



University of New Hampshire
Cooperative Extension

ORIENTATION PROGRAM HANDBOOK

for New Employees



New Employee Orientation Program

Welcome to University of New Hampshire Cooperative Extension! This handbook has been developed to support you through your orientation period as a new employee by answering your questions, letting you know what to expect, and providing you with information about who and where to go to when you need something.

The University of New Hampshire Cooperative Extension (UNHCE) provides New Hampshire citizens with research-based education and information, enhancing their ability to make informed decisions that strengthen youth, families and communities, sustain natural resources, and improve the economy.

As a University outreach program, we have a network of professional Extension staff located in all 10 New Hampshire counties. Our staff work with local volunteers and specialists on the UNH campus to design and conduct educational programs that meet societal, environmental and economic needs. While many of our programs are conducted locally, we also use current communications technology including computer networking, social media and videoconferencing. As part of the national land-grant university system, we also access the knowledge and expertise of other state land-grant universities throughout the U.S.

The University of New Hampshire Cooperative Extension is a public institution with a longstanding commitment to equal opportunity for all. It is the policy of UNHCE to abide by all United States and New Hampshire state laws and University System of New Hampshire and University of New Hampshire policies applicable to discrimination and harassment. It does not discriminate on the basis of race, color, religion, sex, national origin, age, veteran's status, gender identity or expression, sexual orientation, marital status, or disability in admission or access to, or treatment or employment in, its programs, services, or activities.



Orientation Handbook Table of Contents

Orientation Program Outline	4
Inservice Training	7
Your First Two Weeks	9
Your First Months	10
Understanding Our Organization	13
Office Routines Checklist.....	16
Know Your County	17
Staff Resources - Fact Sheets and Web Links	20
Position Inventory	21
Acronyms	25
Program Leader/Supervisor Checklist	33
Area of Expertise Chair Checklist	34
County Office Administrator Checklist	35

Orientation Program Outline

University of New Hampshire Cooperative Extension's new staff orientation program is multi-faceted. It is composed of eight elements which are as follows:

1. **Welcome Packet** (delivered by Program Leader/Supervisor or COA)

This introductory packet is the first step in the orientation program. It contains the fact sheets, brochures, handbooks and other resources that support the orientation process. Many of the tools will be used in conjunction with your Program Leader/Supervisor and others as you become acquainted with UNH Cooperative Extension. The packet contains the following:

- ▶ UNHCE Mission Statement
- ▶ Welcome letter from Dean and Director
- ▶ Civil Rights Guide for UNH Cooperative Extension Staff and Affirmative Action Statement
- ▶ Name tag (sent separately)
- ▶ Business cards (sent separately as applicable)
- ▶ UNHCE Staff Directory
- ▶ UNHCE Information Technology & Distance Education (ITDE) User Guide
- ▶ UNHCE Organization Chart
- ▶ UNH Cooperative Extension Strategic Plan (electronic only)
- ▶ Orientation Handbook
- ▶ Mentor Program Handbook (as applicable)
- ▶ New Hampshire map of UNHCE office locations (electronic only)
- ▶ UNH campus map (electronic only)
- ▶ Other applicable and current pamphlets and documents

NOTE: A welcome email is also sent to new employees with a list of resource documents and their URL addresses. This list includes most of the above items (and more).

2. **Meeting with Program/Leader / Supervisor to discuss the Position Inventory**

Early in the orientation process new staff will meet with their supervisor to discuss the knowledge and skills he/she brings to their position and areas where the employee might want to seek additional training. The Position Inventory supports this process. Used in conjunction with Supervisor support, a review of one's job description, a review of Program Team Area goals, the availability of training opportunities, and professional development forms, the Position Inventory is a useful planning tool.

3. **UNH Cooperative Extension Mentoring Program**

There is a separate handbook which describes the mentoring program. A mentor is assigned for the first year of employment. The purpose of the program is:

- ▶ To support the new staff member in understanding UNH Cooperative Extension's mission, vision, values and goals
- ▶ To share the skills and knowledge of successful Extension professionals with new employees
- ▶ To provide support in locating Extension resources and resource persons
- ▶ To foster open communication and dialogue
- ▶ To provide motivation for job performance, creativity, and the acceptance of responsibility with confidence
- ▶ To bring employees together to establish a network of professionals within the organization

4. On-Campus Formal Orientation Program

Periodically, UNH Cooperative Extension conducts orientation programs on the UNH campus in Durham. These programs provide a general overview of UNH Cooperative Extension, an opportunity to meet the Administrative Team and to get to know them better, and an introduction to Extension resources and support. Program topics include:

All Staff

- ▶ History & Mission of Cooperative Extension
 - ◆ Partnerships
 - ◆ Funding
- ▶ Relationship Between UNH/UNHCE
- ▶ Program Team Area Overviews
- ▶ Visit Selected Campus Resource Centers/Departments

5. Basic Training New Staff

Periodically, inservices are offered that are specifically designed to cover important topics for new staff. These are typically scheduled to coincide with several new hires or as needed, but over the course of the first three years of employment, a new staff person will have the opportunity to attend workshops on many of the following important topics. (See the Staff Professional Development page for details on schedules).

