



On-Line Onboarding for Perspective and New Employees



Project Summary

Turnover is costly. Making a good first impression is therefore crucial. Effective employee onboarding serves several purposes; it ensures that the employee feels welcome, comfortable, prepared, and supported and these feelings increase the new hire's ability to make an impact (be productive) within the organization, both immediately and over time. Lastly, a happy employee leads to job satisfaction and retention. Research shows that a well-designed onboarding program reduces costs, shortens the time it takes for an employee to be productive, and improves retention.

Onboarding is a more comprehensive approach that starts before orientation and can extend out as far as two years. It provides a more strategic plan for employee success than orientation alone.

Onboarding includes:

- a structured way to give new employees more information about the organization, as well as more opportunities to understand the culture, mission, and goals, and
- a mentor assignment and a system for interviews with co-workers, managers, and executives during the employee's first few months, all focused on strengthening the employee's bond to the organization and its people

The purpose of this project is to conduct research and benchmark best practices on the topic of onboarding and orientation and provide recommendations to the Ohio Department of Administrative Services, Human Resources Division that will include a website, checklists, links and a video.

Project Goals

The goal of the project provide recommendations for onboarding State of Ohio Employees that will take the state of Ohio to a higher level of effectiveness by improving and integrating the disconnected information and experiences and messages and unifying the messages that new employees are valued and welcomed.

Project Methodology

The methodology for conducting research was the use of internet research, review of best practice studies by the Aberdeen Group, noted researched organization that "helps businesses become Best-In-Class." The team also sought out coaching from sponsors with an interest in the subject and subject matter experts with onboarding knowledge, skills and experience.

Recognizing the vast diversity of State agencies and their use of this project deliverable and also considered the various comprehension levels of uses and their ability to access information, the team ensured that all products and recommendations were customizable.

Attached to this summary are:

- a mock-up of an onboarding website page that includes links to pertinent information new and perspective employees need to know,
- a welcome video featuring Governor Kasich

The intent of the design of the website and links were to compliment the Ohio.Gov website and make information available to both perspective state employees and current state employees.

Project Team

For more information about this project, contact team members:

NAME	AGENCY	TITLE	EMAIL	PHONE
Robert "Bob" Mc Corkle	Ohio Bureau of Workers' Compensation	Training Manager, South /west Regional Training Manager	robert.m.1@bwc.state.oh.us	513.583.4583
Lilleana "Lillie" Cavanaugh	Ohio Latino Affairs Commission	Executive Director	lilleana.cavanaugh@ohio.gov	614-466-8333
Alicia Conley	Ohio Department of Development, Office of Personnel Services	Human Capital Management Administrator	alicia.conley@dodd.ohio.gov	614-466-1908
Sandra "Sandy" Hawthorne-Provo	Ohio Unemployment Compensation Review Commission	UCRC, Commission Secretary	sandra.hawthorne-provo@jfs.ohio.gov	614-644-7011

**Ohio Certified Public Manager
Project Report**

Orientation/Onboarding

Project Team – Cohort 45

Robert “Bob” Mc Corkle

Lilleana “Lillie” Cavanaugh

Alicia Conley

Sandra “Sandy” Hawthorne-Provo

August 2012

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OCPM PROJECT TEAM

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Robert "Bob" Mc Corkle	Ohio Bureau of Workers' Compensation	Training Manager, South /west Regional Training Manager	robert.m.1@bwc.state.oh.us	513.583.4583
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Sandra "Sandy" Hawthorne- Provo	Ohio Unemployment Compensation Review Commission	UCRC, Commission Secretary	sandra.hawthorne- provo@ifs.ohio.gov	614-644-7011

OCPM PROJECT SPONSOR AND SUBJECT MATTER EXPERTS

NAME, PROJECT ROLE	AGENCY
Lisa Springer, Project Sponsor	Ohio Department of Administrative Services
Matthew Dyer, SME	Ohio State Library
Robert Cooperman, SME	Ohio Office of Budget Management
Cecil Fields, SME	Ohio Department of Aging
Belinda Kerr, SME	Ohio Department of Health
Stan Sikorski, SME	Ohio Department of Health
Debora Branham, SME	Ohio Department of Health

