

JOHNS HOPKINS
UNIVERSITY



ON-BOARDING TOOLKIT

Guidance
For the New Employee

JHU Talent Management and Organization Development, a Division of Human Resources

www.tmod.jhu.edu

January 2012

Dear New Colleague,

Welcome to the Johns Hopkins community! We're delighted you have joined us. Johns Hopkins University is a world class organization dedicated to service and excellence in education, research and patient care. Your role is critical in fulfilling its mission, and we hope this toolkit will help you navigate in your new environment. It is designed to help you understand our organization and culture, providing information that should put you on the path to becoming a successful contributor at Johns Hopkins.

Again, welcome! We hope that your career here will be gratifying and that this on-boarding packet will be a useful start.

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The following tool bar appears at the top of various documents in this kit. It shows when to use a specific document; prior to your arrival, during the first 30, 60 or 90 days, and beyond the 90-day period.

NEW EMPLOYEE DAYS < 0 0-30 30-60 60-90 90 +

Welcome!

NEW EMPLOYEE DAYS	< 0	0- 30	30- 60	60-90	90+
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Welcome to Johns Hopkins University! We are excited that you have accepted our job offer and will be starting your first day soon. We hope this letter finds you excited about your employment with JHU and look forward to beginning a lasting relationship with you as you begin your new role.

By now, you have hopefully received a welcome packet that includes some basic information about JHU. Take some time to read through that material. Here are some things that you should know in advance of your first day:

- Date and time to arrive the first day
- What to bring on the first day to complete the I-9 and W-4 forms
- Location to report to and who to ask for upon arrival
- Transportation and/or parking information

If you have any questions about any of these things, feel free to call your manager to obtain any missing pieces of information.

Our Mission

The mission of The Johns Hopkins University is to educate its students and cultivate their capacity for life-long learning, to foster independent and original research, and to bring the benefits of discovery to the world.

Principles of Equity and Respect

We:

- Demonstrate respect for each other
- Fill leadership positions from inclusive pools
- Compensate our employees equitably
- Support work/life balance
- Choose civility

To view the Johns Hopkins University [Diversity Leadership Council's](#) (DLC) statement on Diversity and Inclusion [click here](#).

Overview Checklist for New Employees

NEW EMPLOYEE DAYS	< 0	0- 30	30- 60	60-90	90+
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TO BE FILED IN YOUR DEPARTMENTAL PERSONNEL FILE BY THE MANAGER

Employee _____ School/VP Area _____
 Supervisor _____ Department _____

ACTION ITEMS FOR EMPLOYEE

EMPLOYEES: Check off items as you complete each one.

- Find out your Employee Identification Number (JHED ID): _____
- Complete online **New Employee and Benefits Orientation** using the directions you received from your divisional HR Office.
- [Order University business cards](#) (if applicable)

INFORMATION COVERED IN ONLINE NEO (New Employee Orientation)

- The history of Hopkins
- Diversity
- Service Excellence
- Security Information
- Occupational Health and Safety
- Other related policies and procedures
- Click here for [NEO instructions](#)

TOPICS TO BE COVERED BY YOUR MANAGER/SUPERVISOR

Check off items as your manager/supervisor reviews them with you.

- | | |
|---|---|
| <ul style="list-style-type: none"> <input type="checkbox"/> Terms of employment (employment program/probationary period/salary) <input type="checkbox"/> Job duties and performance expectations <input type="checkbox"/> Performance appraisals <input type="checkbox"/> Work schedules, breaks and overtime <input type="checkbox"/> Time and leave reporting <input type="checkbox"/> Labor contract/ dues obligation (bargaining unit) <input type="checkbox"/> Management, Staff, and Leadership Development Programs <input type="checkbox"/> Paydays and how to arrange direct deposit <input type="checkbox"/> Types of leave and accrual rates <input type="checkbox"/> Notifying about time off | <ul style="list-style-type: none"> <input type="checkbox"/> Function of department/organization <input type="checkbox"/> Department/organization chart <input type="checkbox"/> Interdepartmental relationships <input type="checkbox"/> Departmental crisis management plan <input type="checkbox"/> Equipment use and access <input type="checkbox"/> Telephone use/etiquette/voicemail/directory <input type="checkbox"/> E-mail account and usage tips <input type="checkbox"/> Emergency contact information <input type="checkbox"/> Inclement weather procedures/policies |
|---|---|

Employee's Signature _____ Date _____

Manager's Signature _____ Date _____

Learn about Hopkins

NEW EMPLOYEE DAYS	< 0	0- 30	30- 60	60-90	90+
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Knowing where to start may seem overwhelming, so here are some suggestions of things you can do during your first 30 days that can help you get a better feel for JHU.

