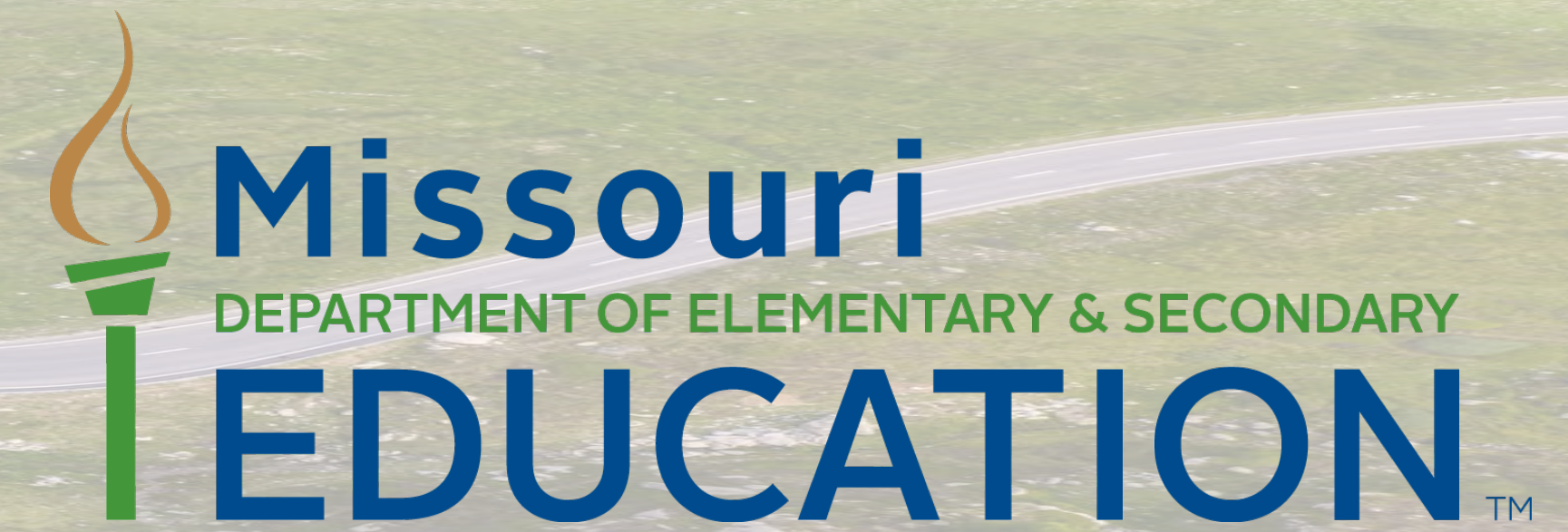


New Hire Navigator: DESE's Onboarding Roadmap



The Problem

There is a lack of consistent employee understanding of job performance expectations and accountability, both for new hires and current employees, at the Department of Elementary and Secondary Education (DESE).

The Data

In the first 30 days, **only 39%** of OCCR new hires agreed they understood their current job responsibilities.

