Personnel Practices:
Employee Orientation Policies

International Public Management Association for Human Resources

HR-CENTER

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International Public Management Association for Human Resources

for Human Resources

1617 Duke Street
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EMPLOYEE ORIENTATION POLICIES

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As you develop your own plans and policies, please email information to gov@ipma-hr.org.

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Employee Orientation

New hire orientation is essential to any agency or organization. Orientation is usually the first formal exposure the new hire has to the workplace. The new hire should come away from orientation not only equipped to perform in his or her position but also having greater knowledge of functions and policies.

Orientation is the manner in which the new hire becomes familiar with his or her job responsibilities, duties, organizational history, workplace rules and policies. After orientation concludes, new hires should know their job duties within the agency, how to perform in their position and how their contribution pertains to the overall mission of the organization. Expected workplace conduct as well should be communicated to new hires. It should not be assumed that every job or workplace has the same behavioral expectations for its employees.

Perhaps just as important as the informational portion of orientation, is the welcoming atmosphere it provides and the sense of becoming part of a friendly environment. The faster a person becomes comfortable in his or her work environment, the more successful they will be.

For more tips and information on how to conduct a successful orientation please see the article and sample policies below.
Employee Orientation - Keeping New Employees on Board!
By Judith Brown, IPMA Director of HR Research

Orienting employees to their workplaces and their jobs is one of the most neglected functions in many organizations. An employee handbook and piles of paperwork is not sufficient anymore when it comes to welcoming a new employee to your organization. The most frequent complaints about new employee orientation are that it is overwhelming, boring, or that the new employee is left to sink or swim. The result is often a confused new employee who is not productive and is more likely to leave the organization within a year.

With an ongoing labor crunch, developing an effective employee orientation experience continues to be crucial. It is critical that new hire programs are carefully planned to educate the employee to the values, history and who is who in the organization. A well thought out orientation program—whether it lasts one day or six months—will help not only in retention of employees, but also in productivity. Organizations that have good orientation programs get their people up to speed faster, have better alignment between what the employees do and what the organization needs them to do, and have lower turnover rates.

**Purposes of Orientation**

Employers have to realize that orientation isn't just a nice gesture put on by the organization. It serves as an important element of the recruitment and retention process. Some key purposes are:

1. **To Reduce Startup-Costs**
   Proper orientation can help the employee get "up to speed" much more quickly, thereby reducing the costs associated with learning the job.

2. **To Reduce Anxiety**
   Any employee, when put into a new, strange situation, will experience anxiety that can impede his or her ability to learn to do the job. Proper orientation helps to reduce anxiety that results from entering into an unknown situation, and helps provide guidelines for behavior and conduct, so the employee doesn't have to experience the stress of guessing.

3. **To Reduce Employee Turnover**
   Employee turnover increases as employees feel they are not valued, or are put in positions where they can't possibly do their jobs. Orientation shows that the organization values the employee, and helps provide the tools necessary for succeeding in the job.

4. **To Save Time For Supervisor & Co-Workers**
   Simply put, the better the initial orientation, the less likely supervisors and co-workers will have to spend time teaching the employee.

5. **To Develop Realistic Job Expectations, Positive Attitudes and Job Satisfaction**
It is important that employees learn as soon as possible what is expected of them, and what to expect from others, in addition to learning about the values and attitudes of the organization. While people can learn from experience, they will make many mistakes that are unnecessary and potentially damaging.

The main reasons orientation programs fail:
- The program was not planned.
- The employee was unaware of the job requirements.
- The employee does not feel welcome.

All new employees should complete a new employment orientation program that is designed to assist them in adjusting to their jobs and work environment and to instill a positive work attitude and motivation at the onset.

A thoughtful new employee orientation program can reduce turnover and save an organization thousands of dollars. One reason people change jobs is because they never feel welcome or part of the organization they join. The most important principle to convey during an orientation is commitment to continuous improvement and continual learning. That way, new employees become comfortable with asking questions to obtain the information they need to learn, problem solve and make decisions.

A well thought out orientation process takes energy, time and commitment, however it usually pays off for the individual employee, the department, and the organization. One such example is Mecklenburg County’s (North Carolina) success in revamping its employee orientation program, to live up to its credo of employees being the organization’s greatest resource.