TEAM DYNAMICS

Members of the project team are very self aware of their desirable attributes and their deficiencies. Each member quickly stepped up to take on the tasks that they were most comfortable with and tasks where they could make an immediate impact. Each member was also extremely consistent with follow through. Members made no hesitation to connect with current and former business partners to gather information and resources to make the project a success. Our project team consisted of two ISFJs and two ENTJs.

PROJECT TEAM

Robert "Bob" Mc Corkle

Role	Project Lead and Technical Expert
MBTI	ISFJ
Contributions to the Team	<ul style="list-style-type: none">• Realistic, in-the now• Harmonious to all parties• Practical and pragmatic• Feasible• Well-organized• Results-focused

Lilleana "Lillie" Cavanaugh

Role	Project Team Member
MBTI	ENTJ
Contributions	<ul style="list-style-type: none">• Agreeable, friendly, cordial, harmonious• Fair, just, reasonable, rational• Well organized, competent, capable• Perceptive, shrewd, discerning, insightful• Arrived at through consensus

Alicia Conley

Role	Project Scribe
MBTI	ISFJ
Contributions to the Team	<ul style="list-style-type: none">• Realistic, in-the now• Harmonious to all parties• Practical and pragmatic• Feasible• Well-organized• Results-focused

Sandra "Sandy" Hawthorne-Provo

Role	Project Team Member
MBTI	ENTJ
Contributions to the Team	<ul style="list-style-type: none">• Agreeable, friendly, cordial, harmonious• Fair, just, reasonable, rational• Well organized, competent, capable• Perceptive, shrewd, discerning, insightful• Arrived at through consensus

PROJECT SUMMARY

Turnover is costly. Making a good first impression is therefore crucial. Effective employee **Onboarding** serves several purposes; it ensures that the employee feels welcome, comfortable, prepared, and supported and these feelings increase the new hire's ability to make an impact (be productive) within the organization, both immediately and over time. Lastly, a happy employee leads to job satisfaction and retention. Research shows that a well-designed **Onboarding** program reduces costs, shortens the time it takes for an employee to be productive, and improves retention.

PROJECT DESCRIPTION

Onboarding is a more comprehensive approach that starts before orientation and can extend out as far as two years. It provides a more strategic plan for employee success than orientation alone.

Onboarding includes:

- a structured way to give new employees more information about the organization, as well as more opportunities to understand the culture, mission, and goals, and
- a mentor assignment and a system for interviews with co-workers, managers, and executives during the employee's first few months, all focused on strengthening the employee's bond to the organization and its people

EXPECTED PURPOSE AND GOAL

The purpose of this project is to conduct research and benchmark best practices on the topic of **Onboarding** and orientation and provide recommendations to the Ohio Department of Administrative Services, Human Resources Division that will include a website, checklists, links and a video.

ACTION PLAN AND EXECUTION

Like many teams, we were required to devise creative ways to communicate across the team and to execute project tasks. Although we all reside in the state of Ohio, our team members comprised individuals from two large agencies, and two small commissions. In addition, we were located in different geographical locations across the state. Being the technical expert, Bob handled all of the team's technical requirements.

Most notably, Bob arranged for a weekly conference call. The call occurred from December 2011 through August 2012. The average duration of the weekly conference calls were approximately 45-minutes in duration. There were agendas and various email communications and text message sent as follow-up and reminders for the meetings. This information included progress reports and reports of issues that could negatively impact the progress of the project. On occasion, project sponsors and advisors participated in the conference calls. The project team convened these conference calls every Friday at 9:00 A.M.

In addition, Bob created electronic tools and files that allowed us to edit and easily share project documents.