The Team

Kristin Milligan

Director, Project Management
Green Belt Facilitator

Jake King

Continuous Improvement
Coordinator
Executive Sponsor

Megan Wadley

AEL Coordinator
Subject Matter Expert and
Process Owner

Katie Epema

Director, School-Based MH
Subject Matter Expert

Kara Cracraft

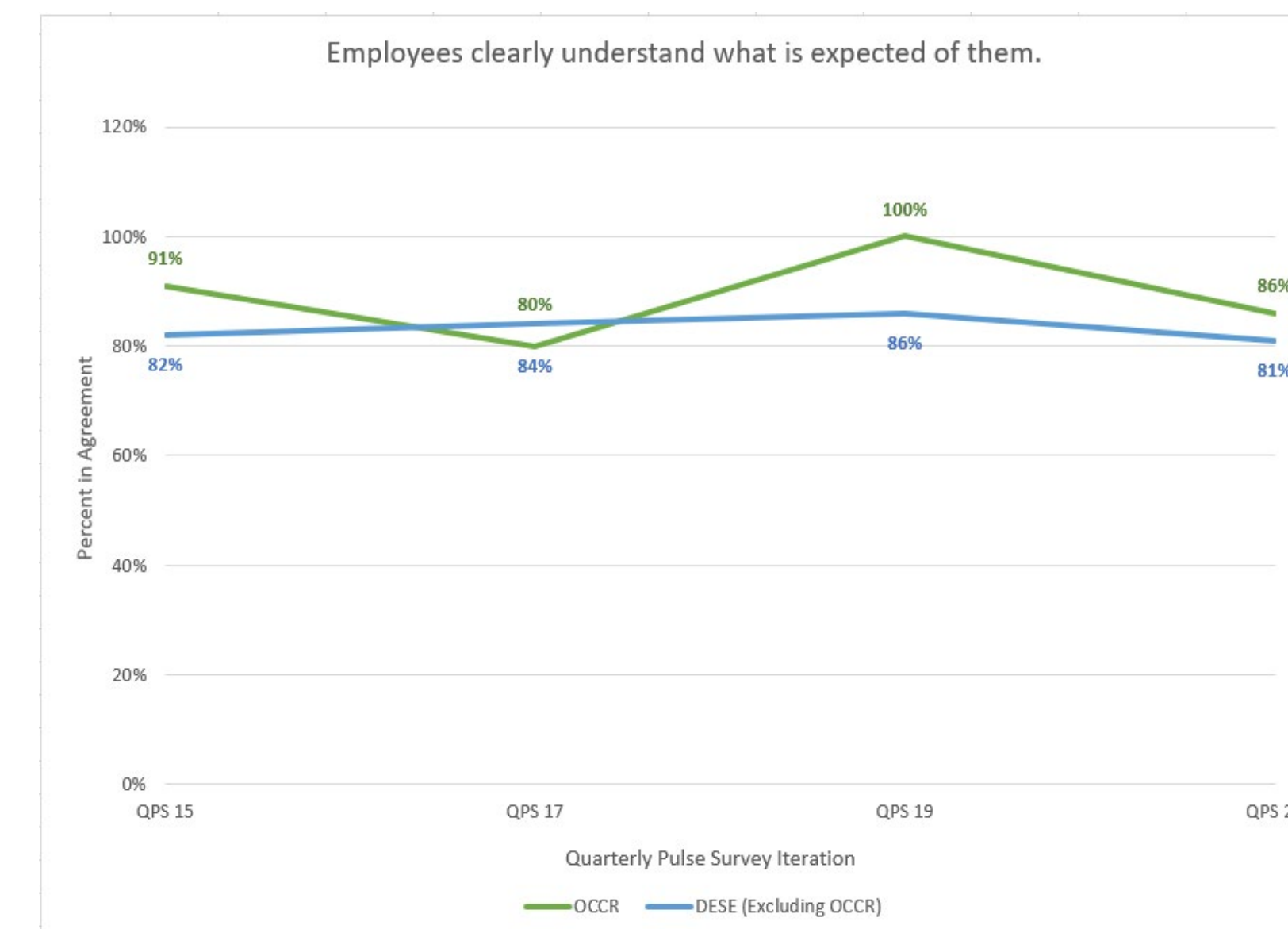
Human Resources Coordinator
Process Owner

Jessica Schwartz

Human Resource Analyst
Process Owner

The Scope

The project focuses on one office within the agency—Office of College and Career Readiness (OCCR)—to effectively pilot the recommendations developed. The project will analyze new hire survey data and exit interview survey data; process map current onboarding processes in Adult and Education Literacy (AEL), a specific Section in OCCR, to ascertain gaps in the onboarding procedures and processes; and collect and analyze data regarding training needs for newly hired employees and current employees' views about their own onboarding experience.



The Recommendations

- Revise Job Requisition Form to streamline job posting process
- Provide exemplars of job description and posting for supervisors
- Create onboarding checklists and tracking system
- Establish start date at least two weeks from fingerprint results
- Restructure or create onboarding coordinator FTE
- Reinstitute DESE University, an onboarding cohort orientation
- Create mentoring system for new hires
- Institute 10 “no meeting” workdays for document review

When current employees were asked about their own OCCR onboarding experience, **66% of respondents** stated they had either a poor or no onboarding experience related to networking opportunities, which research states is a best practice of a successful onboarding program.

