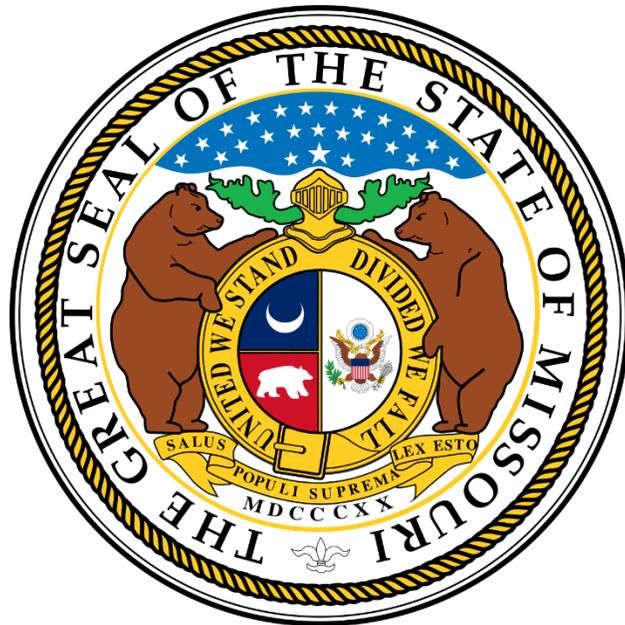


Leadership Academy Proposal on How to develop a Statewide Onboarding Process



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Project Summary:

Executive Summary

As part of the Leadership Academy capstone project, participants were assigned the task to review and offer a proposal to improve onboarding processes for new hires in the 16 executive branch departments. The team began by drafting a problem statement of: In the next 12 months, how can we create a cost effective State of Missouri onboarding experience that provides every new state employee with the essential training and information to begin a successful career in state government.

For the State of Missouri to transition from the inconsistent manner in which we welcome, acclimate and train our newest team members to a systematic method in which all new team members will experience a positive and interactive introduction to their careers with the State of Missouri.

Onboarding is a term that many have heard but few can actually define. In terms of new employee hiring, it typically gets associated with orientation. However, the two terms have entirely different meanings. **Orientation** is typically a one-time event, designed to complete necessary paperwork with the new hire, go over various employee benefits with the employee and provide a brief overview of the job. **Onboarding**, on the other hand, is a series of events (including orientation) designed to help a new employee develop a solid understanding of the organization's history, culture, mission, priorities and their role as it relates to those things.

Why is this differentiation important?

While orientation is performed by all state agencies in some form or another, a recent survey of our 16 executive branch agencies (2019 SOM Employer Survey), none were identified as having a strong onboarding process in place. In addition, the orientation processes currently in place differed significantly from agency to agency and in many cases, primarily consisted of filling out paperwork and watching videos. Missouri government is not alone in this phenomenon. The Human Capital Institute found that 58% of organizations say their onboarding process is focused on processes and paperwork only. (Source: http://www.hci.org/files/field_content_file/2016%20Talent%20Pulse%20TA.pdf)

Why is this a problem?

According to the Office of Administration, 16% of new hires to Missouri government voluntarily resign within the first 12 months. In 2017, that percentage equated into 1,446 new employees leaving employment within the 1st year.

In terms of monetary costs, such a high turnover rate has significant ramifications. According to the Society of Human Resource Management (SHRM), each employee who leaves an organization within the first year conservatively costs the organization 6-9 months of salary. Based on that assumption, Missouri government is incurring approximately \$28 million in direct costs per year, based on new hires who start employment with an annual salary of \$30,000.

In addition, Josh Bersin of Deloitte, a global leader in human capital consulting, suggests that the true cost of losing a new hire within the first year is actually much higher, in terms of the damage to employee productivity, customer service, employee engagement and the overall cultural impact that occurs at work when the new person leaves.

While employees leave for a variety of reasons, many of these reasons are preventable and have a direct connection to a lack of effective onboarding.