All project tasks were agreed upon by volunteering. The team was cautious to set reasonable expectations with deadlines and tasks because all members have significant responsibilities on their full-time jobs. If a team member was unable to keep a commitment, they quickly informed the team.

INFORMATION GATHERING

The methodology for conducting research was the use of internet research, review of best practice studies by the Aberdeen Group, noted research organization that “helps businesses become Best-In-Class.” The team also sought out coaching from sponsors with an interest in the subject and subject matter experts with **Onboarding** knowledge, skills and experience.

We gave homage to that fact that there is a vast diversity of State agencies and their use of this project deliverable and also considered the various comprehension levels of uses and their ability to access information; the team ensured that all products and recommendations were customizable.

INFORMATION ANALYSIS

Aberdeen Group, noted research organization that “helps businesses become Best-In-Class” was one of the most credible for the topic, along with Booz, Allen, and Hamilton. Both of the organizations have completed substantial business studies that included an array of statistical analysis, applicable to a variety of industries and organizations.

Also used as research was a notable article on the topic of **Onboarding** published on May 25, 2010 in the Wall Street Journal titled “[More Workers Start to Quit.](#)” This article highlights an incredible trend — when considered in light of the current unemployment figures — the trend being: for the first time since October 2008, the number of people who quit their jobs in March 2010 exceeded the number of people who were laid off in the month. Most concerning, for those of us who worry about retaining talent, is that the monthly figure of those who quit is still about 500,000 less than its traditional average and about half of what it was in periods between 2005 and 2007. We should quite reasonably expect this figure to increase significantly— for all of the reasons outlined by the Journal. Unless we are hit with a double dip recession, the war for talent is restarting with new vigor due to the pent up demand the employees have for pursuing new opportunities. Our primary research and client experience certainly supports the Journal’s view of this.

Outlined in the book, Successful **Onboarding** (release date by McGraw-Hill of July 16, 2010), that in your efforts to improve your company’s **Onboarding** Margin™, you need to not only address attrition level, but also attrition mix — i.e., the % of non-regrettable losses relative to your percentage of regrettable losses. Regrettable losses are the people in your organization that you hate to lose, but do. This is a critical design objective for your **Onboarding** program — and one that has tremendous power to excite your front line leaders to put their energy and support behind your program.

PROJECT RESULTS

The deliverables of the project were; a proposal for a formalized, statewide *Onboarding* strategy, a comprehensive tool kit to support and train to new hires, created checklists and other tools intended to manage pre-start and on-the-job logistics of the *Onboarding* process, recommended more efficient processes that will automate related forms human resources forms and created a video narrated by the governor of the state of Ohio to welcome perspective and new employees to government employment.

BENEFITS TO AGENCY, ORGANIZATION OR WORK UNIT

The business case for *Onboarding* is that it provides a structured and consistent *Onboarding* process that enables new associates and the business to have access to tools that provide them with knowledge about the business and their roles. The process also helps to build relationships with key stakeholders, reduce the time it takes for employees contribute and it will increase the employee's engagement and satisfaction.

The cost of turnover and employee dissatisfaction is high. Impact can be seen in reduced employee productivity, increased expenses for benefits, production errors and absenteeism.

Orientation/Onboarding Project Presentation

Cohort 45
Robert McCorkle, Project Lead
Alicia Conley, Assistant
Lilleana Cavanaugh, Assistant
Sandra Hawthorne-Provo, Assistant

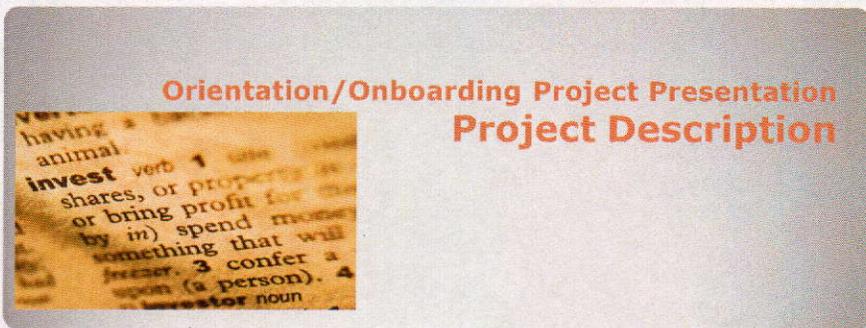
August 3, 2012

Orientation/Onboarding Project Presentation Project Description

Discussion Briefly Will Include:

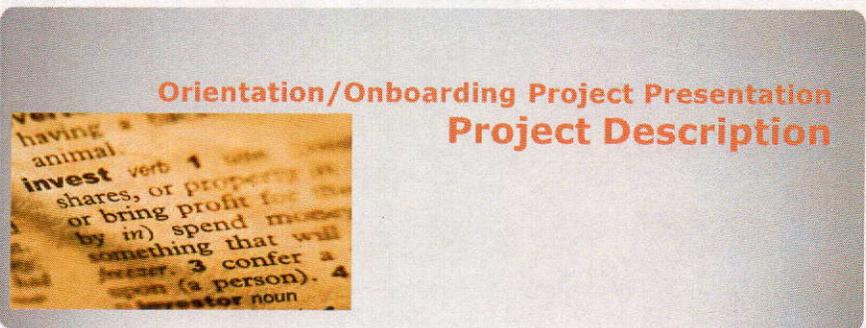
- What is orientation vs. onboarding
- What is the value to the organization
- Existing System
- How Do We Move Forward
- Business Case Model
- Examine Statistics
- Review our Proposed Site





Orientation and Onboarding - Defined

Orientation: First-day session or first week of activities that familiarizes the employee with the organization's structure, mission, and policies. It typically includes reviews of the employee handbook and the completion of necessary payroll and benefits paperwork.



Orientation and Onboarding – Defined

Onboarding: Comprehensive approach that starts before orientation and extends well beyond the first few days. It is a strategic plan – lasting 3 months to two years. Also called "**organizational socialization.**"

Orientation/Onboarding Project Presentation Project Description



Summary: The process that a perspective employee or new hire experiences upon accepting a position with an employer. The duration of this experience can range from several hours to several months. Both processes work hand in hand to integrate the new hire into his or her new role successfully, enabling the staff member to be productive and function successfully inside the culture.

Orientation/Onboarding Project Presentation Value Added



State of Ohio Current System:

- Independent/Agency by Agency
 - On-the-Job Training
 - Sometimes Inconsistent
 - *Some* Information On-line
- Leaves Questions for New HR Professionals
 - No Repository for **All** Mandated Forms

**Orientation/Onboarding Project Presentation
Value Added**



VALUED ADDED TO THE EMPLOYER

Create a seamless transition from recruitment/selection process to the onboarding program – a new employee feels highly engaged thus reinforcing their decision to join the organization.

Increases speed in hiring a new employee

Reduces turnover – both management & employee

**Orientation/Onboarding Project Presentation
Value Added**



VALUED ADDED TO THE EMPLOYER

Creates Branding for the Organization – First Impression

Meets Goals / Objectives

Prepares New & Existing Managers For Their Roles

How Do We Get Started?

**Orientation/Onboarding Project Presentation
Project Description**



Aberdeen Study of Leading Organizations

1. _____
2. _____
3. _____
4. _____
5. _____

Source: All Aboard: Effective Onboarding Techniques & Strategies "Jan 2008 Discover

**Orientation/Onboarding Project Presentation
Benefits to the Organization**



- 90% of companies believe that their employees make their decision to stay at the company within the first six months
- In 2005 60% of companies did not have an onboarding process, compared to only 24% today
- Top pressures to implement an automated onboarding process include: improving time to productivity, improving retention rates, improving customer satisfaction

