Onboarding, Orientation, and Training of New hires:
A review of current practices and a look to the future investment in new Employees and their development

Black Belt Team Purple Reign:
Mayo Baugher, Jennifer Betancourt, and Larry Hood
Nonsworn new employees at the City of Tulsa within the first 60 days of employment must complete a one day orientation with approximately one dozen topics covered that day. Then new hires must complete three additional training requirements, making on the job training difficult.

New hires have difficulty completing the three training requirements within the mandated time frame due to a myriad of issues, including lack of understanding of required training, difficulty understanding the registration process, and impact on “On the Job Training.”
• Goal Statement: To streamline onboarding, orientation, and required training for new hires with the goal of:
  – Better preparing new hires to start their jobs with the City of Tulsa
  – Improving employee retention by reducing anxiety through increased understanding of expectations and requirements
  – Improve employee retention through engagement and education opportunities which work to support employees through clear advancement opportunities
  – Support the Mayor’s plan to make Tulsa a nationally competitive city by building employee morale and opportunities. Instill in new hires a desire to stay long term at the City of Tulsa via the creation of excitement about their new job through the establishment of clear timelines, expectations, and opportunities for training and advancement
Project Risk:

- Resistance to change and implementation of new policy recommendations
- Insufficient survey responses for data analysis
- Lack of support for policy changes from departments
- Skewed survey data due to fear of repercussions from new hires
The City of Tulsa invests significant funding into orientation and training new hires, and the level of attrition currently experienced by the City creates a cycle of rehiring and retraining that impacts the City’s ability to serve our customers and control our budget.
BENEFITS

- Avoid costs of turnover and attrition which lead to additional training requirements
- Create more productive employees who take ownership and pride in their work and the City of Tulsa
- Create a better understanding of processes and requirements for new hires
- Establish a clear training track for new employees
- Support growth and promotion from within for employees
This project will target nonsworn new hires, within a 90 day window, and with the understanding that Labor and Trades employees have additional requirements through state and federal law that should be on a training plan, but which cannot be completed within the sixty day period for initial training and orientation.
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| Project Lead (Mayo Baugher)          | R      | R       | R       | R       | R       |
| Team Members (Larry Hood/Jennifer Betancourt) | A      | A       | A       | A       | A       |
| Personnel Director (Erica Felix-Warrick) | I      | I       | I       | I       | I       |
| Employment HR (Susan Nerren)          | I      | I       | I       | I       | I       |
| Orientation HR (Kareah Sullivan/Joyce Powell) | I      | I       | I       | I       | I       |
| Safety/Training HR                   | I      | I       | I       | I       | I       |
| HR Benefits                          | I      | I       | I       | I       | I       |
| City medical                         | I      | I       | I       | I       | I       |
| Managers/supervisors                 | I      | I       | I       | I       | I       |
| New Hires                            | I      | I       | I       | I       | I       |

**Legend:**
- **R**: Responsible
- **A**: Accountable
- **C**: Contributor
- **I**: Informed
- **5S**: Sort, Set in Order, Shine, Standardize, Sustain
- **Matrix**: Matrix Diagram
- **QFD**: Quality Function Deployment
- **Implementation Plan**: Implementation Plan
- **Cost Savings Calculation**: Cost Savings Calculation
- **Control Plan**: Control Plan
New Employee Orientation Itinerary

8:00 am – 9:30 am – Welcome, Restroom and Emergency Information/Charitable Giving/On Boarding Processing/ Packet Information/ E Advice/ Get to Know You Segment/Mayor Bynum (Sullivan/Gerhart)

9:30 am – 10:30 am – Benefits Information (Kim)

10:30 am – 10:40 am – Break

10:40 am – 11:45 am – Drug Free Workplace/Community Care EAP (Steve)

11:45 am – 12:00 pm – AFSCME and TMECU

12:00 pm – 12:20 pm – ID Cards (Security)

12:20 pm – 1:20 pm – Lunch

1:20 pm – 1:40 pm – Customer Service (M. Radoff)

1:40 pm – 2:50 pm – Body Mechanics/Injury Reporting and Driving City of Tulsa vehicles and Collision Reporting (Tom Graham)

2:50 pm – 3:20 pm – Ethics (Tom Graham)

3:20 pm – 3:35 pm – Break

3:35 pm – 3:55 pm – IT Communications Use and Security (Donald Spear)

3:55 pm – 4:25 pm – Hazard Communications Part I (Donald Spear)

4:25 pm – 4:40 pm – Harassment/Discrimination (HR)