According to research by Glassdoor, having a successful onboarding process can improve new hire retention by 82% and productivity by 70%. (Source: The True Cost of a Bad Hire, Laurano, 2015.) In addition to the lack of a robust onboarding process, the new employee orientation process is disjointed and inconsistent in the quantity and types of information shared with new employees. According to the 2019 SOM Employer Survey, 41% of agencies did not share their placemats with new hires, 45% did not share their strategic plans with new staff, 27% did not share their organizational charts with employees and 36% made no effort to connect new hires with department leadership. In addition, only 18% provided specific information about ENGAGE.

What Needs to Happen?

Missouri government must develop a comprehensive new employee onboarding strategy that includes the following:

- 1) Established ownership of this process
- 2) Orientation process that is consistent, ensures accurate and complete paperwork transactions, provides a consistent and thorough explanation of state government benefits and identifies and provides a minimum list of training exercises necessary for ALL state employees, regardless of job title.
- 3) Introduction to the history and culture of state government, as well as the respective agency.
- 4) Discussion of mission and priorities of agency, program and job.
- 5) Assignment of a mentor (Doesn't necessarily have to be co-worker) who will reach out independently of Supervisor to check in on the new hire on specific dates: (1 week, 1 month, 3 months, 6 months, 1 year).
- 6) Commitment of Supervisors to ensure new hires feel connected. (Strategies to be determined)

The team also defined what was and what was not within scope. The scope will include: recommendations to improve internal communications, including surveys, checklist for all hiring managers to use and recommendations from human resource community on MO Learning courses related to onboarding.

The team will also offer recommendations as it relates to governance. This governance is to ensure that the material is current, correct and continuous improvement is a major focus. To achieve this goal, a diverse group from the departments will ensure buy in and capture all aspects from the diverse workforce.

The Capstone Team surveyed each department on their current processes, surveyed new hires within each department to get a baseline of where we are today and reached out to the federal government and private sector to see how they do onboarding.

Goal and Objectives

The goal and objective of this project is to provide a proposal and a presentation that will improve the onboarding process for all State of Missouri new employees.

Problem Statement

In the next 12 months, how can we create a cost effective State of Missouri onboarding experience that provides every new state employee with the essential training and information to begin a successful career in state government.

Scope Definition

In Scope

In an effort to improve the State of Missouri onboarding experience, the team is proposing an intranet site and videos that will be specific to State of Missouri onboarding process. This site will provide information that is crucial for the entire organization. In addition to the intranet site, the team will also provide additional recommendations to improve internal communications, including surveys, checklist for all hiring managers to use and recommendations from the governance team on MO Learning courses related to onboarding.

The team will also offer recommendations as it relates to governance. This governance is to ensure that the material is current, correct and continuous improvement is a major focus. To achieve this goal, a diverse cross department group of human resource staff and business leaders will ensure “buy in” and capture all aspects from the diverse workforce.

Out of Scope

The project is to only offer a recommendation, the team also agreed that the implementation of any solution, including an intranet site, would be out of scope. Assuming that management approves this proposal, any future development will be completed as a separate effort.

Success Criteria

The success criteria for this project will include the completion of the proposal and presentation.

Risks

No.	Risk Description	Mitigation Plan	Probability (H/M/L)	Impact (H/M/L)
1	Not establishing an owner or governance team	Ensure management agrees with recommended owner and governance team	M	H
2	Multiple departments doing the same work to maintain content. Currently there are 12 Intranet sites used for onboarding.	Communication to each department that the effort is to maintain one statewide process to eliminate duplication.	M	H
3	Resources will not be available to maintain content (lack of governance)	Management to mandate team participation and ensure resources are made available	M	H
4	“Buy in” from hiring managers	Good communication plan is needed to express why onboarding is so important	M	H

Assumptions

No.	Assumptions
1	If approved, the recommendations within the proposal will be implemented as a separate effort.
2	Governance team will be established and adopt the recommendation.
3	Any required training will be provided.
4	Senior leadership will encourage and promote the use of the intranet site, establishing governance, consolidating training courses and doing a pilot mentorship program.

