

# Strategic Lean Project Report



## WSAC Onboarding Project

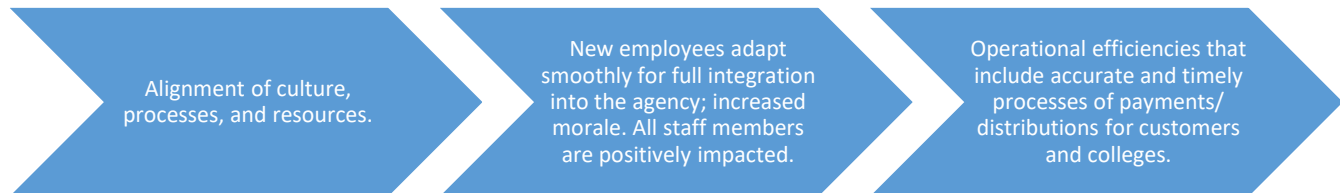
**Agency:** Washington Student Achievement Council

**Partners and Customers:** Recently hired or transferred state employees; all agency staff

### Project Impact

WSAC created a structured employee onboarding process, resulting in cost avoidance savings due to improved new hire retention (estimated at 82 percent) and improved productivity (estimated at 70 percent).<sup>1</sup>

### Impact to Washingtonians:



### Project Summary

WSAC's onboarding processes have varied across divisions. New employees sometimes felt they were under-informed about agency culture, processes, and resources, which could negatively influence readiness or efficiency as they learned about the agency and the role of their position.

### Problem Statement:

Previously, about 25 percent of new or transferred hires received orientation using a structured onboarding plan, compared to our target of 100 percent, which we wanted to reach by January 2018.

### Improvements made:

In December 2017, the agency implemented a consistent agency-wide approach to orient new or transferred employees to the organization's culture, processes, and resources. The new onboarding process aims to familiarize all new and transferred employees with the goals of the agency, and to provide them with the necessary skills, knowledge, behaviors, and tools to become effective contributors to agency work.

The process also includes designating an ambassador, a current staff member who is coached in being a mentor and first point of contact for new employees. Ambassadors welcome new staff and provide a brief agency overview prior to formal orientation with human resources staff.

Implementing the new onboarding process involved several specific improvements:

- Established the ambassador role and process.
- Developed checklists for new employees, supervisors, human resources staff, and ambassadors.
- Created overarching culture and connection plan.
- Implemented three-week check-in with all new staff members.

<sup>1</sup> ["The True Cost of a Bad Hire."](#) Brandon Hall Group

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## Project Results (Efficiencies & Improvements Leading to Cost Avoidance Savings)



### Safety

Since December 2017



*New staff are educated in all health and safety matters and oriented to health and safety resources*



### Cost

Since December 2017



*Staff are welcomed with the necessary equipment, materials, and information to do their work accurately and efficiently from their first day*



### Quality

Since December 2017



*All staff have the same information and resources to support and improve work products and processes*



### Time

Since December 2017



*Incoming staff are ready to begin their new position on the first day*



### Customer Satisfaction

In July and December 2017, twelve newly hired staff members participated in surveys regarding the project. 100 percent said they were extremely satisfied with the final version.



*Staff are happy with the newly created plan*



### Employee Engagement

Since December 2017



*New staff are familiar with agency goals and are better equipped with the tools and information to work well with others*

Additional project documents – here (will create a PDF of the folder on the intranet)

Next steps: survey to supervisors to measure the effectiveness of the checklists

## Project Details

**Date improvement project was initiated: 4/1/2017**

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