

What We'll Cover

- 1. Recruiting**
- 2. Onboarding new employees**
- 3. Building employee satisfaction and engagement**



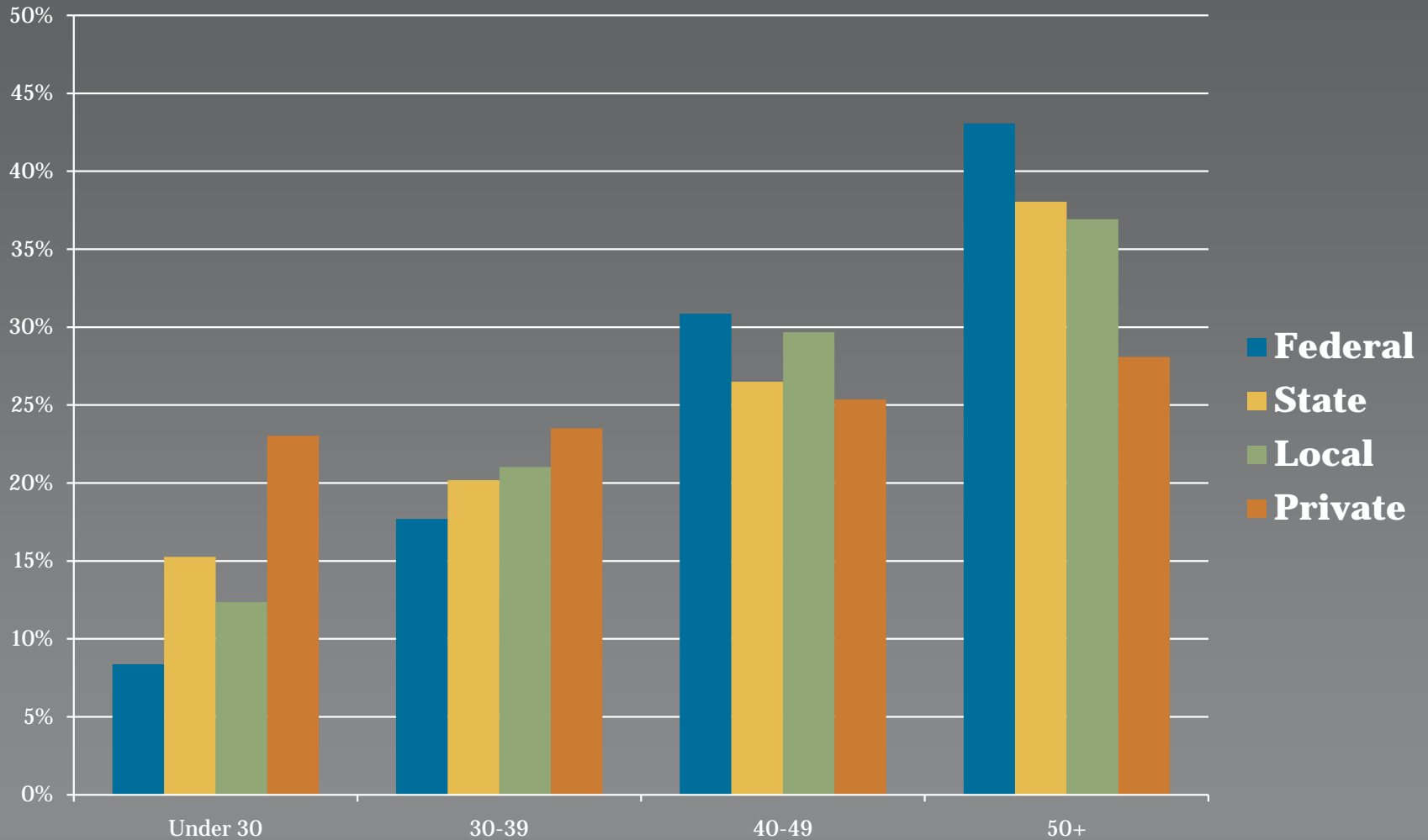
Why Public Service Matters

“It is not at all clear how government can be well executed unless it is able to compete more effectively for its fair share of talent.”