No.	Assumptions
5	Intranet site should launch with a core set of features that provide value to the organization.
6	Development of the intranet site will be incremental.

Constraints

No.	Constraints
1	Budget and time.
2	Project team does not have the authority to approve or implement solution.
3	New hires are spread across multiple departments and geographical areas.
4	The size and complexity of working across multiple departments
5	Governance team does not currently exist.
6	Development of materials for the site and for communication to all the agencies.
7	Marketing and branding

Proposal

Recommendation

To improve the onboarding experience for all new state employees, we are suggesting the development of a diverse governance team, a central intranet onboarding website, an onboarding checklist and a consolidated list of training via MO Learning or other tools to ensure same training is happening across the executive branch. Below are specific recommendations and content to be considered:

1. Develop a Governance Team
2. Develop an intranet site
3. Provide a high level checklist for hiring managers to follow
4. Consolidate surveys for feedback
5. Consolidate Intranets
6. Develop pilot Mentorship Program
7. Consolidate training courses

1. Develop a Governance Team

Summary: Develop a team with staff that are subject matter experts in the hiring process, training materials and communication. Governance team should consist of one owner (OA Division of

Personnel Director) along with a cross department team of human resource professionals and business leaders.

- This team will be responsible for the following:
 - The team will be accountable for keeping content relevant and updated
 - Communication plan on how and when to communicate to the human resource community on changes to the onboarding process and how to communicate feedback
 - Videos – the production of videos including a welcome message from the Governor and Executive Staff
 - Assigning resources to navigate MO Learning courses to develop onboarding training paths for staff
 - Develop surveys and meet regularly to discuss the feedback to improve process

2. Develop an Intranet Site

A. *Develop a Brand*

Summary: Creative name that will encourage and inspire agencies to adopt the new intranet site.

- Build a brand around a united workforce and provides the State of Missouri mission.
- For purposes of the presentation we used “Gear Up” for the brand.

B. *State of Missouri Onboarding Homepage*

Summary: Static high-level information deemed critical to the mission of The State of Missouri to appear on the intranet homepage.

- Information to include to keep people coming back:
 - State of Missouri Mission Statement
 - Listing of all the executive branch departments
 - Videos (Mo Learning, EGAGE, Governor’s welcome message, etc.)
 - Quotes updated monthly from feedback surveys related to onboarding
 - Statewide Projects
 - State of Missouri news (social media, events, podcasts)
 - Initiatives/Placemats
 - Links to all department social media
 - Links to helpful resources

C. *How Do I?*

Summary: Section for staff who want to know how to do something.

- How Do I (technical and non-technical)
 - Onboarding/Off boarding
 - Procedures
 - Request services
 - Office supplies
 - Continue Education

- Evacuate the building in the case of an emergency
- Use the tools ITSD provides
- Reserve a state vehicle
- Find state surplus property (MoREUSE)
- Find paystubs, benefits, etc. (ESS)
- Learn more about Missouri Way/Leadership Academy/Project Management

D. Communication & Information Sharing Center

Summary: Communication regarding State Wide Initiatives.

One of the things that would greatly benefit State staff is a place to locate messages that have been delivered by the Governor's office.

- ENGAGE
- MO Learning
- Pulse Survey results
- Holiday Messages

E. Mobile Design

Summary: All employees may not have access to a PC. The site and it's tools need to be built with mobile devices in mind.

F. Agency Projects

Summary: A page that dynamically displays and describes an agencies top five projects (could be active or upcoming).

- CITGC projects
- Need ability to filter by agency

G. Intranet Governance

Summary: In order for the statewide intranet site to be successful, it will need to be governed. We propose it would be the responsibility of a governance committee to ensure the site is aligned with statewide goals and to ensure the information is maintained and relevant.

- Governance committee could consist of a:
 - OA Division of Personnel Director
 - Communications Team Lead (PIOs)
 - HR Core Team
 - Business leaders
- Responsibilities of OA Division of Personnel Director:
 - To communicate statewide initiatives
 - To ensure each department is represented.

