RESULTS WASHINGTON

New-Hire Experience Project

Agency: Employment Security Department
Partners and Customers: All ESD employees, Executive Leadership Team, Human Resources, Supervisors, Managers, and Administrative Assistants.

Project Impact

The Employment Security Department improved the onboarding process for new employees, resulting in 27% of new employees having a consistent onboarding experience on Day 1 in the pilot region, up from 10%.

Because we have reduced variation, workarounds, and contributed to a standardized approach to onboarding, customers who receive our services will be exposed to more competent, friendly, and confident employees. New employees will have the tools they need to start delivering value to customers on Day 1, will be more engaged and understand how their work impacts the agency's goals for customer service, and will have consistent and confident support due to deliberate supervisor engagement on Day 1.

Project Summary

As an organization, ESD did not have an enterprise-level "new employee orientation" in place, nor a standardized approach to describe to employees ESD's strategic plan and leadership structure. ESD recognized early in 2018 that approximately 90% of new employees were receiving different onboarding experiences. The team convened to address issues with onboarding started by recording stories from new employees to help them understand what was occurring. These stories included instances where a new employee would show up on their first day and they didn't have anyone to meet them. Or where they didn't know their shift start and end time because they not receiving their award letter until months after their start date. And even situations where new employees did not have computer access for weeks after they started.

The project's scope was initially limited to the first 30 days in order to establish the foundational pieces. The intention is to build the new-hire experience program out to the first year of a new employees' tenure at ESD.

"The Society for Human Resources Management (SHRM) highlights a strong connection between an employee's first days at an organization and the length of their tenure, citing some 33% of new hires who quit their jobs within six months, most commonly citing a lack of clear guidelines, ineffective training and poor peer relationships as reasons for leaving. In contrast, employees on-boarded in a structured manner are 58 percent more likely to be with the same employer after three years."

==90% of ESD's new employees are receiving different onboarding experiences compared to our target of 0%, which we want to reach by 12/1/2019.==

ESD is improving the onboarding process through creating a standardized approach to the new employee orientation and foundational tools needed to onboard a new employee effectively.

- ESD established quarterly Skype sessions open to all ESD employees. The goal is to build awareness that contributing to the new-hire experience is not limited to supervisors and administrative assistants, and that all ESD staff have a role in making sure a new employee feels welcomed and engaged.
- Created a week-by-week checklist for those who will be onboarding new employees. The checklist itemizes what requests for facilities and IT need to be submitted at what time, so that new employees have everything they need to be successful on Day 1.
- Established an enterprise-level new employee orientation that is hosted on the 1st and the 16th of every month (typical start dates for new employees). An ELT member welcomes participants at every session and shares the agency's mission, vision, values and strategic plan.

- Created a new-hire kit that contains versions of all new-employee paperwork, an employee user guide with important agency/contact/division information so a new employee understands how ESD is organized and operates.
- Transitioned all new-hire forms to electronic completion to reduce handwritten errors and rework, and set up a process to obtain information necessary to gain earlier access to the Learning Management System so new employees can start online training on Day 1.

Project Results

Safety

Increased the percent of new employees who receive standardized safety information on their first day f**rom** 0% **to** 27%. The goal is to reach 100% by 12/1/2019 through implementation agency-wide.

→

Created a direct link to better access safety information and provided new employees with a safety point of contact.

Quality

Increased the percent of new employees receiving a consistent approach to onboarding **from** 10% **to** 27%. The goal is to reach 100% by 12/1/2019 through implementation agency-wide.

→

Broke down silos between departments, aligned new employees with the ESD strategic plan, gave supervisors the tools to own the process versus delegating it.

Employee Engagement

Increased the percent of new employees who receive one-on-one time with their supervisor on Day 1 **from** 68% **to** 100%. This reflects the pilot region and the goal is to reach 100% agency-wide by 12/1/2019.

→

Created accountability for the supervisor and facilitated open communication with the new-hire from Day 1.

Project Details

Date improvement project was initiated: 7/10/2018
Project Contact: Brian Mark   **Email:** bmark@esd.wa.gov   **Phone:** 360-902-9375
Report reviewed and approved by: Cami Feek, Deputy Commissioner