Source - The Aberdeen Group, The Onboarding Benchmark Report, August 2006

Orientation/Onboarding Project Presentation
Project Results



The Business Case

1. _____
2. _____
3. _____

Orientation/Onboarding Project Presentation
Project Results



Roles and Responsibilities

- Perspective or New Associate
- Hiring Manager
- HR Partner

**Orientation/Onboarding Project Presentation
Impact Analysis**



Examples of financial impacts:

1. _____
2. _____
3. _____

**Orientation/Onboarding Project Presentation
Impact Analysis**



Examples of operational impacts:

1. _____
2. _____
3. _____

Agencies | Forms | Help Center | Contacts Ohio.gov search

[Living in Ohio](#) | [Education](#) | [Working & Employment](#) | [Tourism & Recreation](#) | [Business](#) | [State Employees](#) | [Government](#)

State of Ohio **Working & Employment**

<p>Employee Rights</p> <ul style="list-style-type: none"> Civil Rights Commission Disability Rights Resources Ethics Commission Handicapped Minimum Wage Law Minimum Wage Laws Minor Labor Law Prevailing Wage [+] Wage and Hour Administration Workers' Compensation Workplace Safety 	<p>Job Opportunities</p> <ul style="list-style-type: none"> Ohio Job Outlook Report Ohio Means Jobs Senior Community Service Employment Program State of Ohio Job Search 	<p>How do I...</p> <ul style="list-style-type: none"> Obtain or renew my professional license in Ohio? Find a job in Ohio? Find employment opportunities for seniors? Get unemployment benefits? Learn about worker's compensation? more help
<p>Job Development and Training</p> <ul style="list-style-type: none"> Adult and Continuing Education Apprenticeship Council Labor Market Info Job and Career Links One-Stop Training Centers Office of Workforce Development Senior Employment and Training Orientation/Onboarding 	<p>Licensing</p> <ul style="list-style-type: none"> Licenses and Permits 	<p>Features</p> <ul style="list-style-type: none"> Ohio Means Jobs View employer job listings and sign-up to receive e-mail when jobs matching your search criteria are posted. State of Ohio Job Search View State of Ohio employment opportunities Unemployment Insurance The site for Ohio's citizens and employers to conduct their unemployment insurance business online.
	<p>Retirement</p> <ul style="list-style-type: none"> Medicaid Public Retirement Systems [+] 	
	<p>Small Business and Self-Employment</p> <ul style="list-style-type: none"> Ohio Business Gateway Small Business Ombudsman 	

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State of Ohio **Orientation/Onboarding**

<p>Welcome from the Governor (video)</p> <ul style="list-style-type: none"> What is Onboarding? (tutorial) My Checklist 	<p>Improvement Programs</p> <ul style="list-style-type: none"> Healthy Ohio Take Charge Live Well 	<p>Retirement System</p> <ul style="list-style-type: none"> Highway Patrol Retirement System Policies and Fire Pension Fund Public Employee Retirement System Schools Employee Retirement System State Teachers Retirement 	<p>Policies</p> <ul style="list-style-type: none"> Department of Administrative Services (DAS) Human Resources (HR) Policies Information Technology (IT) Policies
<p>Benefits</p> <ul style="list-style-type: none"> Basic Life Insurance Benefits Administration Service Office Child Car Voucher Program Commuter Choice Credit Union Deferred Compensation Disability Employee Assistance Program Health Benefits Leave Donation Program Military Leave Occupational Injury Leave Supplemental life Insurance Workers' Compensation Flexible Spending Account Forms 	<p>Training & Development</p> <ul style="list-style-type: none"> Office of Learning & Professional Development Core Skills Training Employment Development Fund Equal Employment Opportunity (EEO) Geographic Information Systems (GIS) Training Learning Resource Occupational Safety and Defensive Driving Office of Collective Bargaining Academy (OCB) Ohio Certified Public Manager (OCPM) Project Management Workforce Development for Bargaining Unit 	<p>Labor Relations, Laws & Policies</p> <ul style="list-style-type: none"> Ethics Commission Equal Opportunity Division Laws, Rules Constitution Ohio Administrative Ohio Revised Code Personnel Board of Review Register Ohio Small Business Register State Employment Relations 	<p>Reference and Resources</p> <ul style="list-style-type: none"> State forms Search State Job Opening State Library Pay Rate Tables Information Announcement and Discount Officers for State Employee All state agencies Leadership Transition State and Federal Surplus Bargaining Contracts <p>Travel</p> <ul style="list-style-type: none"> Travel Policy Travel Expense Report (OBM 7148) XLS