4:40 pm – 4:50 pm – Leave Information/Time and Attendance/TulsaTime (HR)

4:50 pm – 5:00 pm – Questions and Outro Vid (HR)
Required training to be completed within 60 days of orientation

- Safety, Planning, observation and Coaching
  Designed to help new employees learn the steps of addressing unsafe conditions/behaviors in order to prevent injuries and improve our safety culture.
- Spare Me the Pain—office ergonomics
  Learn how to set up your workstation to minimize the risks of office environment ergonomic issues
- New Employee Defensive Driving and CDL Introduction Training
  This class is presented in segments. Non-CDL drivers will only attend the first half (8-10am). Employees who will be driving CDL vehicles will attend both segments
Preplacement Physical Costs

LT - $105.65  
OT, AT, EX - $33.75  
EC, SX - $30.65

Average cost per employee - $56.69

From April to September 2017, the City hired 100 new employees.

Preplacement physical costs were $5669.00
11-dismissal
23-Resigned
11- Unsatisfactory Service
45-total

Total physical costs paid by CoT to replace employees in 7 months--$2550.75
According to a 2014 study in HR, with equipment costs, employee wages, time, and materials, it costs the city $1,265.38 to train a Labor and Trade employee to have a CDL.

Also according to the survey, the City trains 5 students per month. The yearly cost for a Class A CDL to the City of Tulsa is $75,922.56.
Issues noted in the 2014 report:

- Only one trainer available to train CDL drivers. This does not allow any focus on skilled training due to the number of drivers leaving the City after they receive their CDL (other companies, organizations, government entities are readily accepting CoT employees after training. There is a constant need to train CDL drivers.)
- City does not offer competitive pay to keep or attract CDL drivers.
- 62% of CDL trained employees left the City over a 3 year period.
Why do employees leave?

Information gathered since 2015 by the Water and Sewer Department
AVERAGE DAYS FOR THOSE WHO HAVE COMPLETED THE CLASS

- Safety, Planning, Observation, and Coaching: 54 days
- Spare Me The Pain: 68 days
- Defensive Driving and CDL: 59 days
Survey responses

• I have attended all mandatory classes, but not within the 60 days due to scheduling conflicts with other training.
• I would recommend as in the Military a quick welcome aboard by various members of the Cities leadership. This would provide putting a face to the name.
• The benefits information was confusing, and I didn’t know where to go to get more info about signing up for the benefits.
• Seemed like several subjects not applicable to current position. There was a lot covered in the one day session. If the info could be taken out that doesn't apply, or take 2-3 days for orientation, it would seem less rushed and would have more time to ask questions.
• Receiving the complete policies & procedures manual and benefits package for review prior to attending orientation would have been helpful to prepare my questions to get them answered during orientation.

• When you're a new employee you are not sure what questions to ask. It would be a good idea to provide an "employee handbook" that provides the rules about important things that could greatly affect a new employee like attendance guidelines.

• Asked about PPR, progression, they didn't cover it very well

• Did not hear about The training until after the 60 day mark. Supervisor said it was my responsibility to schedule it, but I never got any information about it until the email came saying I was overdue.
New hires attending orientation

- May: 30
- April: 25
- August: 20
- June: 15
- March: 10
- July: 5
Current state process map
Time it takes to get new hire into JST is 3-6 months, 1040

New Hires attends JST, 480

Mean CL: 58.65

No CDL--take CDL class 1 month
Lessons learned from new hires:
Office positions appear to have the most difficulty completing their training within 60 days
New hires want more of the following:
Benefits/Insurance/Merp
Clarification of scheduled trainings—who signs us up? When do we attend?
Better understanding of departments and how they work together
Better understanding of leadership structure—mayor and council
Just more…they want to know more about their new employer, their benefits, and what we expect of them
Change from one day to two day orientation

**Day One— Held at City Hall, and includes the Following:**

- Welcome
- Payroll/Kronos
- Security/ID Badge/EAC
- Drug Free Workplace
- Customer Service
- Ethics
- Initial benefits presentation
- Sexual Harassment
- AFSMCE
- IT Communications
- FMLA and Leave information/Time and Attendance
- Workers compensation/short and long term disability

**Day Two At Safety Training Center**

- Safety, Planning, Observation and Coaching
- Defensive Driving
- Beginning CDL
- Body Mechanics/Spare me the Pain
- Benefits Lab enrollment option
The working group worked off of possible times with the following variables:

We had not rolled out ERP/MUNIS, so they could not accurately gauge amount of time.

