Detailed Lean Improvement Project Report

For the June 1, 2014, through December 31, 2014, reporting period

Agency name:
Office of Financial Management/Governor's Office
Improvement project title:
New Employee Onboarding Process

Date improvement project initiated:
02/03/2014

Summary:
The Office of Financial Management and Governor's Office improved the New Employee Onboarding Process. There are a number of things that need to be in place and actions that need to be taken to ensure new employees in these agencies have everything they need to begin working in their new job upon their arrival.

Details:

Description of the problem: Errors that occur in the process (computer not set up, system applications missing, incorrect email name, phone not set up, payroll paperwork not received, etc.) cause rework for multiple onboarding process operators.These defects have a negative impact on the new employee, their supervisor and operators in the process. Additionally, there is a lack of clarity about which elements of the process the new employee has already completed or where a new employee actually is in the onboarding process. This causes operators downstream to frequently check on steps that may have already been completed.

Description of the improvements:

1.) New Employee Experience:
A new employee often has questions about or problems with the mailed packet, parking arrangements, and/or what to expect when they arrive on their first day. Prior to the countermeasure, approximately 20% of new employees had defects in one of these areas often causing them not to have needed paperwork completed for Employee Services on their start date.
Countermeasures: Introduce a pre-start phone contact with the new employee. (Governor's Office has been using this technique and hasn't had the defects described above.) The pre-start phone call by the OFM human resources representative is made; questions about the packet, forms, and parking are asked; and issues are resolved before the start date.
What have we learned? Keep this countermeasure because it is working. Since June 1, 2014, of 31 new employees on-boarded since June 1, 2014, 100 percent have received the new pre-start phone call. Only 1 employee (3 percent) experienced a defect related to the inability to contact the new employee due to their out-of-state location. Feedback received from the 31 new employees indicates that they were highly satisfied with the pre-start call. One employee indicated that they planned to share the pre-start phone contact idea with their former agency.

2.) New Employee Form Improvements:
Problems around usability and functionality with the on-line New Employee Form and OFM Systems Access Form delayed submission, cause defects and cause rework.

Countermeasures: Make various changes to the New Employee Form to collect clearer and more specific information; make the form easier to use for the supervisor so that information is captured correctly.

What have we learned? The form has been updated by DES working closely with OFM Employee Services and Fiscal & Operations staff. It was recently deployed and so far there have been 2 new employee submissions using the new form. 100 percent have been submitted on time. Previously, upon approval of their request to hire, the hiring supervisor was instructed to submit the on-line form. Submission was sometimes delayed because in some cases an administrative support staff member was responsible for submitting the form. The instruction for submitting the form is now sent to both the supervisor and administrative support staff. This should help ensure timely submission. Additionally, two forms have been combined into one. This reduces workload and complexity associated with submission of the form and ensures DES understands which systems and applications are needed for the new employee. This form appears to be the right step and will continue to be monitored closely for the next few months to problem-solve any additional obstacles that may arise.

3.) Hiring Supervisor Experience with new employee is variable. It is not clear that all new employees receive all the information they need from their supervisor in a timely, efficient manner.

Countermeasures: Streamline and improve the New Employee Checklist process used by supervisors to orient their new employees. Eliminate redundant checks by the supervisor and allow supervisors to focus on job-specific elements, the organizational structure, and the connection of the employee's work to the agency's mission, vision and values.

What was learned? To ensure new employees experience a complete, standard orientation and receive all of the information they need to be successful; the agency needs to know that they are receiving the standard supervisor orientation and that no one slips through the cracks of the process.

The new checklist process now fully ensures supervisors are performing their part of the onboarding process. The process has effectively eliminated redundant work by the supervisor that was performed in another part of the process; has eliminated the need to print, sign, and send a paper form; and eliminated the need for Employee Services to receive and retain the printed form. In the past, the signed and forwarded New Employee Checklist was completed for only about 50% of new employees. The new process has increased this visibility by Employee Services that the orientation has taken place from 50% to 100%.

4.) Visual Management/New Employee Onboarding Kanban Board:

Operators in the onboarding process (Employee Services, Fiscal and Operations Staff, and hiring supervisors) do not have shared visibility of where new employees are in the process and are not able to see delays or defects until it is too late.

Countermeasures: Review and test options for implementing an online tracking system (visual management) for new employees in the onboarding.

What we learned? After demos and testing options, a SharePoint tracking system was selected and operators are now using it. It is available to all operations and customers (supervisors and new employees) who are now able to see where new employees are at a particular point in the onboarding process. Feedback received has been positive. In addition, the Kanban board allows the process owner to see the onboarding process flow; more quickly identify potential problems; and coach operators to more effectively resolve problems or defects.

How we involved customers or stakeholders in this effort:

We included staff from OFM and the Governor's Office, new employees, hiring supervisors, and other operators in the process to help find areas to improve. The Department of Enterprise Services was also included in the event to support the improved process and help identify other opportunities to make improvements on behalf of the customers. Customers (both new employee and supervisors) are continually asked for feedback on the process. This feedback is reviewed by the process owner and key operators and used to continually improve the process.

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