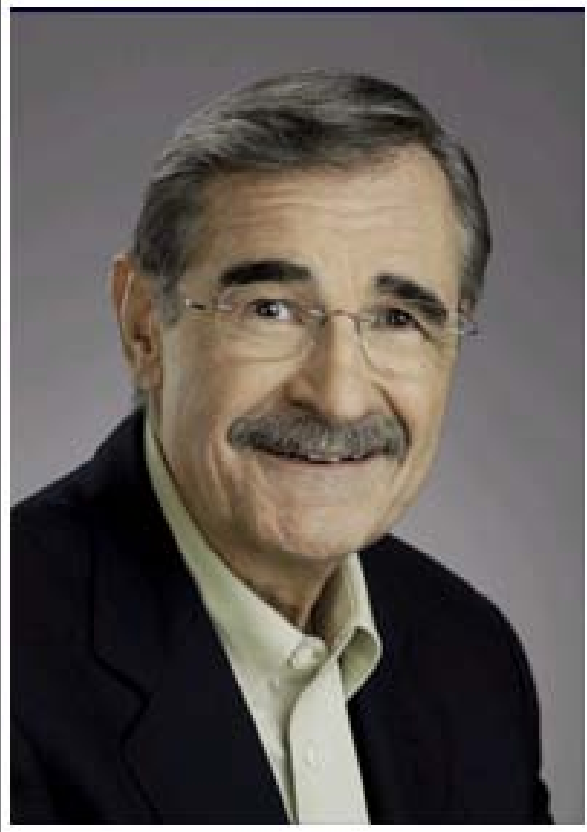
“Government is always going to be able to fill vacancies. The important question is whether we can fill them with talented and committed people with the skills we need.”

“In the globalization system ... One of the most important and enduring competitive advantages that a country can have today is a lean, efficient, honest civil service system.”

Public Sector Workforce is Older



Bob Lavigna/Dick Purtan – Who's Who?