- ▶ Finance/Budgets – purchasing processes, travel reimbursement, Business Service Center (BSC) procedures, use of purchase cards (p-cards)
- ▶ Civil Rights & Diversity – legal requirements, disclaimer statements, resources on campus to assist, meeting the needs of diverse audiences
- ▶ Planning & Reporting – on-line system; overview of federal POW process, how data is used with stakeholders, accountability expectations of all staff
- ▶ Program Development – using the Logic Model
- ▶ Program Evaluation – basic tools, techniques
- ▶ Grants & Contracts – Policies and procedures around grant submissions, resources for help --Office of Sponsored Research (OSR) & Institutional Review Board (IRB)
- ▶ Promotion – timeline and requirements, what to keep for a notebook, how to

- organize and submit notebook, review process
- ▶ Conflict of interest and consulting policies
- ▶ Balancing work –flex time, work ethics, working effectively with others
- ▶ Committees & University Resources – Extension Educator Committee (EEC), Recognition Committee, other opportunities to support the organization through committee work, accessing the library databases, parking on campus, etc.
- ▶ Information Technology & Distance Education (ITDE) – supported software, how to purchase new computers, blogs, distance education, web updates, email, etc.
- ▶ Volunteer Management – Risk management, policies, legal requirements, tips for working with volunteers
- ▶ Marketing & Publications – resources, publications center, copyrights
- ▶ Working with Advisory Committees, public awareness, county government

6. Inservice Training ~ On-going Professional Development

UNH Cooperative Extension offers annually a wide array of training opportunities including webinars and on-line workshops. In conjunction with their supervisor and with their professional development plan in mind, each employee registers for the sessions appropriate for their needs. In addition, staff may arrange for professional development opportunities outside of the inservice training sessions scheduled. These could include: professional conferences/workshops, UNH courses, self-study, etc. Extension educators are life-long learners.

7. Extension Intranet Access

The UNH Cooperative Extension web page (<http://extension.unh.edu>) links to many Extension resources related to policies and procedures, professional development, program development, evaluation and more. Staff can reach these resource links through the Extension Intranet page found at: <http://extension.unh.edu/Article-Categories/Extension-Update> or by clicking the bottom of any Extension web page on the text “UNHCE Intranet.” These pages are for Extension staff only and you will need to set up your username and password to access all of the available links that are there.

For more information on using the intranet, see the ITDE User Guide at http://extension.unh.edu/resources/files/Resource001298_Rep1697.pdf.

8. Checklists and Guidelines ~ Self-study

The Orientation Handbook contains a variety of items to support self-study.

- ▶ Understanding Our Organization
- ▶ Know Your County
- ▶ Your First Months

Inservice Training

As a new staff member you will want to be sure to take advantage of the inservice training opportunities offered by UNH Cooperative Extension. After completing your Position Inventory and discussing the results with your program team leader or supervisor, and after meeting with clientele, you will have an idea of additional areas of expertise on which you might want to focus your training.

It is the responsibility of the employee to review the inservice offerings and to register for inservice training. Inservice sign-ups are traditionally conducted in August and January, but new staff may complete an inservice sign-up immediately after hire as a part of the orientation process. Once your inservice sign-up form has been submitted to your program team leader/supervisor (via the online registration system), they will review and approve your choices, and if necessary discuss your selections with you. Some information, such as logic models, may be offered through alternative means such as video or on-line study.

You can view current offerings and sign up by going to the Professional Development page of the intranet: see page 20 of this handbook for the direct link.

In addition to workshops offered through UNH Cooperative Extension, staff may attend conferences, participate in self-study, and take credit and non-credit courses. You should discuss these additional options with your program team leader/supervisor.

~ New Staff Action ~

1. Complete the Position Inventory survey found in your orientation packet.
2. After completing the Position Inventory, complete a first draft of your Annual Performance Management Plan (APMP) Professional Development Plan section; focus on completing new staff training and strengthening skills where you have low proficiency. (APMP forms are located on the UNH Cooperative Extension intranet web site; see page 20 of this handbook.)
3. Using your Professional Development Plan and Position Inventory as a guide, complete an Inservice Training registration. (Registration forms are located on the UNH Cooperative Extension web site; see page 20 of this handbook.)
4. Arrange a meeting with your program team leader/supervisor to discuss the results of your Position Inventory and to review your draft APMP Professional Development Plan and Inservice Training registration. Re-draft the plan as appropriate.
5. Submit your final APMP Professional Development Plan and Inservice Training registration to your program team leader/supervisor for approval. Confirm with your supervisor as to how your Inservice Training registration should be handled.

Your First Two Weeks Suggested Outline

Day 1	Office Welcome: Settle in; become familiar with office & staff, access electronic mail
Day 2	Office Action: Review orientation packet, office procedures, complete Bio-Sketch form for mentor (form is sent separately with mentoring handbook as applicable)
Day 3	Local focus: Self-study, County Tour (field specialist)
Day 4	Shadow an experienced Extension Educator from your county(1): People skills, committee management, conflict management, time management
Day 5	Technology Focus: Accessing calendars, e-mail, UNH Cooperative Extension web page, professional development sites, etc.
Day 6	Program focus: Meet program team leader/supervisor, professional responsibilities, professional development
Day 7	Local focus: current program, who's who
Day 8	Prepare for Mentor: Complete New Staff Needs Assessment in Mentor Handbook
Day 9	Campus focus: Benefits presentation and sign-up, meet campus administration, campus specialists, campus resources
Day 10	Shadow an experienced Extension field specialist from your program team area(2): People skills, committee management, conflict management, time management

Your First Month

You may find it helpful to work through the following checklist as you complete your first month. Activities will not necessarily happen in the order listed. In parenthesis following the activity is a person or a resource which might assist you with the activity. These activities are for your benefit and may be completed at your own pace.

- Complete activities from Your First Two Weeks outline. (Orientation Handbook)
- Review your job description. Learn about your specific roles and responsibilities. (Program Team Leader/Supervisor; Mentor)
- Visit with key community leaders, volunteers and other professionals to learn more about your communities/state and your program. (County Office Administrator; office colleagues; program colleagues; supervisor)
- Meet with your assigned mentor. Send the Bio-Sketch ahead of time; take your Mentoring Program Needs Assessment with you. Set goals for future meetings. (Mentoring Program Handbook)
- Use your Know Your County checklist to learn more about the county in which you work. (Orientation Handbook)
- Review your program area Plan of Work and results reporting system(s). (Program Leader/Supervisor)
- Complete the Position Inventory in preparation for a discussion with your supervisor (Orientation Handbook - Position Inventory)
- Using your Position Inventory as a guide, develop a draft APMP Professional Development Plan. (Orientation Handbook - Inservice Training)
- Meet with your supervisor to review your Position Inventory and draft APMP Professional Development Plan; select and register for Inservice Training. (Program Team Leader, Orientation Handbook - Inservice Training)
- Enter important county meetings, program team meetings, and statewide Extension dates into your personal calendar.