Many Thanks:

- To our Sponsors
- To the Governor's Office
- To the State Library
- Team Members



Orientation/Onboarding Project Presentation
Questions



Any Questions?

Cohort 45
Robert McCorkle, Project Lead
Alicia Conley, Assistant
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Sandra Hawthorne-Provo, Assistant

August 3, 2012

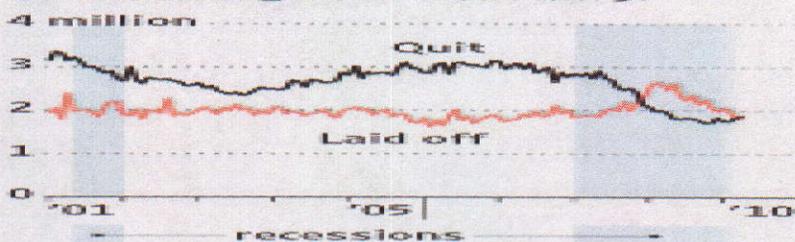
Orientation / Onboarding Checklist

Orientation Checklist/Forms:	Onboarding Checklist Training/Forms:
<ul style="list-style-type: none"> <input type="checkbox"/> Agency Overview <input type="checkbox"/> I-9 Employment Eligibility <input type="checkbox"/> False Statement <input type="checkbox"/> Drug Test Acknowledgement <input type="checkbox"/> Drug Test Waiver <input type="checkbox"/> Political Activity Prohibited (classified) <input type="checkbox"/> Supplemental Nepotism/Business Interest <input type="checkbox"/> Supplemental Employment (child support) <input type="checkbox"/> Background Check Agreement <input type="checkbox"/> Out-of-State Verification <input type="checkbox"/> Unclassified Agreement <input type="checkbox"/> Financial Disclosure <input type="checkbox"/> Policy / Procedure Sign-Off <input type="checkbox"/> Fraud Reporting Receipt <input type="checkbox"/> Ethics Law Statute <input type="checkbox"/> Photo ID/Badge Card <input type="checkbox"/> Emergency Contact <input type="checkbox"/> Prior Service Certification Form <input type="checkbox"/> Benefits/Healthcare Enrollment <input type="checkbox"/> Flexible Spending Account <input type="checkbox"/> Supplemental Life Insurance <input type="checkbox"/> Deferred Compensation <input type="checkbox"/> State of Ohio Home Address Policy <input type="checkbox"/> OAKS Quick Guide/Provide EMLID & Self Service Information <input type="checkbox"/> State Library Packet <input type="checkbox"/> Federal Tax Form (W-4) <input type="checkbox"/> State Tax Form (IT4) <input type="checkbox"/> City (Address change/determination of municipal tax liability) <input type="checkbox"/> Direct Deposit <input type="checkbox"/> FSA1945 (Social Security Form) <input type="checkbox"/> PERS (Entered On-line) 	<ul style="list-style-type: none"> <input type="checkbox"/> Division/Office Overview & Mission <ul style="list-style-type: none"> <input type="radio"/> Departmental Resources <input type="checkbox"/> Ethics Training <input type="checkbox"/> Labor Relations Overview: <ul style="list-style-type: none"> <input type="radio"/> Collective Bargaining Contracts <input type="radio"/> Corrective Action <input type="radio"/> Standards of Conduct/Work Rules <input type="radio"/> Grievance Tracking <input type="checkbox"/> Diversity Training <input type="checkbox"/> Sexual Harassment Training <input type="checkbox"/> Performance Management Program <input type="checkbox"/> Department Intranet <input type="checkbox"/> Building Security/Workplace Safety <input type="checkbox"/> Library Resource <input type="checkbox"/> Training resources through DAS <input type="checkbox"/> Workplace Violence: Executive Order 2008-08S (Barbara Warner Policy) <input type="checkbox"/> ADA <input type="checkbox"/> Table of Organization <input type="checkbox"/> Meet union/sign off on union cards <input type="checkbox"/> Position Description Compliance/Audits <input type="checkbox"/> Replacement of ID Badge <input type="checkbox"/> OAKS Security Contacts <input type="checkbox"/> EEO Compliance Standards <input type="checkbox"/> EEO Discrimination Complaint Process <input type="checkbox"/> Other:
<i>This list is to be used as a guide only</i>	<i>This list is to be used as a guide only</i>