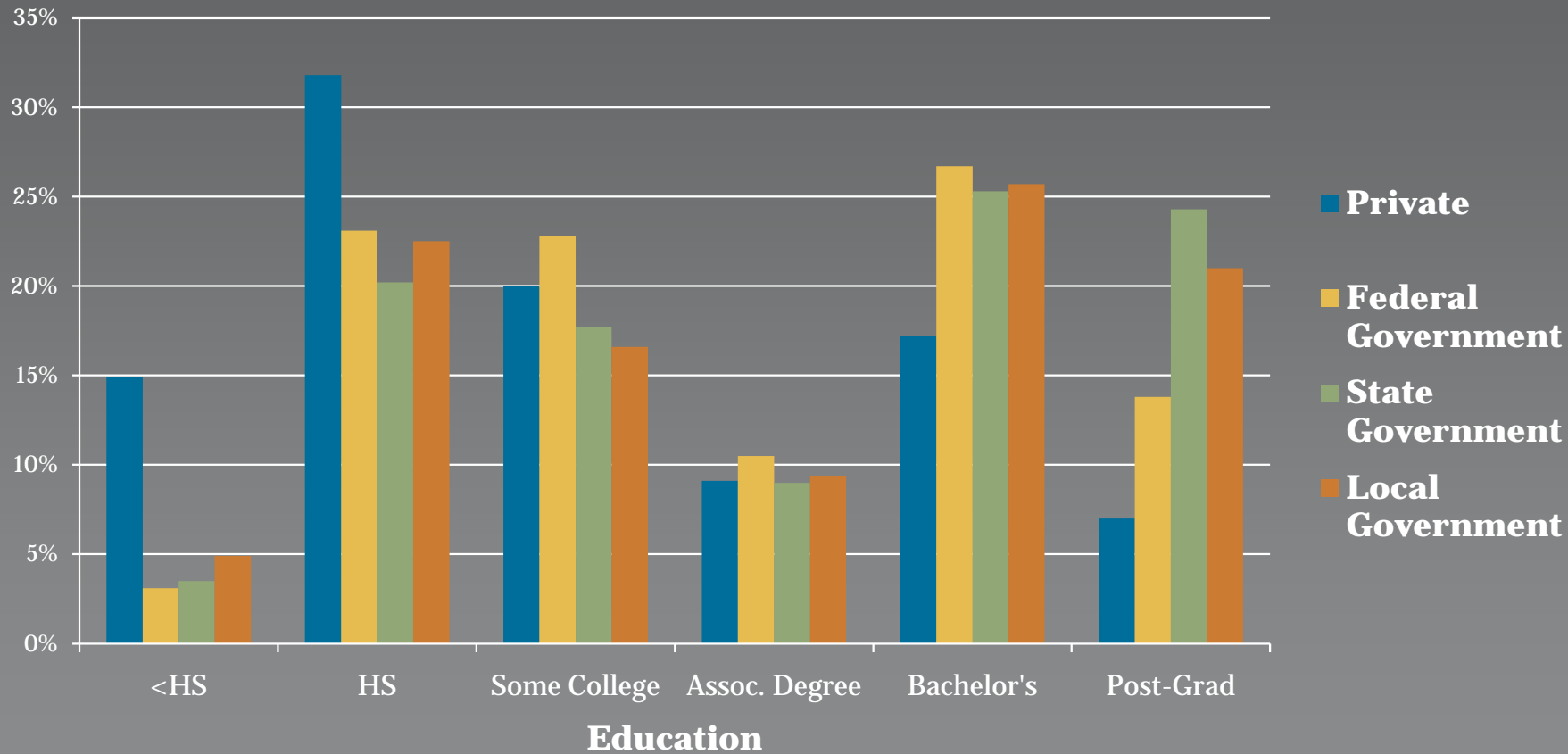


Age 82



Age 57

Public Sector Workforce is More Educated





College Students: What Are the Top Attractors?

- ★ **Culture that respects my individuality**
- ★ **Work/life balance**
- ★ **Base salary**
- ★ **High level of responsibility**
- ★ **Leaders who support development**
- ★ **Good reputation**
- ★ **Rapid promotion**
- ★ **High ethical standards**
- ★ **Exciting products and services**
- ★ **Friendly work environment**
- ★ **Creative, dynamic work environment**

College Students: What Are the Top Attractors?

1. Work/life balance (61%)

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College Students: What Are the Top Attractors?

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 - 5. Creative, dynamic work environment (47%)**
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 - ★ Base salary**
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 - ★ Rapid promotion**
 - ★ Exciting products and services**

College Students: What Are the Top Attractors?

- 1. Work/life balance (61%)**
- 2. Good reputation (60%)**
- 3. High ethical standards (54%)**
- 4. Friendly work environment (49%)**
- 5. Creative, dynamic work environment (47%)**
- 6. Leaders who support development (45%)**
- 7. Competitive base salary (38%)**
- 25. High level of responsibility (20%)**
- 25. Rapid promotion (20%)**
- 26. Exciting products and services (19%)**
- 31. Culture that respects my individuality (15%)**

Top 4 Career Goals

- 1. Work/life balance (66%)**
- 2. Dedicated to a cause, feel that I am serving a greater good (46%)**
- 3. Secure or stable in my job (46%)**
- 4. Competitively or intellectually challenged (40%)**

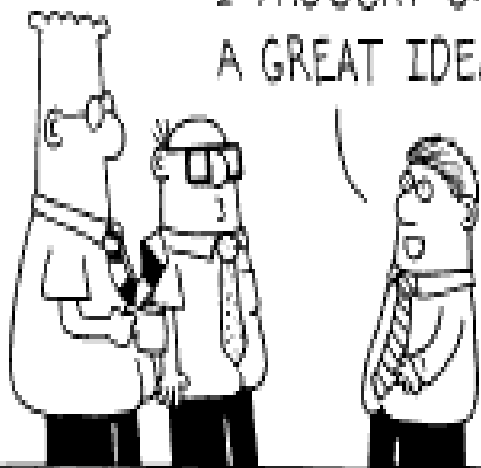
Onboarding -- Why it Matters

**“My first week
was terrible.”**

**“By the end of the
day I felt I had made
a terrible mistake in
leaving my old job.”**

**“My agency lost its
shine on my first day.”**

I'VE ONLY
WORKED HERE
ONE DAY BUT
I THOUGHT OF
A GREAT IDEA.



S. Adams E-Mail: SCOTTADAMS@aol.com

ZIP

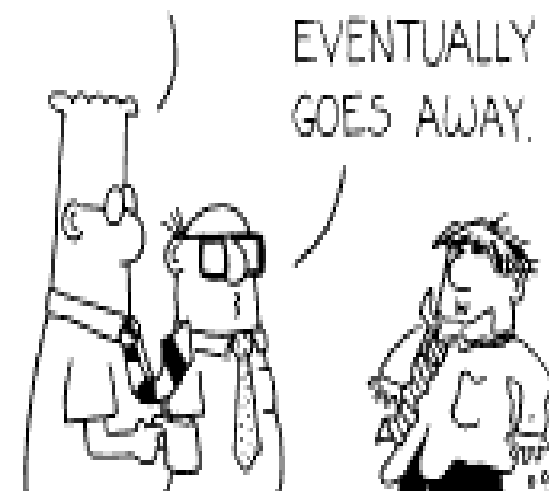


SPOOR!