WEEK ONE

- Meet and greet on day one with your co-workers at meetings, breaks, lunch, etc.
- Complete the New Employee Orientation (NEO) and Benefits Orientation ([online](#))
- Contact the [Benefits Service Center](#) for forms to elect your benefits.
- Walk around and tour areas of the facility (someone may assist you).
- Try to have lunch with your new colleagues on day one.
- Obtain and read the [JHU Staff Handbook](#)
- Obtain and read the [JHU Personnel Policy Manual](#)
- Get acquainted with [myJohnsHopkins](#) (your individualized portal to JHU's online tools and services).
- Get acquainted with the [myLearning](#) website.
- Learn about Hopkins communications:
 - E-mail
 - [Johns Hopkins Magazine](#)
 - [JHU Gazette](#)
 - [University Announcements](#)
 - [University Calendars](#)
 - [Administrative Bulletin](#) (If you have an SAP role)
 - [Faculty, Management and Staff Development catalog](#)
 - Team/department/unit meetings
 - Other regularly scheduled meetings
- Obtain approved organizational charts for your immediate area (and any related areas). Make sure you understand and can communicate the key factors that shaped your current organization.
- Find out what regular business hours and break times are for your department.
- Paydays are semi-monthly see http://ssc.jhmi.edu/bin/w/m/Pay_Dates_2010.pdf ; direct deposit is encouraged.
- Log-in and check e-mail with your JHED ID.
- Learn about your phone systems and set up your voicemail.
- Find out about the use of refrigerators, ovens, microwaves, recycling, etc.
- Ask about the fire alarm, evacuation procedure, and crisis management plan.

- Review and clarify all appropriate safety procedures.
- Learn how to use E-210 and [myJohnsHopkins](#) on the web.
- Learn the location of office equipment (photocopier, fax machines, etc.) and ordering of supplies.
- Locate a list of acronyms typically used in your department.
- Explore the advantages of working at Hopkins ([employee discounts, perks, wellness program](#)).

DURING THE REMAINDER OF THE 1ST MONTH

- Schedule a goals and expectations discussion meeting with your manager/supervisor.
- Review what has already been covered in the above checklist.

Develop Your Skills

NEW EMPLOYEE DAYS

≤ 0

0- 30

30- 60

60-90

90+

DURING THE FIRST 30 TO 60 DAYS

- Inquire about training opportunities and resources
- Continue meeting with your manager on a regular basis
- Learn about department goals, mission, vision, values, business and social events.



* For helpful websites, see the [online resources](#) section

MONTHS TWO - THREE

Clarify roles and expectations- Balancing the demands of daily operations while learning a new job can be overwhelming, but the time you spend now identifying the key expectations and priorities of your new role will help to focus your efforts and those of your team more productively.

- Clarify how your role aligns with and impacts the rest of your team, department, and JHU.
- Develop a list of expectations and accompanying priorities and goals with your manager/supervisor
- Develop an action plan with your supervisor/ manager to achieve key expectations and priorities.
- Identify a list of goals that are important for your role in the future, but can be put on hold for the short-term.
- Check in with your supervisor/ manager for feedback on your progress at least every two weeks, or as time permits.

DURING THE FIRST SIX MONTHS TO ONE YEAR

- Continue to ask for feedback from your supervisor/ manager about your current progress and expectations for future goals.

- Discuss with your supervisor/ manager if there are learning and professional development opportunities that seem interesting to you and would help you to achieve your goals.

- Get involved with the JHU community. You can do this by talking to colleagues about campus groups, reading through a variety of JHU publications and through other professional activities and resources that are available.

