

# Management Council Seminar



**ONBOARDING:**  
*Helping New Employees Get Off to a Running Start*



**D | H | R**

Department of Human Resources  
County of Los Angeles

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# Onboarding Definition & Benefits

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- Onboarding is the process of helping new employees become **engaged, successful members of their work teams**
- It reduces new employees' time to **productivity**, helps **prevent turnover**, and helps establish positive first impressions
- Onboarding goes **BEYOND** new employee orientation

Organizations with a standard onboarding process experience:

**54%** greater new hire **productivity**

**50%** greater new hire **retention**

**Two times** the level of new hire **engagement**

- M. Lombardi  
The Aberdeen Group  
*Onboarding 2011: The Path to Productivity*

# Supervisor's Guide to Onboarding

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- A resource from the Strategic Workforce and Succession Planning Program
- Presents onboarding as a mechanism to enhance **retention** and employee **engagement**
- Provides information to help individual managers and supervisors understand and establish a process for onboarding their new employees

# Distinguishing Characteristics

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## ORIENTATION

- Usually lasts a few *hours*, but can sometimes take place over a *few days*

## ONBOARDING

- Duration varies depending on the job and the needs of the employee. It usually continues for at least the first *90 days* to the end of the probationary period, or until the employee is adjusted and fully productive.

# Distinguishing Characteristics

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## ORIENTATION

- Involves human resources representative(s) and the new employee

## ONBOARDING

- Involves human resources representative(s), the new employee, and his/her supervisor and coworkers

# Onboarding Roles

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- Executives  
Champion and shape culture that reinforces value of onboarding
- DHRMs/Designees  
Coordinate many of the early procedural tasks and help supervisors plan and implement onboarding activities
- Supervisors  
Facilitate most of the interactions with the new employee
- Peer advisors  
Designated current employees who help new employees adjust to their workplace

# Onboarding Recipients

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Employees who are new to...

- the County
- your department
- a division and/or unit
- a supervisory role

# Example Onboarding Activities

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The Guide describes **18** onboarding activities supervisors may choose to include in their onboarding process, such as the following:

- Send a welcome letter or email before the new employee arrives
- Prepare a welcome packet (e.g., Terminology Guide, Role Relationships Handout, Local Area Map, Office Floor Plan)



# Example Onboarding Activities (cont'd)

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- Select a peer advisor and prepare him/her to fulfill the role
- Prepare the workspace before the new employee arrives
- Define roles and expectations (e.g., SMART goals)
- Convey information in small, manageable pieces
- Set aside time for 1:1 conversations

# Example Onboarding Activities (cont'd)

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- Share stories with new employees
- Gather feedback to measure the impact of onboarding
- Work with your HR to track employees through the process
- Track performance throughout probationary period

# Onboarding Checklists

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## Supervisor's Checklist

- Summarized 1-page listing of activities to conduct
  - ❖ Before the employee arrives
  - ❖ On the employee's first day
  - ❖ During the employee's first week
  - ❖ Throughout the first 90-days to the end of the probationary period

## Peer Advisor's Checklist

- 1-page listing of activities to conduct
- Includes a separate section of activities for helping to integrate an employee into a new supervisor role

# Challenges for New Executives

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- Often hired or promoted to implement strategic initiatives that require *changing* the status quo rather than fitting into it
- Must navigate among widely competing stakeholder agendas and pressures
- Often confronted with a “sink-or-swim” expectation based on having already acquired a high-level of experience and expertise

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### Onboarding Importance

- ❖ Case Study
- ❖ Research
- ❖ Testimonials

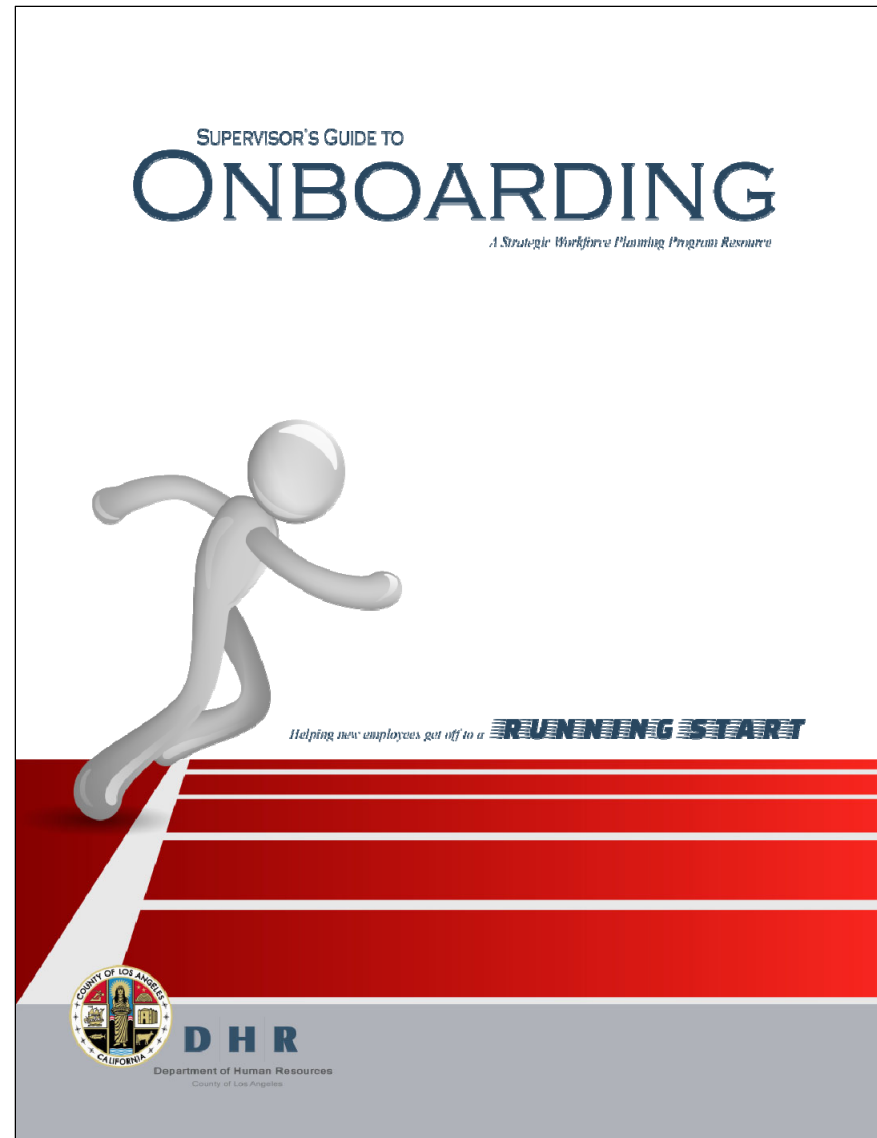
### Roles & Responsibilities

### Recommendations

- ❖ Process
- ❖ Components
- ❖ Specific Activities

### Executive Onboarding

### Sample Materials



# Questions & Comments

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