In 1996, as part of a larger initiative to redesign services to meet customer needs, the Mecklenburg County Human Resources Department staff made a smart decision– they viewed new employees as part of their customer base and asked their customers what they wanted.

Employees were asked what they wanted and needed from orientation. They were also asked what they liked and didn’t like about orientation. New employees were asked what they wanted to know about the organization. Additionally, the organization’s senior management were asked what they believed was important for employees to learn when joining the county payroll.

Using feedback collected from employees, Mecklenburg’s HR training staff first realized that meeting employees’ needs required more than a half day session. Trusting employee feedback, the trainers crafted a one-day orientation that gave employees what they said they wanted and what senior management believed employees needed to know.

Essentially, the mix includes the topics that lack excitement-W-2s and various policies and procedures-but it also includes details that let the employee know something about the organization.
Implementation Tips
Human Resource professionals and line managers first need to consider key orientation planning questions before implementing or revamping a current program:

• What things would new employees need to know about this work environment that would make them more comfortable?

• What impression and impact would I want to make on new employees’ first day?

• What key policies and procedures must employees be aware of the first day to avoid mistakes on the second day? Concentrate on vital issues.

• What specific things can I do to ensure that new employees will begin to know their co-workers without feeling overwhelmed?

• What special things (desk, work area, equipment, special instructions) can I provide to make new employees feel comfortable, welcome and secure?

• What positive experience can I provide for new employees that they could discuss with their families? The experience should be something to make the new employee feel valued by the organization.

• How can I, as the supervisor, ensure that I will be available to new employees on the first day to provide personal attention and to convey a clear message that they are important additions to the work team? Remember, first impressions are crucial. Here are some tips for putting your best foot forward.

• Begin before the new person does. Send an agenda to the new associate with the offer letter so the employee knows what to expect. Stay in touch after he or she has accepted the position to answer questions or help in other ways. Also, make sure the new person’s work area is ready for the first day of work.

• Make sure everyone knows the employee is starting and encourage them to come to say “hello” before orientation begins.

• Assign a mentor or partner to show the new person around, make introductions, and start training. Let the mentor have sufficient notice so he or she can make preparations.

• Start with the basics. People become productive sooner if they are firmly grounded in the basic knowledge they need to understand their job. Focus on the why, when, where, and how of the position before expecting them to handle assignments or big projects. Don’t overwhelm them with too much information.

• Provide samples on how to complete forms as well as the individual’s job description with the orientation packet.
• Have some fun. Do not spend time on every aspect of the handbook, only on the very important topics. Play some games because this can help the learning process. Games such as:

• Photo match after the tour. Each employee is provided photos of other employees a list of names. The object is to match the name with the face. Signature hunt. While employees are touring the facility, provide them with a piece of paper with names of several associates they will be meeting. They are then asked to obtain the signatures of the people they meet. The employee who obtains the most signatures, gets a prize. OR Other games that pertain to what they have learned during orientation.

• Provide a list of frequently asked questions with a contact person/department, and phone number or extension.

• Plan to take them to lunch. The first day on the job the new employee is left in the lurch. This is a good time for the manager/supervisor to take the employee to lunch; include other co-workers, making sure the employee is at ease.

• Give the new person some responsibility for his or her own orientation. Offer opportunities for self-directed learning, under appropriate supervision.

• Keep the new person’s family in mind. A new job means adjustment for the entire family, especially if they have relocated. Do what you can to ease the transition and help them feel comfortable in the community.

• Ask for feedback. Find out from former new hires how they perceived the orientation process, and don’t be afraid to make changes based on those recommendations. You can send an evaluation two to four weeks after the employee has started, saying something such as: Now that you have been with the company awhile, did the orientation meet your needs? After they have been working there awhile they find out what they should have known but did not. At Mecklenburg County, one of the trainers, Allyson Berbiglia says that “We recognize that we have to continuously improve orientation to meet the changing needs of our customers. What works now may not serve our employees well next month or next year.”
**Conclusion**
An effective orientation program (or lack of it) will make a significant difference in how quickly an employee can become more productive, and also has long term effects for the organization. The end of the first day and the first week is just as important as the beginning. Let your employees feel you want them to come back the next day and the next.....