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THE FIRST
IDEA IS
ALWAYS THE
TOUGHEST.

THE URGE
EVENTUALLY
GOES AWAY.



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Strategic Onboarding Model

PRINCIPLES

Align to mission and vision

Connect to culture, strategic goals and priorities

Integrate across process owners

Apply to all employees

ROLES



+ PROCESS OWNERS

+ PROCESS CHAMPIONS

+ EMPLOYEE

PROCESS PHASES AND KEY ACTIVITIES



BEFORE FIRST DAY	→	FIRST DAY/ ORIENTATION	→	FIRST WEEK	→	FIRST 90 DAYS	→	FIRST YEAR	→
<ul style="list-style-type: none"> Extend personal welcome to employee Communicate first day logistics to employee Send paperwork in advance and/or online portal access Prepare for employee 		<ul style="list-style-type: none"> Focus on sharing the mission and values Incorporate senior leadership Orient employee to organization and office norms Introduce employee sponsor Meet immediate requirements for employment 		<ul style="list-style-type: none"> Ensure direct managerial involvement Set performance expectations and job scope Assign meaningful work Communicate resources or networks required for work 		<ul style="list-style-type: none"> Provide essential training Monitor performance and provide feedback Obtain feedback through new hire survey and other means 		<ul style="list-style-type: none"> Recognize positive employee contributions Provide formal and informal feedback on performance Create employee development plan 	

OUTCOMES



High employee **job satisfaction** level **Retention** of high-performing employees Continued **employee engagement** and commitment Faster time-to-**productivity**

APPENDIX C: BEST PRACTICES ONBOARDING CHECKLIST

NEW EMPLOYEE INFORMATION

Name:	Start Date:
Position:	Supervisor:
Office/Cube Number:	Phone Number:

←	Task	Status
BEFORE FIRST DAY	Send welcome packet with important information (e.g., benefits and first day logistics) and welcome letter	<input type="checkbox"/>
	Provide agency and job information	<input type="checkbox"/>
	Encourage the review and completion of paperwork (if feasible) before Day 1	<input type="checkbox"/>
	Contact new employee to answer questions and set expectations	<input type="checkbox"/>
	Assign a sponsor/buddy	<input type="checkbox"/>
	Assign and prepare workspace and provide office supplies	<input type="checkbox"/>
	Ensure "office essentials" (e.g., computer, phone, e-mail, training accounts) are set up	<input type="checkbox"/>
FIRST DAY/ ORIENTATION	If possible, personalize the experience with something unique for the new employee (e.g., welcome note, flowers, nameplate)	<input type="checkbox"/>
	Communicate vision and mission, and administer a formal oath	<input type="checkbox"/>
	Introduce new employee to sponsor/buddy	<input type="checkbox"/>
	Complete paperwork and security requirements	<input type="checkbox"/>
	Explain benefits and policies	<input type="checkbox"/>
	Have a senior leader welcome new employees (in person or through recorded means)	<input type="checkbox"/>
	Arrange for new employees to eat together or for someone from each employee's office to eat lunch with them on their first day	<input type="checkbox"/>
FIRST WEEK	Provide realistic information about the organization and its culture and avoid "over promising"	<input type="checkbox"/>
	Ensure that job roles and responsibilities are clearly communicated to the new employee	<input type="checkbox"/>
	Introduce the new employee to other employees and senior staff	<input type="checkbox"/>
	Provide meaningful work for the new employee — either training or substantive work related to the new job	<input type="checkbox"/>
	Ensure that a senior leader (in the new employee's office) welcomes the new employee(s)	<input type="checkbox"/>
	Review the organizational structure and key staff	<input type="checkbox"/>
	Provide a list of contacts who can address the new employee's questions on a variety of issues	<input type="checkbox"/>
FIRST 90 DAYS	Gather feedback about the orientation program from new employees	<input type="checkbox"/>
	Review performance objectives and set individual development goals	<input type="checkbox"/>
	Give performance feedback early and often to the new employee	<input type="checkbox"/>
	Provide training, as needed, to help the new employee understand internal systems, general operating practices and obtain other information or skills required in the performance of his or her job	<input type="checkbox"/>
	Discuss individual work styles and preferences	<input type="checkbox"/>
	Arrange for the new employee to meet key stakeholders from other departments	<input type="checkbox"/>
	Check with new employees regularly to ensure that they continue to assimilate and expand their knowledge and capabilities	<input type="checkbox"/>
FIRST YEAR	Provide training to build competencies and fill any skill gaps	<input type="checkbox"/>
	Conduct a new employee survey and address any issues surfaced	<input type="checkbox"/>
	Assess the performance of the new employee periodically — formally and informally — and provide feedback:	<input type="checkbox"/>
	<ul style="list-style-type: none"> • Informal "manager check-ins" should occur regularly in addition to formal performance assessments, which should be completed after six months and one year. • The human capital office should send a reminder e-mail to managers at the six-month and one-year mark to ensure that formal performance reviews occur. 	
	Ensure a senior executive or manager sends a congratulatory e-mail or letter on the employee's one-year anniversary (can be done automatically without requiring the executive's time)	<input type="checkbox"/>