* For helpful websites, see the [online resources](#) section

NOTES

Build Key Relationships

NEW EMPLOYEE DAYS	< 0	0- 30	30- 60	60-90	90+
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- Have “getting to know you” chats with your new colleagues..

If possible, get to know your colleagues individually by asking about their background, interests, educational and work experience.

- Inquire with key your colleagues about whom the key stakeholders, customers and suppliers (internal and/or external) are for your department, and develop a contact list.



- Ask if your supervisor/ manager holds 1:1 meetings with team. If so, make sure to get on their schedule.

* For helpful websites, see the [online resources](#) section

Sample Self- Assessment for Your 90-Day Review

NEW EMPLOYEE DAYS	< 0	0- 30	30- 60	60-90	
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** Use this worksheet as a guideline to help you prepare for your 90- review with your supervisor/manager.*

Name _____

Today's Date _____

Position _____

Start Date _____

How am I doing?

What are some of the accomplishments of which I am proud?

What are some areas of concern or challenge for me?

Am I missing any necessary resources to perform my job?

What is working well?

What needs improvement?

If something needs improvement, what should be changed?

Do I have any additional questions for my supervisor?

** You can find a list of other helpful question in the resource section of this toolkit.*

Getting to Know You Profile (Optional)

NEW EMPLOYEE DAYS	< 0	0- 30	30- 60	60-90	90+
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Consider sharing some or all of the information on this form to help your manager and team get to know you better.

Name _____ Position _____

Today's Date _____ Start Date _____ Birthday (Month/Day) _____

FAVORITES:	Most <i>Avoided</i> foods
Beverage	
Book/Author	Family (Optional)
Color	
Food	
Hobby/sport/interest	My hero or someone I admire
Movie	
Restaurant	Pet(s) (Type/breed/name)
Snacks	
Sports team	Hobbies/Interests
Type of Music	
Type of Art	

What are your personal goals (educational, travel, home related, etc.)?

Characteristics of an Effective Team

- ❑ **Clear Purpose** – defined and accepted vision, mission, goal or task, and an action plan
- ❑ **Informality** – Informal, comfortable, and relaxed
- ❑ **Participation** – Much discussion with everyone encouraged to participate
- ❑ **Listening** – Use of effective listening techniques such as questioning, paraphrasing, and summarizing
- ❑ **Civilized Disagreement** – Team is comfortable with disagreement; does not avoid, smooth over or suppress conflict
- ❑ **Consensus Decision Making** – Substantial agreement through thorough discussion, avoidance of voting.
- ❑ **Open Communications** – Feelings seen as legitimate, few hidden agendas
- ❑ **Clear Roles & Work Assignments** – Clear expectations and work evenly divided
- ❑ **Shared Leadership** – In addition to a formal leader, everyone shares in effective leadership behaviors
- ❑ **External Relations** – The team pays attention to developing outside relationships, resources, credibility
- ❑ **Style Diversity** – Team has broad spectrum of group process and task skills
- ❑ **Self-assessment** – Periodic examination of how well the team is functioning

Parker, G. M. (1990). *Team Players and Teamwork: The New Competitive Business Strategy*. San Francisco, CA: Jossey-Bass.

High performing teams regulate the behavior of team members, help each other, find innovative ways around barriers, and set ever-higher goals. The most frequent cause of team failure was letting personal or political agenda's take precedence over the clear and elevated team goal.

Larson, C.E. & LaFasto, F.M.J. (1989). *TeamWork: What Must Go/What Can Go Wrong*. Newbury Park, CA: Sage Publications.

Typical New Employee Questions

**The following questions may be directed to your manager(s) or peers as appropriate*

1. What role does my job have in the business of the department?
2. What do I have to do first? Who will explain my priorities? Who do I go to for answers to problems?
3. What do I need to know to become productive?
4. What resources are available when I need help or more information?
5. What are the immediate priorities for the first day, first week, etc.?
6. When is lunch? Where can I go for lunch? Are there scheduled work breaks?
7. What are my work hours?
8. What are the likely barriers in trying to get the job done?
9. How does the phone work? How are messages handled?
10. Where's the restroom, lunch room, coat closet, copier?
11. How should I dress? Is there a casual-dress day?
12. What are the "unwritten rules"?
13. How and when do I get paid?
16. Describe the occasions when we might be working together?
17. When we work together, what do you expect from me?
18. When we work together, what can I expect from you?