Your First Three Months

- Review UNH Cooperative Extension mission, vision, values, current status and Extension history. (Orientation Handbook - Understanding the Organization)
- Become familiar with the UNH Cooperative Extension administrative structure and the responsibilities of persons in key positions. (Orientation Handbook - Organizational Chart; Mentor)
- Access the on-line planning and reporting system. Begin your individual APMP Plan of Work. (Mentor; Program Team Leader/Supervisor; Lisa Townson)
- Discuss the Program Development process with your supervisor. (Program Team Leader/Supervisor)
- Discuss first year performance expectations and personnel evaluation process. (Program Team Leader/Supervisor)
- Continue to keep in contact and meet regularly with your mentor. (Mentoring Program Handbook)
- Discuss Civil Rights and Affirmative Action policies. (Program Team Leader/Supervisor; Civil Rights Training Video)
- Become familiar with the UNH Cooperative Extension fact sheets and web links for new staff. (Orientation Packet - Staff Resources)

Your First Six Months

- Continue to meet with your peer mentor; complete the Mentoring Program Six Month Evaluation. (Mentor Handbook)
- Completed participation in at least one state level inservice. (UNH Cooperative Extension Web Page - Professional Development - Inservice Training)
- Continue to identify what you need to know about your program area Plan of Work, program implementation and accountability. (Program Team Leader/Supervisor)

Your First Twelve Months

- Plan and schedule meetings with your mentor to complete mentoring activities. Complete the Final Evaluation. (Mentoring Program Handbook)
- Continue to place emphasis on identifying what you need to know about your program area and program development, implementation and evaluation. (Program Team Leader/Supervisor)

Understanding Our Organization

Mission Statement

UNH Cooperative Extension provides New Hampshire citizens with research-based education and information, to enhance their ability to make informed decisions that strengthen youth, families and communities, sustain natural resources, and improve the economy.

Statement of Values

We value ...

Our position as a primary outreach unit of the University of New Hampshire, one of the nation's few comprehensive land, sea and space-grant universities.

Our formal partnerships at the county, state, regional and national levels, enabling us to serve New Hampshire people.

Our collaborations formal and informal working relationships with University faculty, community and statewide organizations, and regional partners.

Our volunteers their knowledge, contributions and commitment to our mission.

Our responsibility to involve citizens in identifying the needs of diverse audiences and tailoring our educational programs to meet those high priority needs.

Our accessibility to engage learners where they are, when they are available, providing diverse educational opportunities, and reaching out to new audiences.

Our accountability a dedication to New Hampshire citizens and decision-makers, insuring that our educational efforts remain relevant, efficient, grassroots based and continuously evaluated.

Our staff comprises well-educated, informed, resourceful professionals with the expertise and desire to work collaboratively. They are committed to accomplishing our mission through applied research, proven and innovative delivery methods and new technologies.

Vision Statement

UNH Cooperative Extension will engage individuals, citizen groups, public agencies and key decision-makers throughout New Hampshire with diverse educational programs that concretely and meaningfully reflect the University of New Hampshire's five core values: *engagement, responsiveness, resourcefulness, effectiveness* and *community*. In so doing, we envision earning statewide recognition and acclaim as the University's premier outreach arm.

Overview of UNH Cooperative Extension

UNHCE provides a direct link between UNH and people throughout the state. In partnership with local residents and volunteers, Cooperative Extension plans and conducts educational programs responsive to N.H. people and the issues they identify that are important to them. We have a proud history of serving people throughout the state for over a century. UNHCE state specialists and Extension educators serve as an outreach arm for UNH, providing applied research and practical education in agriculture and natural resources as well as in youth, family and community development. This programming not only helps participants but also results in many indirect benefits for non-participant taxpayers. As a University outreach program, we have a network of professional Extension educators (UNH staff) located in 10 N.H. counties. Our staff work with local volunteers and specialists on the UNH campus to design and conduct educational programs that meet societal, environmental and economic needs. UNHCE reaches one in four N.H. residents with information or assistance, and recruits, trains and supports over 4,000 trained volunteers who work with staff to conduct educational programs to reach a greater number of N.H. citizens (e.g., Master Gardeners, UNHCE Education Center Info Line volunteers, Lakes Lay Monitors, Marine Docents, Wildlife Coverts Cooperators, Natural Resources Stewards and 4-H Leaders)

Building a Stronger Future for UNHCE: UNHCE Re-Extension Final Report
January, 2012

A Brief History of Extension

In 1862 the Morrill Act, commonly called the Land Grant Act, provided federal support in the form of grants of public land to any state that would establish colleges to teach agriculture and mechanical arts, without excluding other scientific or classical studies.

In 1897 the Hatch Act allowed for the establishment of Agricultural Experiment Stations at one Land Grant College in each state. This is important because this act established agricultural research as a recognized function of the Land Grant University.

Farmer's Institutes became one of the primary means of disseminating research findings of the Experiment Stations to general audiences and Agriculture and Home Economics teaching faculty served as institute resource persons.

Demonstrations became the medium by which experiment station programs were delivered

and the term “demonstration agents” was coined to identify personnel engaged in this effort.

In 1906, the first County Demonstration Agent, W.C. Stallings, was hired in Texas. Private funding spurred the spread of agent hires and home demonstration agents were soon added to address topics of interest to homemakers.

In 1907, the first 4-H Club was organized in Mississippi. In 1909, the 4-H Cloverleaf was first used.

In 1911, the Cloverleaf was adopted as the 4-H national emblem.