**Other Resources Websites**
Orienting New Employees -
http://www.mapnp.org/library/trng_dev/orientng/orientng.htm
U.S Department of Energy -
Department of the Army - http://cpol.army.mil/permit/744.html
University of Texas -
http://www.utexas.edu/admin/ohr/modl/orientation/orient.index.html
New Employee Orientation Checklist -
http://www.abanet.org/genpractice/lawyer/complete/w96wood.html
U.S. Fish & Wildlife Service -
http://www.fws.gov/r3pao/admin/employee/orientat/index.html

**Books**
Wanous, John Parcher: Organizational Entry : Recruitment, Selection, Orientation, and Socialization of Newcomers (The Addison-Wesley Series on Managing Human Resources) Amazon books
Employee Orientation Program

Program Overview

At the City of Concord, we place a very high value on providing exceptional customer service. We also recognize the importance of providing our employees with the skills and resources necessary for meeting that standard of excellence, beginning with their very first day of employment.

An orientation for new employees has been developed to facilitate their transition into the organization, and ensure that they have a clear understanding of our Mission, Vision and Values. The Employee Orientation Program provides a foundation upon which new employees can build their skills and contribute to our efforts of providing responsive and effective local government services.

The program is comprised of three parts, consisting of a two day Introduction to the Organization, followed by departmental orientation and training facilitated by a Departmental Sponsor, and finally, a semiannual meeting for new employees to reinforce an organization-wide perspective.

Through our Employee Orientation Program, our employees benefit from the value that we place on developing their skills and assisting their transition from their very first day of employment. In addition, the program helps to foster a supportive, team-oriented work environment within the organization. Most importantly, the program rapidly develops a new employee’s ability to respond effectively to the needs and inquiries of the community we serve.

The Employee Orientation Program is an important first step in developing a workforce that is committed to providing seamless service, maximizing resources and setting the standard for excellence.

Cherie Rosenquist
Director of Human Resources
2974 Salvio Street
Concord, CA 94519
Phone: (925) 671-3447
Part I: Introduction To The Organization

The employee’s first two days of employment are spent within a formal orientation process, designed to cover key elements of every City department, and other issues of importance that will assist the employee in their transition into the organization. The orientations are normally held on Mondays to facilitate scheduling of departmental tours. A welcome letter and itinerary are also provided to each new employee prior to their start dates. Elements of the orientation are as follows:

Day 1

- Meet assigned sponsor
- Overview of the City of Concord’s customer service philosophy, culture, Mission, Vision and Values; review of organizational structure and introduction to Performance Based budgeting and organizational training opportunities (GOAL Program’s City Basics pathway)
- Telephone and computer systems overview/training
- Benefits review and completion of new hire paperwork
- Initial Safety Awareness training
- Lunch with sponsor (hosted by the City) at Diablo Creek Golf Course (the City of Concord’s municipal golf course)
- Tour facilities and Departments:
  - Human Resources Department
  - City Manager/Council/City Attorney offices - tour of Council Chambers
  - Building and Neighborhood Services
  - Engineering and Transportation Department
  - Finance and Information Technology Department
  - Economic Development and Planning
  - Police Department
- Sponsor provides information on continued orientation (Day 2 and beyond)

Day 2

- Continue departmental tours with sponsor:
  - Maintenance Services Department
  - Community & Recreation Services Department (Includes tour of City parks and the Concord Pavilion)
- Begin job-specific training at job site with supervisor
Part II: Sponsorship Component

The sponsorship component is a key element of the Employee Orientation Program. Each department assigns at least one "veteran" employee to serve as the department’s sponsor. The sponsors are then provided with training designed to familiarize them with the functions of the entire organization, and available internal resources.

Specific roles, responsibilities and qualifications for sponsors are as follows:

Role

Each new employee is assigned to a departmental sponsor with whom they will work closely over a four-month period to facilitate the employee’s transition into the organization. The sponsor is experienced in City policies and procedures, has the ability to identify appropriate contacts within the organization (i.e. provide referrals on a variety of issues), and is also familiar with the City’s customer service and Mission, Vision and Values goals. The team of sponsors from throughout the organization will also periodically evaluate and modify the program to ensure that it best meets the orientation needs of new employees.

The role of the sponsor differs from that of the supervisor. The supervisor provides direct on-the-job training and direction for the employee’s specific work and tasks, while the sponsor’s role is to facilitate the new employee’s entry into the organization and department, as well as provide general information as needed.