- Support the governance committee.
- Responsibilities of the Communications Team Lead (PIOs)
 - Accountable for the governance committee for the site, ensuring it is aligned with statewide and department goals.
 - Point of contact for communicating information to their department
 - Accountable for development of a schedule for required updates to content on the site
 - Regularly review site content to identify and implement new features, updates, and changes to keep the site relevant, current, and interesting
 - Accountable to ensure the agreed upon new features, updates, and changes are implemented
 - Hold committee meetings when needed
 - Communicating with senior management regarding the resources required to complete the work the governance committee agrees upon
- Responsibilities of the HR core team and representatives from each department:
 - Represent department at the governance committee meetings
 - Ensure all teams are kept informed of actions, changes, updates, initiatives, etc. that come from the governance committee
 - Establishing the standards, design, and templates the site needs to follow
 - To ensure the content is maintained and updated for their respective area
 - Collaborate on feedback from surveys and how to continue improving the onboarding process

3. [Create a high level checklist for HR, Supervisors and Mentors to follow](#)

What we have learned from our research is that each department has a different way of onboarding their employees. Some do a great job and others are lacking. A high level checklist will provide those managers guidance on what should be covered during the onboarding process. Please see Page 12

4. [Consolidate surveys for feedback](#)

Evaluate and identify a common tool and survey questions to be used across state government and eliminate duplicative surveys. This would increase awareness and the review of data that is received will be more consistent.

5. [Consolidate Intranets](#)

From the research we have done regarding onboarding, we were able to identify 12 different intranet sites that store similar information. All listed below. Keeping this information updated and relevant is time consuming when you multiply the work times 12. If we were able to create one statewide intranet

for onboarding, we could reduce numerous amounts of work for the departments keeping this information relevant.

Agriculture - <https://intranet.state.mo.us/agriculture/employee-benefits/>

Corrections - <https://docintranet.state.mo.us/>

Elementary and Secondary Education – <https://intranet.state.mo.us/dese/human-resources/>

Higher Education – <https://intranet.state.mo.us/dhe/>

Economic Development - <https://intranet.state.mo.us/dedconnected/human-resources/>

Health - <http://dhssnet.state.mo.us/employeeinfo/>

Labor - <http://intra.labor.mo.gov/newEmployee/>

Mental Health - <https://intranet.state.mo.us/dmhonline/offices/human-resources/>

Natural Resources - <https://n-nr1ntra.ads.state.mo.us/das/hr/prof-dev/neo-portal/default.htm> Office of Administration - <http://intranet.state.mo.us/oa/neo-index/>

Revenue - <https://intranet.state.mo.us/dor/administration/new-employee-information/>

Social Services - <http://dssweb/dpl/>

MODOT – <http://sp/sites/hr/EmployeeDevelopment/SitePages/Gear%20Up.aspx>

6. Develop Pilot Mentorship Program

After researching the best practices of the industry, we have determined that a mentorship program is essential to a successful onboarding program. This program provides the new hire a sense of connection and a resource to go to when they have questions or need assistance. Please see Onboarding checklist and timeline on the responsibilities of the mentor.

7. Consolidate Training Courses

○ After reviewing research from the surveys sent out to the 16 agencies, we have determined the below training are something that should be uniform and done the same way across state government.