In the early 1900's extension work began to flourish and the single most important piece of legislation became law in 1914, the Smith Lever Act.

The Smith Lever Act of 1914 provided for mutual cooperation of the United States Department of Agriculture and Land Grant Colleges in conducting agricultural extension work; it specified that the work... “shall consist of instruction and practical demonstration in agriculture and home economics to persons not attending or resident in said colleges in the several communities, and imparting to such persons information on said subjects through field demonstrations, publications and other wise ...”

As the nation’s needs continue to change, Cooperative Extension’s role has changed to meet them and regardless of the labels given to Extension programs, it is the people served who are important. Extension’s overall objective will be to continue to plan, execute, deliver and evaluate learning programs consistent with locally identified needs. Extension will help people acquire the understanding, capabilities, attitudes and skills essential to solving farm, home, environmental and community problems.

Pennsylvania State University
Cooperative Extension

~ New Staff Action ~

1. Answer the question, “What is UNH Cooperative Extension” by reviewing the UNH Cooperative Extension mission, vision and values.
2. Develop your own statement of the UNH Cooperative Extension mission that you can use when someone asks “What is Extension?” Review and practice this statement with co-workers, mentor and/or supervisor.
3. Ask a co-worker to review the UNH Cooperative Extension organizational chart and discuss roles and relationships of various positions.

Office Routines Checklist

1. Tour work facility with County Office Administrator or other county staff member(s).

Locate:

- ▶ Emergency exits
- ▶ Restrooms
- ▶ Personal work area
- ▶ Meeting rooms
- ▶ Office mail room or mailboxes
- ▶ Coffee or vending machine
- ▶ Break room

2. Secure details regarding the daily office routine:

Work Hour Policies

- ▶ Office hours
- ▶ Work hours
- ▶ Flex time
- ▶ Breaks, Lunch

Safety and Security Issues

- ▶ Keys
- ▶ Phone numbers - emergency phone numbers
- ▶ Parking
- ▶ Building information, scheduling and security

Office Procedures

- ▶ Photocopier, scanner
- ▶ Telephone system and FAX procedures, usage, and correct way to answer the phone
- ▶ Available audio-visual equipment - sign-out reservation system
- ▶ Location of stored materials and supplies
- ▶ Meeting room(s) sign-up and reservation procedure
- ▶ Online calendar system/room reservations

Know Your County

Learning basic information about your county provides you with a sound basis for judgement as you begin to shape county Extension programs. Begin your county “awareness” campaign in the first few weeks on the job; try to complete your checklist within the first month. Ignorance of basic issues, even by new staff, can be viewed as a sign of indifference or lack of concern.

What do you need to know? No one can give you all the answers. Important issues will vary among clientele in the different program team areas: Food & Agriculture, Natural Resources, Youth & Family, and Community & Economic Development.

~ ***New Staff Action*** ~

Use the following as a springboard for your “awareness” campaign. Check each area off as you complete your search.

1. Identify the geographic characteristics of the county.

- Location of towns, cities and other landmarks (a New Hampshire Gazetteer might be helpful.)
- Topography including special geographic features such as lakes, rivers, parks, woods.

2. Identify the social characteristics of the county.

- Demographics of your county population. What groups are prevalent? Are there areas of the county where certain groups reside? Census data is helpful.
- School districts and educational programs. What opportunities are there for vocational and advanced education? Where are Head Start, Senior Centers or community education programs?
- Socioeconomic and educational levels. What is the average household income for the county? Are there areas that are predominantly low income or high income? What is the average grade of school completed by residents?
- Political characteristics. Is one party more prevalent than another? What is the data about political parties and undeclared voters?
- Public officials. Who are the County Commissioners, members of the county delegation and other people that are key decision makers for the county? Get to know them

personally. What are their particular county interests/concerns?

- Active community organizations. Does your county have active Rotary, Kiwanis, Elks, American Association of University Women, League of Women Voters, Red Cross, etc.
- Other service organizations. How does UNH Cooperative Extension work with Community Action, Farm Bureau, Agriculture in the Classroom, Natural Resource Conservation Service, Natural Resource Conservation Service (NRCS), Regional Planning and community education programs?
- Family Characteristics. Are single parent families prevalent? What is the percentage of adults who work outside the home? What do children do after school? What is the rate of telecommuting and home-based businesses?

3. Economic Characteristics.

- Types, locations and economic value of various industries.
- Major sources of employment. What types of industries are there and where are they located? What products are produced in the county?
- Agriculture. What are the principle agricultural/natural resources products? Who produces what, where?
- Financial institutions. What financial institutions are available to families and businesses?
- Job opportunities. How are most people employed in the county? What is the unemployment rate?
- Taxation. What are the tax issues - property taxes, income tax, sales tax, business and industry taxes, etc.
- Tourism. What are the primary tourist destinations in the county?

4. Demographics

- Population.
- Other census characteristics: age, gender, race, income, etc.
- Housing. Where do most people live - private homes, apartments, condominiums, mobile home parks?

5. County Services

- Tour the county. A key volunteer or Council member may be willing to take you on a tour.
- Health and medical facilities. Where are the hospitals and medical clinics?
- Fire and police protection. What is available? Are they volunteers or paid?
- Water supply, sewer and solid waste disposal. What types of services are available? What are the concerns in these areas?
- Pollution. Are there problems with air, water or noise pollution in the county?
- Transportation systems. Is there taxi service, bus transportation, trains or airport service?
- Cultural and recreational facilities. Where do people go for entertainment and fun?
- Shopping. What is available for groceries, clothing, household items, etc.?
- Education. What types of educational institutions exist? Who do they serve?

6. Meeting Locations

- Facilities available within the county.
- Contact persons.
- Cost and preferred method of payment.
- Building accessibility.
- UNH Cooperative Extension policies/procedures for signing contracts.