RESEARCH STUDIES AND ANALYTICS

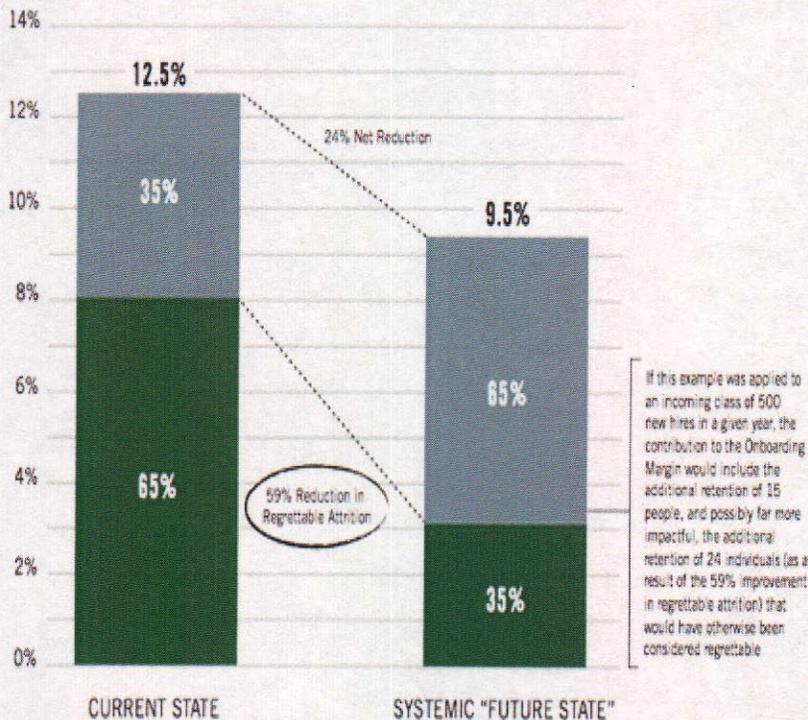
Making a Move

The number of workers who voluntarily quit a job surpassed the number who were laid off or discharged in February.



Note: March 2010 figures are preliminary. Sources: Bureau of Labor Statistics; NBER

The Gain from *Both* Level and Mix of Attrition to the Onboarding Margin



If this example was applied to an incoming class of 500 new hires in a given year, the contribution to the Onboarding Margin would include the additional retention of 15 people, and possibly far more impactful, the additional retention of 24 individuals (as a result of the 59% improvement in regrettable attrition) that would have otherwise been considered regrettable

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Kaiser Associates, Inc., Stein and Cleghorn

- REGRETTABLE ATTRITION
- NON-REGRETTABLE ATTRITION

RESEARCH/WHITEPAPERS

1. <http://www.connectthedotsconsulting.com/documents/AberdeenOnboardingReportMarch10.pdf>
2. http://www.skillssoft.com/infocenter/whitepapers/documents/Aberdeen_EffectiveOnboarding.pdf
3. http://www.boozallen.com/media/file/Getting_On_Board.pdf

