

Proactive On-Boarding Executive Summary

WHAT IS PROACTIVE ON-BOARDING?

Proactive on-boarding is a strategic process of integrating employees into the organization or new job role by providing the tools, resources and knowledge needed to become a successful and productive employee.

- Proactive On-boarding was developed out of a statewide taskforce that conducted research and benchmarked other states that had successfully implemented on-boarding programs.
- This resulted in the development of an online learning module and handbook designed to provide information and resources for managers and supervisors through the first 90 days of the process and to promote consistency in proactively on-boarding employees enterprise-wide.

Scope of Tennessee's Proactive On-Boarding Model

- Deliver standard information online to newly hired employees
- Execute consistent, automated on-boarding activities across the state by using collective best practices to roll out the process
- Create efficiencies to reduce administrative overhead in human resources offices
- Create accountability for process owners
- Provide training and tools for hiring managers, supervisors and HR offices
- Introduce State Government structure:
 - Branches of Government, Agency Organizational Charts
- Welcome to State Government:
 - Video of Governor for all agencies to use
- Welcome to the Department:
 - Video by Commissioner/ Appointing Authority

Who Goes Through the On-Boarding Process?

Every new employee or employee who changes job roles in your agency participates in the on-boarding process.

Why On-Boarding?

- Increasing competition in the marketplace for top talent
- Pressure to retain top talent
- Shortage of required skills in the talent pool
- Baby boomers exiting the work force and lack of talent to fill the gap

The Importance of Proactive On-Boarding

- Assists the agency in executing strategy, achieving business goals and developing an effective workforce
- Builds the foundation for employees to perform at the highest levels as both individual and team contributors
- Promotes the employees' alignment and commitment to achieving the organization's mission
- Guarantees that the employees' assimilation into the organization is well-crafted and strategic, which creates a positive first impression

On-Boarding Statistics

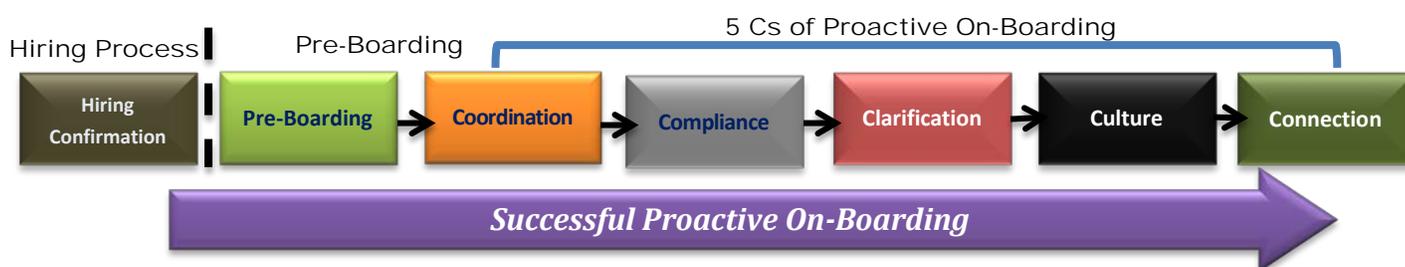
New employees of companies with a highly-rated on-boarding program are...

Productivity:	59% more likely to achieve 61% – 100% productivity during the on-boarding period.
Time to productivity:	15% more likely to achieve 100% productivity within three months.
Satisfaction:	115% more likely to feel satisfied with their decision to join the company.
Retention:	23% more likely to make the decision to remain at the company within six months.
Employee Referrals:	58% more likely to recommend the company to a friend or colleague looking for a job.

"Aberdeen interviewed 466 human resources professionals for the study, "On-boarding: The First Line of Engagement," and concluded that companies with a formal on-boarding process (with a dedicated strategy and objectives) had a 60 percent greater year-over-year improvement in revenue and a 63 percent greater year-over-year improvement in customer satisfaction than those with an informal or ad-hoc on-boarding process."

The Difference between Orientation and Proactive On-Boarding

Orientation	Proactive On-Boarding
<ul style="list-style-type: none"> ■ Transactional-focused on paperwork ■ Less than one week ■ Owned and executed by human resources office ■ Addresses some employee needs, including forms, workstation, policies and procedures ■ Employee attends for compliance ■ Yields employees with completed paperwork and some general information 	<ul style="list-style-type: none"> ■ Strategic and focused on retention and success of the employee ■ The first 90 days ■ Integrates multiple offices, functions and individuals within state government ■ Addresses all employee needs from information, equipment and accounts to training and networking ■ Employee is an active participant with a vested interest in success ■ Yields successful 90 days for increased employee engagement and retention



5C's of Proactive On-Boarding

Five C's	Definition	Examples
Coordination	<i>All components of Human Resource management functions work together seamlessly to support the employee's integration into the new job role, although each function may be addressed separately.</i>	<ul style="list-style-type: none"> ■ HR, Edison, OIR and Benefits working to initiate key functions ■ Managers working with existing employees to prepare for the newly hired, transferred or promoted employee's transition
Compliance	<i>Teaching employees the basic statewide legal, policy-related rules and regulations, policies and procedures. Also, completing the necessary tasks to comply with agency policies and procedures.</i>	<ul style="list-style-type: none"> ■ Policy and Procedure Manual ■ Benefits Enrollment ■ Security Access ■ Employee ID
Clarification	<i>Ensuring employees understand their new job and all related expectations, which helps to promote self-efficacy (the extent to which an employee feels confident in performing their job).</i>	<ul style="list-style-type: none"> ■ Job Description ■ Job Expectation ■ Realistic Job Preview ■ S.M.A.R.T. Individual Performance Plan
Culture	<i>Providing employees with an understanding of organizational structure, environmental norms, agency mission, vision, and core values.</i>	<ul style="list-style-type: none"> ■ Mission, Vision, Values ■ Communication Styles ■ Organization Structure ■ Organization History ■ Three Branches of Government <ul style="list-style-type: none"> ● Executive ● Judicial ● Legislative
Connection	<i>Establishing interpersonal relationships and information networks for social integration into the government, agency, division, and business unit.</i>	<ul style="list-style-type: none"> ■ Opportunities for networking both inside and outside the agency ■ Introductions to co-workers, managers, senior management, and executive leadership ■ Introductions to key stakeholders, internal and external customers