Departmental Sponsor Specific Responsibilities

- Schedule and coordinate the employee’s Introduction to the Organization (first two days)
- Introduce new employee to other department members
- Review key organization and departmental policies and procedures
- Highlight the "big picture" – how their department fits into the City organization
- Conduct City Organization Tour - Introduce key sponsors from other departments. Those sponsors in turn provide departmental overviews and tours
- Maintain ongoing contact with new employee, providing information and support as needed
- Provide information regarding training opportunities, as well as participation opportunities on City committees
- Review and discuss the importance of applying customer service and Mission, Vision, Values goals to the employee’s daily work and responsibilities
Sponsor Qualifications

- Selected by department
- 3 +/- years experience within City organization
- Strong interpersonal and communication skills
- Positive and enthusiastic attitude
- Clear understanding of City’s Mission, Vision and Values
- Willing to make required time commitment

Sponsor Training

- Key reference materials, to be updated periodically
- Key organization-wide policies and procedures
- Sponsor responsibilities/Effective Communication
- Quarterly meetings to review and evaluate the effectiveness of the Employee Orientation Program and update sponsor informational materials
- Annual planning luncheon to set goals for the next year

Part III: New Employee Meeting/Ongoing Training

In order to reinforce the organizational perspective and the "seamless" approach to solving issues, a new employee meeting will be conducted within six months of the new employee’s hire date. The New Employee Meeting will emphasize the fact that each employee plays a crucial role in ensuring that we meet our service goals, and the importance of understanding what we do as an organization.

The Employee Orientation Sponsor Team will provide information on topics such as:

- Departmental overviews - City of Concord Game Show
  Participants learn about departmental functions and programs using a fun and interactive game show format.
- Concord, the community we serve
  Presentations reinforce Concord’s community oriented government approach and customer service philosophy.
- Recent policy direction/current issues
  Important policy decisions and issues that the organization will be working on.

The New Employee Meeting will also reflect the organization’s commitment to ongoing training within a supportive team environment, and provide an opportunity for new employees to meet.
Ongoing Orientation and Support

In addition to the continued contact with Departmental Sponsors, new employees receive additional support and information through the City of Concord’s GOAL Program. GOAL (Gateway to Organizational Achievement and Learning) was designed to support and promote Concord’s Mission, Vision, Values, and offers over 30 workshops, covering a wide variety of subjects such as *Writing for Results* and *Managing Change*.

As part of our ongoing orientation efforts, all new employees must complete the GOAL program’s City Basics pathway within the first 18 months of employment. The City Basics pathway consists of these three workshops:

- *Customer Service in the Public Sector*
- *Mission, Vision, Values: Live and In Action*
- *New Employee Meeting (outlined above)*

New management employees are also required to complete the following two workshops:

- *Performance Based Budgeting: A Nuts and Bolts Presentation*
- *Outcome Management: Using PBB to Make Informed Decisions*

Participation in the City Basics pathway strengthens a new employee’s understanding of Concord’s customer service philosophy, Mission statement, and Performance Based Budgeting system. The pathway also provides new employees with an introduction to the interactive and customized curriculum offered through the GOAL training program, encouraging them to pursue additional learning opportunities offered by the City of Concord.

Evaluating the Program’s Effectiveness

The objective of the Employee Orientation Program is to facilitate the new employee’s transition into the organization, and enable the employee to quickly become a productive, contributing member of our team. To ensure that the program is meeting our goals, we have established an evaluation process to provide data for measuring the effectiveness of the program. The evaluation process consists of the following:

**Part I**: Survey instrument for employee evaluation of the Introduction to the Organization segment of the Employee Orientation Program. The survey is sent to the new employee within two weeks of their hire date.

**Part II**: Survey instrument for employee evaluation of the sponsorship component, departmental training and New Employee Meeting. This evaluation is conducted after the employee has attained six months service.
In addition, an annual review is undertaken by Senior Management to analyze the program’s overall effectiveness and impact.

For additional information on the Employee Orientation Program, and other training programs developed by the City of Concord, please contact our Human Resources Department at (925) 671-3308.
The goal of orientation is to acclimate employees to their new environment in a manner that facilitates higher levels of job satisfaction and confidence. The City of Duluth strives to attain this goal through dual orientation processes: a Work Site Orientation specific to the employee’s job, and an overall Organizational Orientation to aid the employee in understanding where they fit into the City employment puzzle. Specific details regarding orientation processes can be found in the organizational and work site orientation checklists.