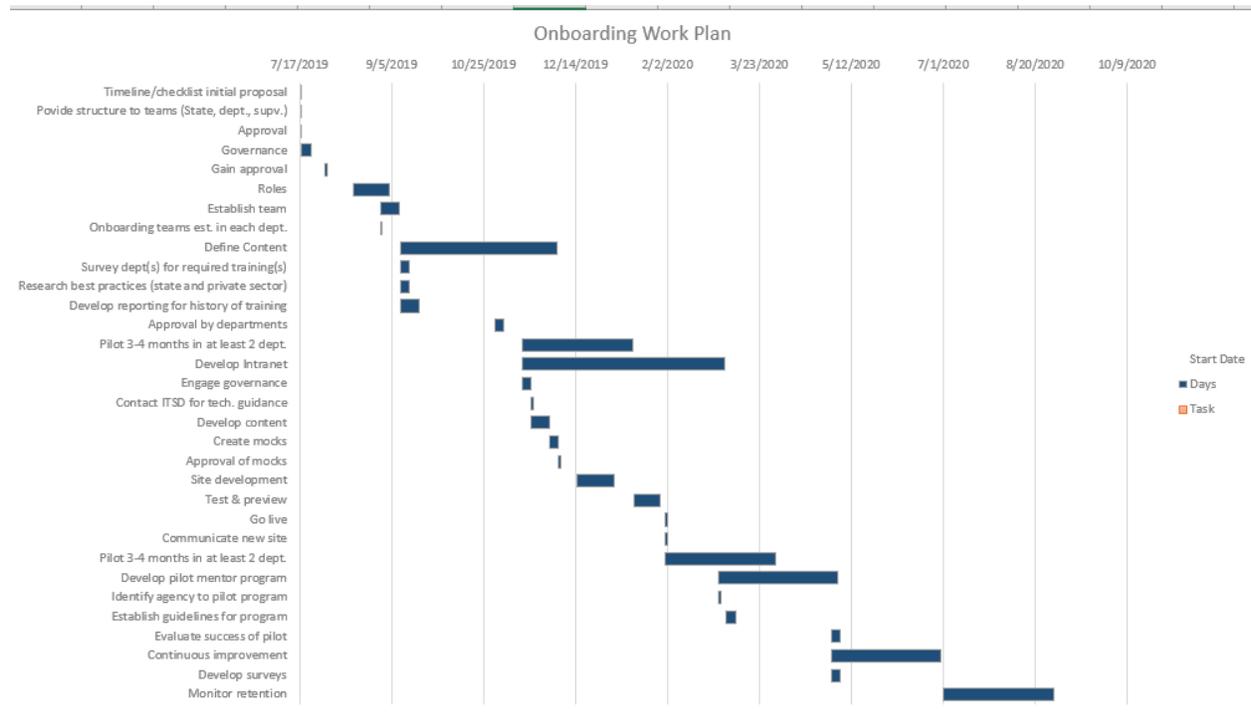
- Diversity
- Sexual Harassment
- Workplace Violence
- Cyber Security – Already one solution
- HIPAA/FERPA (where applicable)

Onboarding Checklist and Timeline

 ONBOARDING CHECKLIST						
REQUIRED	State	State of Missouri Overview	<ul style="list-style-type: none"> Executive Branch Structure Statewide Policies Department Placemats 			
		State Resources	Links to Websites: <ul style="list-style-type: none"> Leadershiplibrary.mo.gov Bettergovernment.mo.gov Strategicchange.mo.gov Missouriway.mo.gov Leadershipacademy.mo.gov Showmechallenge.mo.gov Oacares.mo.gov Budgetexplorer.mo.gov 			
	Department	New Employee Meets with HR Member to Fill Out Paperwork	<ul style="list-style-type: none"> W2s Direct Deposit Emergency contact Explanation of Retirement Insurance - Health, Life, Dental, and Vision 			
		Security Access	Provide state badge for security and after-hours access			
		Resource	Provide a resource for new employee to reach out to if they have questions			
		Training Resources	<ul style="list-style-type: none"> Harassment Diversity HIPAA FERPA Cyber Security Training Workplace Violence 			
		State Resources	<ul style="list-style-type: none"> ESS MOST WeSave SELF ADA Deferred Comp Cafeteria Plan 			
		General Information	<ul style="list-style-type: none"> State Holidays Annual and Sick Leave Explain Leave without pay FMLA Overtime Pay Safety Coordinator Workers' Compensation 			
		First Month	Continuous Improvement	New employee survey of first month		
	Follow up with new employee on any questions					
	Quarterly Pulse Survey					
	Supervisor	Prior to Request To Hire	Supervisor to submit a two week timeline of new hire tasks for two weeks on the job including training activities and work activities			
		Week Before First Day	Contact the new hire via phone	<ul style="list-style-type: none"> Where to park When and where to arrive Dress code Any information needed before first day 		
		Day 1	Meet with new employee at 8:00 am			
			Show new employee their desk	Provide office supplies		
			Tour the facility	<ul style="list-style-type: none"> Restrooms Emergency exits Cafeteria Conference rooms Supply closet 		
			Meet the team	Introduce new employee to the team		
			Timeline of what they can expect for the onboarding process			
			Technology	Show new employee how to log into their computer		
				Provide email address and phone number		
Printer connections and locations						
State of Missouri computer usage policy						
Resource	Provide a resource/mentor for new employee to reach out to if they have questions					

