

LEAN PROCESS

Improving the City's Onboarding Process



Current Challenges

- An effective and consistent citywide process does not exist which causes each new employee to be introduced to the City differently.
- There is no clarity of roles and responsibilities which leads to delays in providing information, training, network access, supplies and equipment.
- Much of the existing process is focused on benefits and it is an overwhelming amount of information and decision making for new employees in a short period of time.
- Technology is not in place, therefore many manual and duplicate tasks exist. The process depends on the use of paper instead of automation.
- Redundancies and inefficiencies exist in various forms throughout the current process.



Recommended Improvements

- Develop a citywide onboarding approach that takes place over the new employees first six months and covers the following:
 - * Organizational structure and culture
 - * City policies and processes
 - * Performance goals and expectations
 - * Employee benefits
 - * Technology, applications and equipment
 - * City programs for employees
 - * Mandatory trainings
- Provide information through a variety of methods including; group or individual trainings, informational videos, interactive web-based applications, and physical tours of the City and City facilities.
- Clarify roles and responsibilities for Human Resources, Hiring Managers, Payroll and Information Services.
- Create resources, tools and training to support the process and the staff involved.
- Streamline the benefit orientation by:
 - * Eliminating or consolidating forms and data fields
 - * Providing information in smaller sections to prevent overwhelming new employees
 - * Automate the process where possible
 - * Create a Benefit Confirmation Summary report confirm benefit selections
- Send the offer letter electronically and reduce the amount of information sent along with it to only include the most pertinent information that an employee will need for their first week.

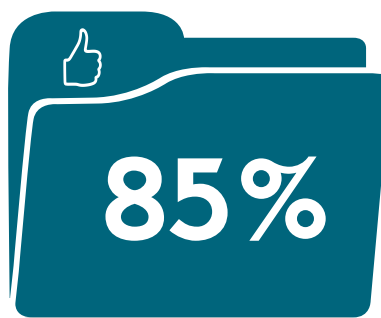
Communication & Outreach to:

- Hiring Managers
- New Employees
- Current Employees
- Focus Groups
- Directors' Team
- City Council
- Project Sponsor
- Information Services
- Payroll
- Human Resources

Desired Results



of new employees satisfied with onboarding experience



reduction in volume of paper used



through use of technology and consolidation of forms and data fields

LEAN TEAM

Sponsor - Mellody Matthes • **Facilitator** - Kelley Cochran • **Leader** - Cathryn Laird • **Active Green Belt** - Nicole Bruce
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