Overview of Orientation Process
Appointing authority sends employee a ‘final offer of employment letter’ with directions to report to HR before or on the first day of work to provide proof of eligibility for hire and to complete payroll forms.
Information regarding parking and other specifics about the position can be added to this letter as needed. At HR, employee receives ‘new employee packet’ which includes a benefits packet, required forms, Employee Handbook, and Safety Manual.

Prior to Start Date
Supervisor completes the following:
- Ensure work area is ready for new employee (supplies, mailbox, computer, phone, etc.)
- Order office keys
- Obtain computer password and e-mail account
- Add new hire’s name to shared directories
- Schedule time to spend with your new employee during the first week
- Select another employee to become a mentor for new hire
- Prepare orientation agenda for first day / first week

Day 1
Employee reports to his/her supervisor to begin the Work Site Orientation process as outlined in the Worksite Orientation Checklist. This process, to include probation period discussion, will continue through the first month of employment. Employee and supervisor sign Worksite Orientation Checklist at required intervals.

End of Month 1
Human Resources sends employee a confidential “Worksite Orientation Quality Survey” which employee completes and returns to HR via interoffice mail. Supervisors must
return signed and dated Worksite Orientation Checklists to Human Resources no more than 10 days following first month of employment.

Within First Three Months
Employee must complete the Organizational Orientation scheduled by HR. Additionally, employee will complete the confidential Organizational Orientation Quality Survey and return to HR via interoffice mail.

Throughout Probation Period
Supervisor continues to meet with employee to discuss job performance, provide feedback and coaching, as well as maintain written documentation of both positive and negative performance data. If these measures fail to improve substandard performance, a termination notice can be given at anytime during the probationary period.

Month 3
- Supervisor formally meets with employee to provide performance feedback, discuss performance expectations, set performance goals and discuss ways those goals can be met.
- Supervisor discusses appropriate probationary period and what it entails.
- Employee asks any questions that they may have.

Month 5 or Month 9 (based on whether 6-month or 12-month probation period)
Supervisor formally meets with employee to discuss success/failure of probationary period.
- Supervisor provides performance feedback, expectations, and goals including whether performance expectations and goals are being met.
- If employee has failed to meet probationary expectations, inform employee that they will be terminated and issue a “Notice of Removal While on Probation” memo before the end of probationary period.
- Employee asks any questions that they may have.

One Year
- Supervisor congratulates employee on one-year anniversary.
- Supervisor formally meets with employee to discuss Employee Review, provide feedback, set new goals and discuss ways those goals can be met.
- Employee asks any questions they may have.

Questions to Keep in Mind while Performing Orientation Tasks
1) What do new employees need to know about the work environment that would make him/her more comfortable?
2) What information does the employee need immediately to aid them in performing their job safely?
3) What impression and impact do I want to make on the new employee?
4) What experience can I provide that would make the new employee feel valued by the organization?
5) How can I convey a clear message that (s)he is an important addition to our work team?
6) What key policies and procedures must the employee be aware of in the first week to avoid mistakes in the second week?
7) What can I do to ensure new employees will begin to know coworkers without feeling overwhelmed?
8) How can I ensure that I will be available to new employees on the first day/week?
9.01 EMPLOYEE DEVELOPMENT AND TRAINING

Program Overview
In order to achieve the Human Resources vision for the City of Portland to have a highly trained, competent and motivated workforce, the City recognizes that continuing education and development of employees are important contributions toward the productivity and professionalism of the City’s work force. Development and management of the City’s workforce to sustain and improve performance enhances the delivery of services to the public as well as job satisfaction.

New Employee Orientation
Upon hire with the City of Portland, new employees will have the opportunity to attend a new employee orientation. For new employees, a comprehensive orientation enables them to be better integrated into the City's work force and ultimately provide better service to the public.

Training and Development
Employees will be trained to the extent practicable as needed to facilitate high-quality performance. Training sponsored by the City of Portland for an employee should be related to the duties currently performed or as needed to prepare the employee for more responsible assignments likely to be performed in the future. Training not directly related to the duties currently performed by the employee should be directed toward a career within the City or otherwise be in the best interests of the City. Training programs should be structured to either support the business interests of the bureau or enhance the development of employees’ careers and job opportunities in the City. Training programs should include systematic methods for assessing training needs, providing training to meet priority needs, selecting personnel for training, and evaluating the training provided.

