engaged in by fellow employees, by a supervisor or by someone not directly connected to Lynn University (e.g., an outside vendor, consultant or customer).

Conduct prohibited by these policies is unacceptable in the workplace and in any work-related setting outside the workplace, such as business trips, business meetings and business-related social events.

Retaliation Is Prohibited

Lynn University prohibits retaliation against any individual who reports discrimination or harassment or participates in an investigation of such reports. Retaliation against an individual for reporting harassment or discrimination or for participating in an investigation of a claim of harassment or discrimination is a serious violation of this policy and, like harassment or discrimination itself, will be subject to disciplinary action.

Open Door Policy and Shared Values

From time to time issues may arise that need to be addressed by Lynn University management. Our experience has shown that when employees feel that they can deal openly and directly with management, the work environment can be exceptional, communications can be clear, and attitudes can be positive. Lynn University has demonstrated and will continue to demonstrate our commitment to employees by responding effectively to employee questions and issues. We believe that open and honest communication is best for all employees, and we encourage you to express your needs, opinions, and suggestions to Lynn University.

When you have a problem or complaint, we suggest that you talk to your immediate supervisor, who is the individual most familiar with you and your job and is best suited to assist you. If your supervisor cannot help you resolve the matter, speak to someone in Employee Services. Lynn University is interested in all of our employees' success and happiness with us. We, therefore, welcome the opportunity to help employees whenever feasible.

Pay Days

Paydays are bi-weekly or every other Friday. Each payday includes earnings through the preceding Sunday. Overtime payment, which is included with the non-exempt employee's base salary payment, is also paid bi-weekly with these payment covering hours worked in the prior bi-weekly period.

If the normal payday falls on a University-recognized holiday, paychecks will be distributed one workday prior to the aforementioned schedule. Under no circumstances will the University release any paychecks prior to the announced schedule.

A copy of the payroll schedule can be found on MyLynn.

Safety

Maintaining a safe work environment requires the continuous cooperation of all employees. Employees are expected to obey safety rules and to exercise caution in all their work activities. Employees are also asked to immediately report any unsafe conditions to their supervisor. Employees and their supervisors are expected to correct unsafe conditions as promptly as possible.

In the event of emergency, employees should contact:

911 - Medical or Fire Emergency

Ext 7226 - Campus Safety & Security

Ext 7915 - Employee Services

Ext 7124 - Health Center

Campus Safety & Security must be notified in advance of any guest that might be visiting Lynn University .

University Identification Cards

If you are a regular full-time or regular part-time employee, you will be issued a photo ID card. It is important to carry this ID while you are at work. Your card identifies you as a Lynn University employee and may be required for you to access available services and facilities. The card is University property and must be returned upon termination of employment.

If you lose your ID card, you may obtain a replacement from the Campus Card office. There may be a replacement charge for the card. Your department may have additional instructions on identification, including procedures for access to various campus buildings. Consult your supervisor for details.

Vacations

Vacation with pay is provided to regular full time as a way to rest and relax. Hourly wage employees receive vacation pay equal to the average number of hours worked per day for the specific number of vacation days granted for the year. Vacation accrual for salaried employees is dependent on the position and/or length of employment.

Regular full-time employees are eligible for vacation time as of the date of hire. Vacation accrual is on a per-pay period basis.

Vacation days may be used for vacation, personal time, or time off to care for dependents. Vacation days must be scheduled in advance and approved by your supervisor. The Vacation Policy does not cover scheduled University holidays, floating holidays, time off for jury duty, bereavement or sick leave. Questions about vacation time earned and used should be referred to your supervisor.

Violence in the Workplace

The University recognizes that workplace violence is a growing concern among employers and employees across the country. The University is committed to providing a safe, violence-free workplace and strictly prohibits employees, consultants, customers, visitors, or anyone else on University premises or engaging in a University-related activity from behaving in a violent or threatening manner. As part of this policy, the University seeks to prevent workplace violence before it begins, and reserves the right to deal with behavior that suggests a propensity towards violence even prior to any violent behavior occurring.

The University believes that prevention of workplace violence begins with recognition and awareness of potential early warning signs, and has established procedures within Employee Services for responding to any situation that presents the possibility of violence.

Weapons on Campus

Lynn University recognizes the importance of a safe and secure environment for all persons on University premises. Accordingly, the possession and/or use of weapons or other instruments that can be used as weapons are strictly prohibited on University premises, including University parking lots, or at any other location while engaged in University business regardless of whether the person is licensed to carry a weapon or not.

This policy applies to all University employees and visitors, customers and contractors on University property, regardless of whether they are licensed to carry a concealed weapon or not. The only exceptions to this policy are security guards or other persons who have been given written consent by the University to carry a weapon on the property and police officers. This policy also prohibits weapons at any University-sponsored function.

Work Hours

The normal work hours for regular full-time employees range between 8:00 a.m. to 6:00 p.m. with one hour unpaid meal period, normally taken between 12:00 p.m. and 2:00 p.m. In some instances, the respective supervisor designates the time of an employee's meal period. The regular workweek is 35 to 40 hours.

The physical plant staff working in the areas of maintenance and housekeeping are assigned a work day schedule that commences at 7:30 a.m. and ends at 4:00 p.m., with a one half (1/2) hour unpaid lunch period. Two fifteen (15) minute paid breaks are allowed during the workday as the work schedule permits. Employees are not to leave the campus during these breaks.

Daily and weekly work schedules are at the discretion of the supervisor and may vary from those hours listed in this handbook.

Forms

The following forms are for use during the Onboarding Process.