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Employee Engagement: Best Places to Work

bestplacestowork.org

Employee Satisfaction/Engagement -- Why it Matters

High employee engagement correlates with:

- ★ **Higher customer satisfaction**
- ★ **Less sick leave and missed work time due to work-related injury or illness**
- ★ **Lower EEO complaint rates**
- ★ **Higher retention**
- ★ **Better program results**



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High Engagement → High Retention

Satisfaction with:	Total Percent Satisfied		Gap
	Employees planning to stay for > 2 yrs	Employees planning to leave in < 2 yrs	
Use of skills and abilities	83%	49%	34%
Ability of top management	74%	41%	33%
Company sense of direction	57%	27%	30%
Advancement opportunities	50%	22%	28%
Opportunity to learn new skills	66%	38%	28%
Coaching and counseling from supervisor	54%	26%	28%

Government Wide Index Score

Best Places to Work Index	Government Overall
Considering everything, how satisfied are you with your job?	68.4
Considering everything, how satisfied are you with your organization?	57.5
I would recommend my organization as a good place to work	65.4
Total Index Score	63.3



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The Best Places to Work

IN THE FEDERAL GOVERNMENT 2009



The *Best Places to Work* rankings — the most comprehensive and authoritative rating of employee satisfaction and commitment in the federal government — are produced by the Partnership for Public Service and American University's Institute for the Study of Public Policy Implementation (ISPPi).

FIND AN AGENCY

search

[Complete List of Agencies and Subcomponents](#)

★ [Create a Custom Report](#)

📄 [Compare up to 3 Specific Agencies](#)

Overall Index Scores

Most Improved Agencies and Subcomponents

BEST IN CLASS SCORES

Employee Skills/Mission Match

Strategic Management

Teamwork

Effective Leadership

Empowerment

Fairness

Leaders

Supervisors

Performance Based Rewards and Advancement

Training and Development

Welcome to the 2009 Best Places to Work Rankings

The *Best Places to Work* rankings are the most comprehensive and authoritative rating and analysis of employee satisfaction and commitment in the federal government. The 2009 rankings are the fourth edition of this ongoing series, following the 2003, 2005 and 2007 versions.

The government-wide Best Places index score is **63.3**
UP 4.6 PERCENT since the rankings were first launched in 2003

• • • • •

Large Agencies

Small Agencies

Agency Subcomponents

2009 Overall Index Scores

Rank	Agency	2009	2007	% Change
1	Nuclear Regulatory Commission	80.7	76.2	5.90 ↗
2	Government Accountability Office	76.6	72.1	6.20 ↗
3	National Aeronautics and Space Administration	71.7	69.7	2.80 ↗
4	Intelligence Community	70.9	⊖	0.00 ➡
5	Department of State	69.1	67.9	1.80 ↗
6	Environmental Protection Agency	68.2	65.5	4.20 ↗
7	Department of Justice	68.0	69.0	-1.40 ↘
8	General Services Administration	67.5	65.7	2.70 ↗
9	Social Security Administration	67.0	66.5	0.80 ↗
10	Department of Commerce	66.5	63.5	4.70 ↗

(Top 10 shown, see all)

⊖ No Data

➡ No Change

Key Workplace Dimensions: What “Drives” Employee Satisfaction?