REQUIRED	Supervisor (Continued)	First Week	Meet with executive management team	Provide Department's Mission and Placemat Explain the new employees role in achieving that mission	
			Technology	<ul style="list-style-type: none"> • Provide IT support phone number and ticketing system • Time accounting system • Global address list • Phone system • Jabber • Other technology related to their new position 	
		Performance	Provide key role description		
			Performance measures		
			Employee development and training path		
			ENGAGE process and REFLECT		
		Team	Make them feel like they are a part of the team		
			Invite them to team meetings		
			Meet with the new hire daily to ensure they don't feel lost		
			Schedule interaction with colleagues to start making them feel like a part of the team		
			Supervisor block time on their calendar to work with them daily during the first week		
		First Month	Performance	<ul style="list-style-type: none"> • First Engage meeting • Identified training for specific role • Team meetings • Ask for feedback 	
		First 3 Months	Review	Review mission statement and their role in the mission	
				Review all training conducted up to this point	
Provide feedback on how they are doing in their new role					
Continuous Improvement	Engage meetings and review of past documentation				
	Ask for feedback on the onboarding process and/or survey				
Technology	Ask them for opinion on technology improvements or process improvements				
	Provide application training documents for applications specific to their job function				
OPTIONAL	Mentor	First Month	Meet with new hire once a week	Social Media handles	
		Department Specific	Invite new employee to future department town halls		
			Key role job duties		
			Division placemat and mission statement		
			Department organization structure		
			Divisions within the department key functions		
			Contacts within the department to help with specific questions		
			Networking within the organization		
			Tools to navigate organization's culture		
		Resources to excel in a new Role			
First 3 Months	Reminders	<ul style="list-style-type: none"> • Town Halls • Pulse Surveys • State Resources 			

Next Steps



Example of Survey

30 or 90 Day Follow Up Survey

Your feedback will help us continue to build a strong onboarding experience for future new hires. Your responses are confidential. Thank you!

Rate the effectiveness of the following resources during your first [30 or 90] days:	Didn't Use	Not Effective	Somewhat Effective	Effective	Very Effective
New Hire Intranet Content	<input type="radio"/>				
New Hire Roadmap	<input type="radio"/>				
New Hire Resource Kit	<input type="radio"/>				
Company Intranet	<input type="radio"/>				
Manager	<input type="radio"/>				
Team	<input type="radio"/>				

Please share any success or challenge you had with any of the above resources.

Rate the following statements based on your onboarding experience during your first [30 or 90] days:	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree
I had the resources available to get up to speed quickly.	<input type="radio"/>				
My team helped me establish the relationships that will help me be successful in my role.	<input type="radio"/>				
My manager worked with me to define expectations for my role.	<input type="radio"/>				
I understand how our company's mission and vision, culture and values, and how they drive the way we operate.	<input type="radio"/>				
I feel like I made the right decision to join the company.	<input type="radio"/>				
Based on my first [30 or 90] days, I'm likely to recommend this onboarding experience to future new hires.	<input type="radio"/>				

Please share any success or challenge you had with any of the above statements.

What part of your onboarding experience helped you succeed? <div style="border: 1px solid #ccc; height: 30px;"></div>	What areas of the onboarding experience could be improved? <div style="border: 1px solid #ccc; height: 30px;"></div>	Do you have any additional comments or thoughts? <div style="border: 1px solid #ccc; height: 30px;"></div>
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