Adapted From: Ohio State University Extension

Staff Resources Fact Sheets and Web Site Links

You can access these resources, and many more, through the UNH Cooperative Extension Web Page: <http://extension.unh.edu>. Don't hesitate to explore the extensive set of resources available on the site and the excellent resources linked to it. The following links will get you started. These links are also posted on the UNHCE Intranet under "New Employee Orientation" accessible via the Personnel and Staff Development page: <http://extension.unh.edu/Intranet/NewEmpOrient.htm>):

- ▶ [Affirmative Action Statement](#)
- ▶ [Business Service Center](#)
- ▶ [Civil Rights Guide for UNH Cooperative Extension Employees](#)
- ▶ [Civil Rights, Diversity and Equal Employment Opportunity](#)
- ▶ [Demographic Information](#)
- ▶ [Events Calendars](#)
- ▶ [Extension Educator Promotion Procedures](#) – (under Personnel and Staff Dev.)
- ▶ [Extension Update](#) – UNHCE biweekly electronic newsletter
- ▶ [Extension Policies and Procedures](#)
- ▶ [Getting Started at UNH](#) (UNH Human Resources)
- ▶ [Grants - Policies and Procedures](#)
- ▶ [Grants Process](#)
- ▶ [Information Technology & Distance Education Resources](#) (computer support; audio, video and online teaching tools; Box for UNHCE, Firefox Sync, Salesforce, videoconferencing etc.) See also [ITDE User Guide](#) on the "New Employee Orientation" page (copy included in your orientation packet.)
- ▶ [New Employee Orientation](#)
- ▶ [Performance Management](#)
- ▶ [Personnel and Staff Development](#)
- ▶ [Position Descriptions - UNH Cooperative Extension](#)
- ▶ [Professional Development](#)
- ▶ [Publications and Marketing](#)
- ▶ [Reporting and Evaluation](#)
- ▶ [Staff Directory](#)
- ▶ [Travel Policy](#)

Position Inventory

The purpose of this assessment is to help you identify professional development needs associated with your new position. You will want to discuss this assessment with your supervisor; it will be a tool that will help you individualize your professional development experiences and orientation process. This assessment gives you a snapshot of where you are today and points out areas you might want to grow toward in the future.

Complete the inventory and share it with your supervisor; it will be helpful when professional development and inservice training plans are formulated.

Directions: For each category indicate the amount of experience you have had in implementing/using each task or function and the amount of training you have had in relation to that function. Indicate whether you believe you need additional training in that area.

Amount of experience you have had with this task or function

- 4 = extensive experience;** can teach all aspects of this process to others
- 3 = moderate experience;** can use this process
- 2 = limited experience;** understand the concepts and usually apply them; could use a slight refresher
- 1 = no experience;** require training before I could apply the concepts

Amount of training you have had in this area

- 4 = extensive training**
- 3 = moderate training**
- 2 = limited training**
- 1 = no training**

UNH Cooperative Extension Position Inventory

Name: _____

Date: _____

Program Team: _____

Area of Expertise: _____

	Amount of Experience	Level of Training	Training Needed
Program Planning and Development			
Understands and uses the Logic Model in program development	4 3 2 1	4 3 2 1	Yes No
Understands and uses informal and formal needs assessment	4 3 2 1	4 3 2 1	Yes No
Involves diverse individuals/groups in program planning process (committees, agencies, clientele)	4 3 2 1	4 3 2 1	Yes No
Ability to identify target audiences	4 3 2 1	4 3 2 1	Yes No
Ability to develop a plan of work based on critical issues	4 3 2 1	4 3 2 1	Yes No
Builds program teams to address critical issues (state and field specialists, community resources)	4 3 2 1	4 3 2 1	Yes No
Seeks resources and/or grants to support program goals	4 3 2 1	4 3 2 1	Yes No
Program Promotion and Public Relations			
Utilizes various communication methods including newsletters, e-newsletters, news columns, radio, television, social media and video conferencing to deliver educational programs and information	4 3 2 1	4 3 2 1	Yes No
Develops an understanding of the community and establishing working relationships with appropriate leaders	4 3 2 1	4 3 2 1	Yes No
Program Implementation and Teaching			
Ability to match program delivery to clientele	4 3 2 1	4 3 2 1	Yes No

	Amount of Experience	Level of Training	Training Needed
Ability to develop realistic program plans	4 3 2 1	4 3 2 1	Yes No
Ability to understand and apply adult learning theory	4 3 2 1	4 3 2 1	Yes No
Applies valid, reliable research/information in program delivery	4 3 2 1	4 3 2 1	Yes No
Understands group dynamics	4 3 2 1	4 3 2 1	Yes No
Understands how to organize program events and activities	4 3 2 1	4 3 2 1	Yes No
Ability to delegate duties	4 3 2 1	4 3 2 1	Yes No
Uses technology to enhance program delivery and office management	4 3 2 1	4 3 2 1	Yes No
Understands group dynamics and ways learners are motivated	4 3 2 1	4 3 2 1	Yes No
Program Evaluation and Impact			
Understands and develops measurable program objectives	4 3 2 1	4 3 2 1	Yes No
Ability to develop and use a variety of program evaluation instruments/techniques	4 3 2 1	4 3 2 1	Yes No
Uses evaluation results to improve programs and determine future program direction	4 3 2 1	4 3 2 1	Yes No
Documents and communicates program impacts for accountability to community leaders and the Extension system	4 3 2 1	4 3 2 1	Yes No
Personal and Interpersonal Skills			
Understands the importance of teamwork philosophy and demonstrates skills to enhance team relationships	4 3 2 1	4 3 2 1	Yes No
Values and encourages diversity among people and programs	4 3 2 1	4 3 2 1	Yes No