Online Resources

- JH University website: <http://jhu.edu>
- JH Medical Institutions website: <http://www.jhmi.edu/>
- JHU Human Resources: <http://www.jhu.edu/hr/>
 - New Employee Orientation (NEO) instructions:
http://tmod.jhu.edu/resources/NEO_ecourse_instructions.pdf
 - JHU Staff handbook:
<https://hrnt.jhu.edu/elremp/handbook/index.cfm>
 - JHU Work, Life and Engagement : <http://hopkinsworklife.org/>
 - Housing and Relocation
 - FASAP (Faculty and Staff Assistance Program)
 - Childcare Assistance
 - Live Near Your Work Program
 - Pre-Retirement Resources
 - Volunteer and Community Service
 - Discount offers for JHU employees
 - Many other services for faculty and staff of Johns Hopkins
 - JHU Personnel Policy Manual:
<http://hrnt.jhu.edu/elr/pol-man/section9.cfm>
 - Includes the University Confidentiality Policy
- Administrative Bulletin:
<http://finance.jhu.edu/pubs/bulletin/subscribe.html>
 - The Administrative Bulletin is published monthly by University Administration to keep the JHU community informed regarding business processes and issues relevant to the administration of University business.
- [JHU Organizational Chart](#)

- Orientation for New HR Practitioners:
<http://training.jhu.edu/html/Test/NEWHR/>
Provides an overview of HR, including:
 - Organizational chart
 - Employee and Labor Relations
 - Work, Life and Engagement
 - Compensation/HR Metrics/HRIS
 - Benefits Administration/ HR Shared Services
 - Employment and Recruitment
 - Policies and Procedures
 - Office of Institutional Equity (OIE)
 - Controller's Office
 - Safety and Emergency Resources
 - Faculty & Staff Assistance Program(FASAP)
 - Training and Education
 - Maps, Parking and Shuttle Schedules

- HIPAA Compliance:
<http://www.hopkinsmedicine.org/administrative/hipaacompliance.html>

- Joint Commission:
<http://www.hopkinsmedicine.org/jhhr/Managers/JCAHO.html>

- Environmental Safety:
http://www.hopkinsmedicine.org/hse/environmental_safety/index.html

- Occupational Safety and Health:
http://www.hopkinsmedicine.org/hse/occupational_health/index.html

- JHU Safety Office:
<http://www.jhu.edu/safety/>

- Talent Management and Organization Development: <http://tmod.jhu.edu>

- [Learning and Development](#) (TMOD) provides a comprehensive course listing to help individuals become effective managers, supervisors and team members. You can also find a course catalog at [myLearning](#). Some departmental training topics include:
 - SAP training
 - Compliance, Policies and Procedures
 - Information Technology
 - Integrated Student Information System (ISIS)
 - Laboratory Excellence
 - Professional Coding for Medical Specialties
 - Leadership and Management Development

- JHU Benefits: <http://hrnt.jhu.edu/benefits/>
- List of Hopkins' Academic Calendars: <http://tinyurl.com/ouve5x>
- JHU Holiday Calendar: <http://tinyurl.com/qgf4fz>
- SAP Training Environment – this one is for SAP instructors only at this time - <https://h1tr.erp.johnshopkins.edu/irj/portal/>
- Knowledge Network - For SAP users, this tool helps to map out your role <https://collaborate.johnshopkins.edu/sites/SAP/knownet/Pages/default.aspx>
- [myLearning @ johnshopkins](#): Find various course listings here
- JHU SAP Program Sequence and Curriculum - <http://training.jhu.edu/html/Financial/Status204.pdf>
- Synchronous Learning Technology – Adobe Connect - FastFacts - <http://hopkinsfastfacts.org/>
- [Office of Institutional Equity](#)- The JHU Office of Institutional Equity provides leadership for university efforts to promote institutional equity and a diverse university community.

