

Onboarding Enhancements FAQs

1. Why is onboarding important?

While onboarding has improved with the introduction of *MassCareers*, the experience remains inconsistent across the Commonwealth. In 2016, **20%** of the Commonwealth's new hires left their positions before the end of their first year while similarly sized organizations and unionized workforces reported, respectively, a 13.5% and 8% turnover rate during the same time period.

Research demonstrates that new hires who are highly satisfied with their onboarding experience were three times more likely to feel comfortable after their first day and two times more likely to still feel comfortable later in their first year. Relatedly, of organizations with a formal onboarding program, 54% experience greater new hire productivity. A hiring manager who invests in his or her new employees' onboarding experience up front not only benefits from that employee's increased productivity but also increases the likelihood that the new employee will stay in the position.

2. What are the Onboarding Enhancements?

The onboarding enhancements were developed and tested in a pilot program with Department of Public Health non-hospitals. The enhancements include: (1) changes to the *MassCareers* onboarding process for the new hire and Benefits Coordinator; (2) a training program for hiring managers on their role in the onboarding process; (3) a streamlined Employee Benefits orientation; and, (4) a streamlined Agency orientation. These enhancements are discussed in more detail below.

3. What are the *MassCareers* onboarding enhancements?

The onboarding enhancements are a series of improvements intended to create a more streamlined and structured onboarding experience for New Hires, Hiring Managers and Benefit Coordinators which includes:

- New Hires
 - Reordering the onboarding pages in *MassCareers*
 - The addition of two videos in *MassCareers* which provide the New Hire with information about the onboarding process as well as questions to consider, and where to find answers to those questions, when considering GIC coverage
 - Acceptance of electronic signatures for GIC forms in *MassCareers*
 - Automated just-in-time emails sent from *MassCareers* to the New Hire throughout the onboarding process which provide helpful resources and information related to, for example, SSTA, benefit eligibility, and training opportunities.
- Hiring Managers
 - Automated just-in-time emails sent from *MassCareers* to the Hiring Manager throughout the onboarding process which provide helpful resources and information on the Hiring Manager's responsibilities prior to a new hire's start date and throughout the first year
 - A new HRD Employee Resource Webpage featuring resources for employees as well as Hiring Managers including:
 - Hiring Manager Onboarding Guide
 - Hiring Manager Onboarding PowerPoint
- Benefits Coordinator

- All the forms required for an orientation are automatically generated. Email is sent to notify the Benefits Coordinator that the forms are available to print.
- Forms required for the orientation are generated even if the employee chooses not to complete any Onboarding tasks.
- Updates to the Benefits section of *MassCareers* making it easier to for the Benefits Coordinator to locate and print New Hire paperwork
- Created a Candidate Submission Overview document that identifies the onboarding tasks/forms the employee has and has not completed.
- Removed the employee/employer sections of the I-9 but print the form along with all forms required for the orientation.

4. What is the training for Hiring Managers and when/ where is it available?

The pilot group developed a training program for Hiring Managers to explain their pivotal role in the onboarding process during the first year, emphasize the critical role onboarding plays in preparing a new employee for his/her new role, and provide Hiring Managers with tools and resources to guide them through their role during onboarding process. The training is currently designed to be in-person and a power point will be available to Agency training groups. Eventually, the goal is to have Hiring Manager training available as a video on-demand.

5. How do the onboarding enhancements impact the Employee Benefits and Agency Orientations?

MassCareers provides certain policies and GIC information electronically – this information does not need to be included in the Employee Benefits Orientation. HRD will provide guidance on information that should be covered in Employee Benefits Orientations as well as information that should be removed.

Agencies should undertake a similar review to determine which Agency –specific policies/forms/trainings should continue to be reviewed during the Agency orientation if not otherwise covered/provided in other phases of the onboarding experience. In addition, Agencies should ensure that their Agency orientation includes information on the Agency’s mission, vision, and goals.

6. When will these changes go into effect?

MassCareers enhancements will be rolled out enterprise-wide in August 2017. Training for Hiring Managers on the importance of onboarding and their role and responsibilities during the process will begin in November and continue through the phased rollout.

7. How will people be notified?

Communications to Human Resources staff will happen through the Human Resources Advisory Council (HRAC), the *MassCareers* User Group meetings and emails coming from HRD.

Benefit Coordinators will receive emails from HRD informing them of the changes and inviting them to auditorium-style training being offered in July 2017 in locations across the state. The *MassCareers* job aids will also be updated to reflect the enhancements.

Hiring Managers will also receive an email from HRD informing them about the enhancements and the resources that are available on the Employee Resource Website including the Hiring Managers Onboarding Guide and PowerPoint.

8. How did these improvements happen?

The Human Resources Division (HRD) and the Department of Public Health, with support from the Governor's Office, created a pilot program to identify areas of improvement, implement recommended changes and evaluate the success of the pilot. This pilot program started on March 14, 2017.

9. How was the pilot program evaluated?

Hiring Managers and New Hires were given several opportunities to provide feedback through surveys and focus groups. In addition, HR staff including Benefits Coordinators provided feedback through weekly meetings with HRD.