	Amount of Experience	Level of Training	Training Needs
Ability to empower people and to build consensus	4 3 2 1	4 3 2 1	Yes No
Ability to listen effectively	4 3 2 1	4 3 2 1	Yes No
Communicates effectively with clients, office staff and other colleagues both orally and in writing	4 3 2 1	4 3 2 1	Yes No
Manages time and other resources effectively	4 3 2 1	4 3 2 1	Yes No
Demonstrates a positive professional attitude and image	4 3 2 1	4 3 2 1	Yes No
Demonstrates flexibility and adaptability in the work environment	4 3 2 1	4 3 2 1	Yes No
Understands the importance of balancing professional and personal life	4 3 2 1	4 3 2 1	Yes No
Professional Growth			
Understanding the role of feedback in professional growth and development	4 3 2 1	4 3 2 1	Yes No
Understanding the process for documenting teaching effectiveness and using results to improve teaching	4 3 2 1	4 3 2 1	Yes No
Seeking out and identifying appropriate opportunities to enhance professional growth (self-directed learning, inservice, course work)	4 3 2 1	4 3 2 1	Yes No
Identifying goals for professional development	4 3 2 1	4 3 2 1	Yes No
Volunteer Development			
Ability to identify, recruit, train and utilize volunteers for a variety of program delivery modes	4 3 2 1	4 3 2 1	Yes No
Community Networking			
Ability to build local leadership capacity	4 3 2 1	4 3 2 1	Yes No
Understands the local political process	4 3 2 1	4 3 2 1	Yes No

Acronyms

UNH Cooperative Extension

AA **Affirmative Action** – A set of pro-active measures to counteract the effects of past and present discrimination, intended or unintended, in employment and program delivery. UNH Cooperative Extension programs and policies are consistent with pertinent Federal and State laws and regulations on non-discrimination regarding race, color, religion, gender, age, national origin, sexual orientation, disability, veteran status, or marital status.

ADA **Americans with Disabilities Act** – 1990 federal legislation which guarantees equal opportunity for individuals with disabilities in employment, public accommodations, transportation, state and local government services, and communications.

AES **Agricultural Experiment Station** – Funded by federal legislation to provide research focused on agricultural problems; located with Land-grant universities.

AFRI [Agriculture and Food Research Initiative](#) – A competitive grants program for fundamental and applied research, extension and education to address food and agricultural sciences and was created in Section 7406 of the Food, Conservation and Energy Act of 2008 (Public Law 110-246). (*APLU Acronyms 2009*)

APLU [Association of Public and Land-grant Colleges](#) – The nation’s oldest higher education association (formally called NASULGC) whose membership comprises 217 institutions, including state universities, all of the nation’s land-grant colleges and universities, and several public university systems. It is a voluntary non-profit association of major public research universities with campuses located in all fifty states, the U.S. territories and the District of Columbia. (*APLU Acronyms 2009*)

APLU Regions

Northeast – Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island,

Vermont, and West Virginia

North Central – Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin

Southern – Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, Oklahoma, Puerto Rico, South Carolina, Tennessee, Texas, U. S. Virgin Islands, and Virginia

Western – Alaska, American Samoa, Arizona, California, Colorado, Guam, Hawaii, Idaho, Micronesia, Montana, Nevada, New Mexico, Northern Mariana Islands, Oregon,

Utah, Washington, and Wyoming

1890 – All of the 1890 institutions (they also participate in the regions in which their respective institutions are located)

ARS **Agricultural Research Service** – The principal in-house research agency of USDA. (*APLU Acronyms 2009*)

CARET **Committee for Agricultural Research, Extension and Teaching** – A national grassroots organization of lay persons from the constituencies served by the land-grant colleges of agriculture. Each state and territory has up to three CARET members designated by and working closely with their respective land-grant college to offer guidance and support for programs in agricultural research, extension and teaching. New Hampshire has one CARET representative. CARET is a federal organization which provides important legislative support for Extension.

CE **Cooperative Extension** (UNHCE – UNH Cooperative Extension)
The Mission Statement for UNHCE is: “UNH Cooperative Extension provides New Hampshire citizens with research-based education and information, enhancing their ability to make informed decisions that strengthen youth, families and communities, sustain natural resources, and improve the economy.”

CES **Cooperative Extension System** – A term describing the system of state Extension organizations throughout the U.S. and its territories.

CFERR **Commission on Food, Environment and Renewable Resources** – The APLU unit that monitors programs and develops policy positions in the areas of agriculture, human sciences, natural resources, oceans and atmosphere, ecological sciences and veterinary medicine. (*APLU Acronyms 2009*)

CMT **County Management Team** – Team consisting of UNH Cooperative Extension Leadership Team and County Office Administrators.

COA **County Office Administrator** – The Extension Field Specialist in each county providing leadership for county operations.

CR/EEO **Civil Rights/Equal Employment Opportunity** – UNH Cooperative Extension maintains its commitment to providing a fair and safe workplace for all employees and to conducting programs that are open to all people of New Hampshire. See The UNHCE website under “Civil Rights” for the Affirmative Action Statement that must be included on all UNHCE materials.

CREF	College Retirement Equities Fund – An option in the UNH retirement program.
DOE	Department of Energy – The federal agency whose mission is to: advance the national, economic and energy security of the United States; promote scientific and technological innovation in support of that mission; and ensure the environmental cleanup of the national nuclear weapons complex. <i>(APLU Acronyms 2009)</i>
ECOP	Extension Committee on Organization and Policy – A standing committee created to represent state, territory and District of Columbia Extension Systems in policy decisions and to provide nationwide program and organizational leadership. The members of this representative governing body of the Extension System is largely the Extension Directors of each state.
EEC	Extension Educator Council – Elected Extension Field and State Specialists representing Extension staff within the University and with UNH Cooperative Extension administration.
EEO	Equal Employment Opportunity – Federal legislation that insures non-discrimination in employment practices.
EFNEP	Expanded Food and Nutrition Education Program – An educational effort to reach low income homemakers and their families. Programs are presented one-on-one and in small groups. In New Hampshire this program is called Nutrition Connections.
EPA	Environmental Protection Agency – An independent agency of the federal government providing leadership in the nation’s environmental science, research, education assessment and enforcement efforts. <i>(APLU Acronyms 2009)</i>
EQIP	Environmental Quality Incentives Program – Provides a single, voluntary conservation program for farmers and ranchers who face serious threats to Farm Act. <i>(APLU Acronyms 2009)</i>
ESCOP	Experiment Station Committee on Organization and Policy - The representative governing body of the Experiment Station Section, composed largely of the Directors of the Experiment Station in each state.
ES-237	The federal reporting system for youth programs of Cooperative Extension.
e-Xtension	An internet –based, customer-centered, virtual and evolving learning environment that will complement and enhance community-based Cooperative Extension.
FLEP	Forest Land Enhancement Program – A U.S. Forest Service forestry cost share

program administered jointly by UNH Cooperative Extension and the NH Division of Forests and Lands.