Additional Online Resources (Hyperlinks)

Administrative Links

[Access to Financial Information \(AFI\)](#)

[Administrative Officers and Deans](#)

[Administrative Offices, Business Organizations](#)

[CUFS Financial Accounting System Help Desk](#)

[Education Assistance Benefits](#)

[ID J-Card Services](#)

[Purchasing Services - Supply Chain](#)

[Registrar Offices \(university-wide\)](#)

[Shared Services Center](#)

[University Standard Forms](#)

Announcements for Faculty/Staff

[Today's Homewood Announcements](#)

[Today's Homewood Announcements Submission Form](#)

[Today's Homewood Announcements Policies](#)

Campus Calendars

[Johns Hopkins Online Calendar of Events](#)

[Links to various calendars maintained at the university](#)

[University Holiday Calendar](#)

Campus Services

[Office of Housing and Dining Services](#)

[Book Stores](#)

[Dining Services](#)

[Disability Services](#)

[Diversity Resources at Johns Hopkins](#)

[Post Office](#)

[Johns Hopkins Federal Credit Union](#)

[Room Scheduling and Facility Rental Information](#)

Community Relations

[Center for Social Concern](#)

[Government, Community & Public Affairs](#)

[JH United Way Campaign](#)

[SOURCE \(Student Outreach Resource Center\)](#)

[JH Urban Health Institute](#)

Computing, Technology

[BlackBoard Learning System: Carey Business School](#)

[Electronic Learning Community \(ELC\): School of Education](#)

[BlackBoard Learning System: School of Medicine](#)

[Computing Centers, Tech Support Services](#)

[Hopkins Information Technology Services \(HITS\)](#)

[Center for Educational Resources \(CER\)](#)

[Johns Hopkins Technology Transfer](#)

Councils, Committees, Clubs, Policies, and Programs

[Academic Councils and Committees](#)

[University Clubs and Forums](#)

[University Initiatives and Programs](#)

[University Minutes, Policies, and Reports](#)

Cultural and Performing Arts at Hopkins

[Art museums, broadcast media, clubs, comedy, dance, film, galleries, music, special events, theater, etc.](#)

Directories

[Faculty Homepages](#)

[JH Directories](#)

[JH Divisional Directories](#)

[The Johns Hopkins Enterprise Directory \(JHED\)](#)

Employment

[Benefits Administration](#)

[Employment Opportunities](#)

[Equal Opportunity and Affirmative Action Programs](#)

[Faculty, Staff, and Retiree Programs](#)

[Human Resources](#)

Faculty Facts and Stats

[Named Professorships, Deanships, and Directorships](#)

[Nobel Prize Winners with Hopkins Affiliations](#)

Faculty and Staff Development Programs

[Center for Organization Development and Diversity](#)

[Talent Management and Organization Development](#)

[Worklife and Engagement](#)

Health, Wellness, Safety, and Security

[Emergency, Weather and Security Info](#)

[Faculty and Staff Assistance Program](#)

[Faculty Staff and Retiree Programs](#)

[Health, Wellness, and Crisis Intervention](#)

[JHU Campus Ministries](#)

[WORKlife Programs](#)

News and Publications

[Administrative Publications](#)

[Headlines@Hopkins](#)

[JH Newsgroups](#)

[University-wide Publications](#)

Recreation, Fitness

[Denton A. Cooley Athletic Center \(East Baltimore\)](#)

[O'Connor Recreation Center \(Homewood\)](#)

Research

[Resources for Researchers](#)

[Johns Hopkins Technology Transfer](#)

Teaching Resources

[Center for Educational Resources](#) [Full-time Arts & Sciences and Engineering]

[Faculty Web](#) [Business]

[Center for Technology in Education](#) [Education]

[Office of Faculty Development](#) [Medicine]

[Center for Teaching and Learning with Technology](#) [Public Health]

Transportation

[Bus Service \(Shuttle\)](#)

[Escort Services](#)

[Planes, Trains, and Automobiles...](#)

Visitor Information

[Maps, phone numbers, directions, public transportation, nearby hotels, and more](#)