OCPM COURSES OF GREATEST IMPACT

COURSE NUMBER	COURSE TITLE	COURSE DESCRIPTION	COURSE IMPACT
OCPM-103	Effective Presentations	This workshop will reinforce the idea that when presenting ideas, even the best idea can be lost in poor presentations. Participants will be provided the opportunity to practice effective presentations and give and receive feedback.	This course fully prepared OCPM participants to produce a highly final presentation. The content of the course along with the opportunity to practice and be videotaped was immeasurable and contributed to the success of our presentations.
OCPM-104	Writing Advantage	Write with power and get your point across. Writing Advantage teaches you how to make your written communication more clear and memorable. This skills-based workshop will help you set writing standards that will make an impact without leaving anything to interpretation. Writing Advantage helps you reduce the time spent crafting documents and achieve the desired results.	The class was useful to the team by providing tools to make the goals and message of our project clear and concise. We also had a desire to produce a high quality final project with a message that meets the expectations of the audience. Further, the outlines provided in class for different types of messages were extremely helpful in reviewing and selecting the most best research summaries. The course content also helped to frame the argument in regards to the need for onboarding. The information served as a tool for assessing the overall quality of the summaries, report and project plan. We also used information from this class in the development, design and presentation of project.
OCPM-605	Reinventing Government	A guided reading assignment to provide students with an insight into a new way of looking at government. This assignment will provide students with the opportunity to look at their own organization in a different way and identify if there are areas that can be improved.	A critical goal for our team was to consider the balance between controlled policies and systems with efficiencies. The dilemma at hand required in depth analysis of functionality, efficiencies, internal culture, and communications and how bureaucratic systems co-exist within broad spectrums in state government. The guided

reading assignment was helpful in trying to understand the synergies that take place among the different levels of government, to clearly understand who the different audiences of services are: whether we are talking about consumers of the services or the employees that provide them, and to try to analyze what successful models are out there that show positive results. This reading was an excellent frame of reference to build our argument that efficient onboarding practices have impact on government services and personnel retention; therefore, it is an investment that makes sense and increases our chances to be more effective stewards of public funds.

OCPM-303

**Managing a
Diverse
Workforce**

The workplace very diverse from gender to culture to generations. Participants will be introduced to ways of understanding and talking about human differences, which will promote healthy relationships and growth of interpersonal understanding and appreciation.

This course provided insight regarding the potential array of users for our **Onboarding** dashboard. Further, the course content helped team member to consider how to best meet the needs of the potential users (administrators and personnel).

OCPM-703

**Developing
Tomorrow's
Leaders and
Managing
Today's
Talent**

As leaders we have to manage the talent we have and also plan for the future. This workshop will provide the tools leaders must have in this competitive market. It will help managers assess the talent they already have and what they need to develop.

This course provided an excellent foundation for understanding people, how they react, respond to change and what the different generations expect within the system of state government where we work; these factors were considered when deciding how approachable, friendly and easy to navigate the **Onboarding** dashboard should be.

OCPM-406

**Managing for
Continuous
Improvement**

Managers must be able to identify and implement continuous improvement in their areas. This course will introduce managers to techniques that focus on the identification, implementation, and management of quality and continuous improvement processes.

This course served as a framework or basic theory that supported our proposition that a centralizing **Onboarding** process will result in increased efficiencies and improved performance throughout the state of Ohio.

BIBLIOGRAPHY

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2. "That tricky first 100 days", *The Economist*, July 15, 2006
3. Max Messmer, *Human Resources Kit for Dummies* (2d. Ed.) (Wiley Publishing, Inc, 2007), p145
4. George Bradt, et al., *The New Leader's 100-Day Action Plan* (J. Wiley and Sons, 2006, revised edition 2009) - ISBN 9780470407035;
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7. J. Leslie McKeown, *Retaining Top Employees* (McGraw-Hill, 2002), p153
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