- FmHA** **Farmers Home Administration** – Created in 1946, the FmHA has its roots back to 1918 when the first federal seed loans were made. Today, it has authority to make loans (with strict eligibility criteria) to public bodies and not-for-profit corporations in rural areas for the construction or improvement of needed community facilities such as water and sewer systems.
- FSA** **Farm Service Agency** – A part of USDA, this agency administers cost share programs for agricultural and forest land owners. It was formerly known as ASCS, Agricultural Stabilization and Conservation Service. Currently, there are six regional offices in New Hampshire and one state office in Concord.
- FTE** **Full Time Equivalent** – One person working full time for one year.
- FY** **Fiscal Year** – UNH fiscal year is July 1 - June 30. Federal fiscal year is October 1 - September 30.
- GSC** **Granite State College** – A non-residential, non-traditional, separately accredited college of the University System of New Hampshire for adults who seek alternatives to traditional campus-based programming.
- JoE** **Journal of Extension** – A peer-reviewed journal of the U.S Cooperative Extension System. IT seeks to expand and update the research and knowledge base for Extension professionals and other adult educators to improve their effectiveness. It is an electronic journal (www.joe.org). (*APLU Acronyms 2009*)
- IPM** **Integrated Pest Management** – Federally funded program emphasis in Extension.
- ITDE** **Information Technology and Distance Education** – The UNH Cooperative Extension technology office providing technology planning and support to the organization and its staff.
- KSC** **Keene State College** – one of the components of the University System of New Hampshire.
- LLMP** **Lay Lakes Monitoring Program** – A UNH Cooperative Extension program utilizing volunteers to monitor NH lakes, ponds, streams and rivers.
- NACAA** **National Association of County Agricultural Agents** – A national professional association supporting the professional interests of county agricultural Extension educators.

- NACDEP** **National Association for Community Development Extension Professionals** – A national professional organization dedicated to improving the visibility, coordination and professional status and resource base of community and economic development Extension programs and professionals.
- NACo** **National Association of Counties** – A national organization that represents county governments in the United States. The organization was founded in 1935 and provides services to the nation’s 3,066 counties. It advances issues with a unified voice before the federal government, improves the public’s understanding of county government, assists counties in finding and sharing innovative solutions through education and research, and provides value-added services to save counties and taxpayers money. (*APLU Acronyms 2009*)
- NAE4-HA** **National Association of Extension 4-H Agents** – A national professional association supporting the professional interests of youth development extension educators.
- NEAFCS** **National Extension Association of Family and Consumer Sciences** – A national professional association supporting the needs and interests of Family Development Extension Educators.
- NEED** **Northeast Extension Directors** – The organization of the directors of the 13 states of the Northeast Extension region (see “APLU Regions”).
- NESAF** **New England Society of American Foresters** – A professional society.
- NHAC** **New Hampshire Association of Counties** – “The statewide organization advocating for and promoting county government to better serve New Hampshire citizens.” (*NHAC County Directory 2009-2010*)
- NHTOA** **New Hampshire Timberland Owners Association** – A prominent New Hampshire organization of landowners, forest industry leaders and conservationists.
- NIFA** **National Institute of Food and Agriculture** – Created by the Section 7511 of the Food, Conservation and Energy Act of 2008 (Public Law 110-246, June 18, 2009), unites the research, higher education and extension education and outreach resources of USDA. On October 1, 2009, NIFA assumed all of the authorities formally administered by CSREES and will be led by a president-appointed director. (*APLU Acronyms 2009*)
- NRAES** **Northeast Regional Agriculture and Natural Resource Engineering Service** – UNH Cooperative Extension is a member of this Cornell-based regional Extension organization that produces high quality educational publications for targeted agricultural and natural resource audiences and the public. Ideas and authors

come from member states.

- NRCS** **Natural Resource Conservation Service** – A part of USDA, FSA provides services relating to agriculture, water quality, soil conservation, forestry and wildlife through county Conservation District offices. The agency has cost sharing programs for landowners. State offices are in Durham.
- NSF** **National Science Foundation** – An independent agency of the federal government which seeks to promote the progress of science; advance the nation’s health, prosperity and welfare; and secure the national defense. (*APLU Acronyms 2009*)
- OMB** **Office of Management and Budget:** assists the President in overseeing the preparation of the federal budget and supervises its administration in Executive Branch agencies. (*APLU Acronyms 2009*)
- PAT** **Public Awareness Teams** – Teams in each county consisting of Advisory Council members and staff who develop plans to raise needed public awareness of UNH Cooperative Extension and improve understating of UNH Cooperative Extension among various groups, including funders.
- PAT** **Pesticide Applicator Training** – A series of workshops held by UNH Cooperative Extension and the NH Dept of Agriculture, Markets and Food, to prepare people for the pesticide applicators exam for certification.
- PAT** **Professional, Administrative and Technical** – This is a UNH personnel classification for many Cooperative Extension employees who are not field or state specialists or support staff.
- PAU** **Program Appropriation Unit** – A state-funded appropriation. There are 12 PAUs in the USNH biennial budgets. Two of these pertain specifically to Cooperative Extension: one for State Extension work and one for County Extension work.
- POW** **Plan of Work** – An annual report of priority program goals based upon the perceived needs of county residents.
- PSU** **Plymouth State University** – One of the components of the University System of New Hampshire.
- RREA** **Renewable Resources Education Act** – A funding source for Extension natural resources programming.
- RC&D** **Resource Conservation & Development** – The National Association of Resource Conservation & Development. It is a unique USDA program designed to empower and assist rural people with tools and technical support to stabilize

and grow their communities while protecting and developing natural resources.