And the time will be higher at the beginning of learning the software—this should decrease with time.

Schedules and completes Physical at City Medical, 120, in current slide, group said 48 hours.

New Hires scheduled for JST 3-6 month wait, 1040.

No CDL—take CDL class, 1 month.

New Hires attends JST, 480.

Parking Lot from future state Mapping session

- Surveys to supervisors/payroll and admins to see how prepped new hires are and what forms they are using/tie in with FMLA and PPR training yearly
- Differences between body mechanics/ergonomics between LT/OT
- Email link with policies and procedures to new hires as soon as they are scheduled for orientation (ask Communications)
- Online Benefocus access on day 2
- Kronos training reminders for all employees
- Online training registration during orientation
- Onboarding is first 6 months for new hires—look at it as such and build a program to make new hires successful
Parking Lot from future state mapping session

- Process for scanning and attaching documents in munis
- Streamline the employment process (Budget>Department>EFW>HRE>Universe)
- Testing conditions that stop the workflow in munis
- Call new hire and say “I’m sending you an e-mail with policies and procedures link for you to review before orientation.” (Checking on flsa)
- Benefits lab on 2nd day for new hires to sign up
- Get signed up for training based upon orientation (one class every 30 days)
- TFD/TPD new hires—send them to their department to discuss benefits
Parking Lot from future state mapping session

• Progression!
• Training—give progressions regardless of the City’s ability to train—offer more classes
• Safety class capacity issues
• Include workers comp in orientation to go over injuries/short and long term disability
• “IF you fail to….”language for supervisors to put requirements for new hire training on them—new hires don’t know what is expected, supervisors should
• Standardize departmental forms/policies/procedures
• Understand the process for going from a Driver’s License B to CDL
• i-9 stored in munis/TCM
• Emergency action plan training in orientation and consistent posting around all city locations
• Cdl drive assessment before orientation (Treat it like other assessments given to satisfy required skills)
• Documentation of department training in geotalent
• It takes the city 3-6 months to schedule/have available job specific training—too long, losing out on progressions
Our recommendations

Create an orientation working group with the plan to implement late 2018

Change from one day to two day orientation
BRANDING! Have documents that are standardized and professional, including updating how employees are given policies and procedures
Have subject matter experts do the training (i.e Information Technology train on Information Technology, etc. and provide them training to be able to do this effectively—it should not be the lowest employees on the totem pole unless that employee is an expert)
E-mail policies and procedures link to new hires before they start for review
E-mail required paperwork that can be completed prior to orientation to new hires
Have department heads/Mayor's Office/City Council/Auditor have a place in orientation so employees know who they are (or an org chart with pictures)
Create informational guide for new employees
Have a benefits lab workshop available the last part of day two
Create a standard city checklist of things the new hire must do and by when and make sure new hire and supervisor have copies
Make orientation fun! Create a feeling of ownership in new hires by having clear, easily understood processes that they can follow
Consider implementing a “college Counselor” model—assign new hires a go to person (supervisor/lead/expert) and make sure they know who to go to
Our recommendations

CREATE A PROGRESSION WORKING GROUP TO ADDRESS ISSUES WITH EMPLOYEES GETTING TRAINING AND PAY RAISES

Address safety class capacity issues
Improve the 3 to 6 month lag on job specific training (For example, training more city employees to provide training for new hires)
Documentation of department training in geotalent
Training—give progressions regardless of the City’s ability to train—offer more classes
Standardize departmental policies and procedures and forms so they are uniform across the city.

Train supervisors and put the responsibility of new hire training on them—have built in requirements and results if the supervisor fails to do the work to adequately train a new hire (add to FMLA or PPR yearly training).

Implement an employment agreement to encourage retention of employees once they have completed cdl training/licenses/other job specific training provided by the city.
How does this tie in with the Mayor’s goals for the city?

Inside city hall

• Foster a culture that promotes positive morale for employees
• Ensure employees have up to date training to do their jobs excellently
• Continuously provide employees with information and tools necessary to perform their jobs well and develop professionally

The city experience

• Increase Tourism—educated, trained, happy employees do their jobs better, more efficiently, and with an eye towards making our city better
• Provide quality transportation network of streets and sidewalks
• Deliver high quality core services that citizens expect from municipal government

Opportunity

• Grow Tulsa’s workforce by keeping city of Tulsa employees in Tulsa
• Lower turnover increases the City of Tulsa’s ability to serve our customers and care for our city