Citywide Training and Development Classes
City employees at all levels are eligible for most of the courses offered by Training and Development, attendance requires bureau approval. Some workshops have restricted enrollments (e.g., City of Portland employees only, current Managers and Supervisors only, etc). Others, while not restricted, are best suited for employees at specific levels or occupations. Providing the employee meets enrollment restrictions, if any, the decision of whether an employee may or may not participate in training during regular work hours, on City time, and/or at City expense is at the discretion of that employee’s bureau and its
management/supervisory staff. Exceptions to bureau discretion include workshops and courses that are required through Council Ordinance or other mandates. Training and Development also develops and/or coordinates policy oriented training, such as workforce violence prevention, employee discipline and investigating discrimination complaints.

Professional Skills Development and Training Curriculum
The purpose of professional development is to provide training to meet the business and learning needs of bureaus and employees, through a collaborative process.

Workforce Planning and Development
The purpose of the Workforce Planning and Development is to facilitate the development of an integrated citywide program of succession planning and development in order to ensure a skilled and effective workforce.

Technical and Professional Associations
The City encourages employee membership and participation in technical and professional associations and activities on a local and national level. Within the constraints of approved budgets, bureau directors may approve leave, professional dues reimbursement and/or reimbursement for attendance at professional meetings, seminars and similar work-related activities.

Training Administration Schedule of Training
Training for City employees may be conducted both during and outside of an employee’s regular work schedule. Regular or overtime wages will be paid for mandatory training outside the employee’s regular work schedule in accordance with applicable State and Federal laws, Human Resources Administrative Rules or collective bargaining agreements.
# WASHOE COUNTY

## NEW EMPLOYEE ORIENTATION OUTLINE

<table>
<thead>
<tr>
<th>Tuesday</th>
<th>Wednesday</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LOCATION:</strong> Human Resources Training Room, Building A, Room 220, Washoe County Complex at 9th Street and Wells Avenue</td>
<td><strong>LOCATION:</strong> Central Conference Room, Building C by the cafeteria, Washoe County Complex at 9th Street and Wells Avenue</td>
</tr>
<tr>
<td><strong>A.M.</strong></td>
<td><strong>A.M.</strong></td>
</tr>
<tr>
<td>8:00 Introductions with County Manager, Katy Singlaub</td>
<td>8:00 to 10:30 AM Windows and Employee Self Service (ESS) Training (Check with HR Rep - you may be scheduled for this session on either Wednesday or Thursday.)</td>
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<tr>
<td>8:30 Introduction to County, history, mission, vision, values, who’s who, departments and functions, John Slaughter, Director Management Services.</td>
<td>10:45 AM to 1:00 P.M. Veronica Frenkel Mandatory Policy Training: Sexual Harassment, Workplace Violence, and Discrimination and Harassment.</td>
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<tr>
<td>9:00 Quiz, answers and prizes, John and Veronica</td>
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<tr>
<td>9:30 Benefits: PERS, holidays, Deferred Comp, EAP, Section 125, vacation, sick leave, Veronica Frenkel</td>
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<td>10:15 Break</td>
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<td>10:30 Health Benefits orientation, Cheri Knudson</td>
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<td>12:00 Break for Lunch</td>
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<td><strong>P.M.</strong></td>
<td><strong>P.M.</strong></td>
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<tr>
<td>1:00 Review policies, Tour, Veronica Frenkel</td>
<td><strong>ID BADGE PHOTOS:</strong></td>
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<tr>
<td>2:00 Meet BCC, and attend first hour of meeting.</td>
<td>LOCATION: New employees needing pictures taken for ID badges, please go to Reprographics (End of the corridor from the cafeteria in Building C) between 10:00 A.M. and 2:00 P.M. on the Wednesday of New Employee Orientation.</td>
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<tr>
<td>3:15 Property casualty, safety, worker’s compensation, Jim Caughron</td>
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<tr>
<td>4:00 Customer service and organizational values training, Veronica</td>
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<tr>
<td>4:45 Wrap up and evaluation, Veronica</td>
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