- SAF** **Society of American Foresters** – A national society of natural resource professionals, mostly forestry-related.
- SARE** **Sustainable Agriculture Research Education** – Part of USDA since 1988, the SARE program funds projects and conducts outreach designed to improve agricultural systems.
- SNAP** **Supplemental Nutrition Assistance Program** – The name for the federal Food Stamp Program that was mandated by the Food, Conservation and Energy Act of 2008 (Public Law 110-246, June 18, 2008.) The name reflects the program’s focus on nutrition and putting healthy food within reach of low-income households. (*APLU Acronyms 2009*)
- SPNHF** **Society for the Protection of New Hampshire Forests** – Also known as the Forest Society; pronounced “Spin - if”.
- TIAA** **Teachers Insurance and Annuity Association** – An option in the UNH retirement program.
- 3200-6** A U.S. Forest Service reporting form for forestry work; completed by all Extension Field Specialists for Forest Resources in the counties.
- UNH** **University of New Hampshire** – One of the components of the University System of New Hampshire. UNH has land-grant, sea-grant and space-grant charters. It is a public research institution with undergraduate and graduate programs and sponsored and un-sponsored research.
- UNHCE** **University of New Hampshire Cooperative Extension** – A primary outreach arm of the University of New Hampshire delivering educational programs to meet local needs in every county in the state
- UNHM** **University of New Hampshire at Manchester** – A commuter college serving the college educational needs of a diverse urban population. The mission of UNHM is to provide access to a wide variety of undergraduate, graduate, and continuing education programs.
- USNH** **University System of New Hampshire** – The System is composed of the colleges and universities supported by the State of New Hampshire including: Keene State College, Plymouth State University, University of New Hampshire and University of New Hampshire at Manchester, and Granite State College.
- USDA** **United States Department of Agriculture** – The U.S. federal Department to which the Cooperative Extension Programs of NIFA belong.

WHIP **Wildlife Habitat Incentive Program** – A USDA cost share program for landowners administered by NRCS.

WIC **The Special Supplemental Nutrition Program for Women, Infants and Children**
– A grant program whose goal is to improve the health of pregnant, post-partum and breastfeeding women and infants and children up to age 5 by providing food, nutrition education and access to health care. (*APLU Acronyms 2009*)

[Acronyms updated April 2012; Links updated Aug 2015]

Program Team Leader/Supervisor Checklist

Prior to new staff arrival:

- Secure an office space, desk, computer and other necessary equipment for the staff member.
- Arrange for administrative assistant support as appropriate.
- Order business cards, name tag, identify email distribution lists and UNHCE orientation packet (and orientation email) for the new staff member early enough that they are available on the day they arrive.
- Inform the staff member's COA or immediate supervisor of the date and time of the staff member's arrival.
- Arrange for first-day orientation.

The day of new staff arrival:

- Arrange for someone to be at the staff member's office to welcome them (COA, Program Team Leader, Support Staff, Colleague, etc.) and proceed through first day orientation
- Welcome them in person or by phone or e-mail.

When meeting with the new staff member:

Review pertinent policies:

- Annual leave and sick leave
- Annual leave requests
- Travel policies
- Out of State Travel Requests
- Staff meetings
- Committee membership
- Business cards, name tags, enclosure slips
- Budget and fiscal information, such as how does UNHCE receive funding?

Discuss performance expectations:

- Job description
- Orientation expectations
- Area of Expertise team structure
- Monthly/end-of-year reporting – multi-state on-line reporting system found at <http://www.neprc.net>
- Annual performance reviews
- Probationary period

Area of Expertise (AoE) Chair Checklist

The day of new staff arrival:

- Welcome them in person or by phone or email.

When meeting with the new staff member:

Discuss performance expectations:

- Program expectations; Plan of Work
- Program development, implementation and evaluation

Review professional development policies:

- Position Inventory
- APMP including Professional Development
- In-service training expectations - new staff
- In-service training - general
- University course work - tuition waivers
- Professional Associations
- Professional conferences

Get new staff acquainted with program staff:

- Arrange to have staff member meet with AoE chair and other field and state specialists
- Arrange “job shadowing” opportunities for the new staff member with field and state specialists from their program team area
- Forward dates of program and AoE team meetings to the new staff member

County Office Administrator Checklist

Working with the appropriate Program Team Leader/Supervisor:

- Assist in arranging for an office location and appropriate office furniture (including computer)
- Place orientation packet on the staff member's desk prior to arrival
- Arrange who will be at the office to welcome the new staff member and support them in their first day

Orientation to the office:

- Arrange for someone in the office to orient the new staff member to:
- Office facility - storage, meeting rooms, etc.
- Office security - keys, parking, locking, lighting
- Office machines - how to operate, machine manuals
- Explain office procedures and policies
- Budget
- Purchasing
- Mail
- Technology support
- Inter-office communication
- Travel
- Requests for use of shared equipment
- Reserving meeting spaces
- Provide dates of coming staff meetings, Council meetings, budget hearings, etc.

Orientation to the county:

- Introduce or arrange for someone else to introduce the staff member to key individuals:
- Office co-workers
- County Commissioners
- Extension Council Members
- County Delegation representative to Extension Council
- Key volunteers/supporters
- Work with the staff member and co-workers and/or key volunteers to arrange a county tour.

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