- ★ **Effective leadership**
- ★ **Strategic management**
- ★ **Teamwork**
- ★ **Employee skills/mission match**
- ★ **Performance-based awards**
- ★ **Training and development**
- ★ **Support for diversity**
- ★ **Pay and benefits**
- ★ **Family-friendly culture**
- ★ **Work/life balance**



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What Do These Dimensions Mean?

Effective Leadership

- ★ How good a job do you feel immediate supervisor/team leader is doing?
- ★ Supervisors/team leaders in my work unit support employee development
- ★ Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills
- ★ In my organization, leaders generate high levels of motivation and commitment in the workforce
- ★ Employees have a feeling of personal empowerment and ownership of work processes
- ★ I have a high level of respect for my organization's senior leaders
- ★ Leaders have high standards of honesty and integrity
- ★ Complaints, disputes or grievances are resolved fairly

I can live for two months on one good compliment
Mark Twain



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What Do These Dimensions Mean?

Employee Skills/Mission Match

- ★ **My work gives me feeling of personal accomplishment**
- ★ **I like the kind of work I do**
- ★ **My talents are used well**
- ★ **I know how my work relates to mission and goals**
- ★ **I do important work**



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What Do These Dimensions Mean?

Work/Life Balance

- ★ **My supervisor supports my need to balance work and family issues**
- ★ **I have sufficient resources (e.g., people, materials, budget, etc.) to get work done**
- ★ **My workload is reasonable**



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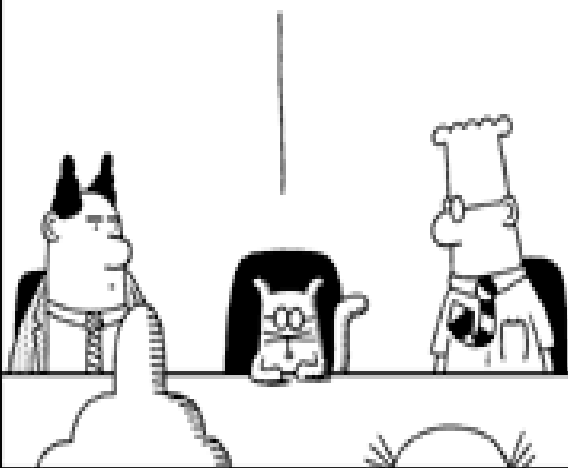
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Key Drivers of Employee Satisfaction

- ★ **Strong leadership**
- ★ **Good work/life balance**
- ★ **Clear line of sight between job and organization mission**

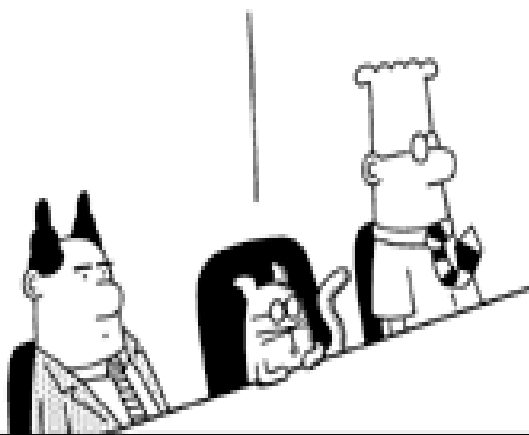


THE NEW DRESS CODE
IS A THIN FILM OF
OIL.



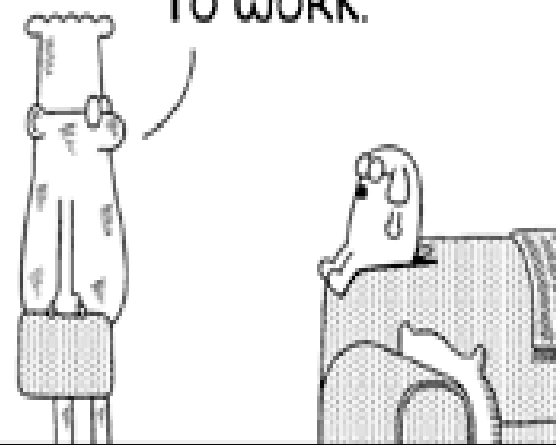
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WE'RE CONSOLIDATING
OFFICES AND WE NEED
TO FIT TWENTY PEOPLE
IN EACH CUBICLE.



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THEY'VE PRETTY MUCH
GIVEN UP ON WINNING
ONE OF THOSE AWARDS
FOR BEST PLACES
TO WORK.



The Bottom Line

- ★ Understand -- and meet -- recruits' and employees' expectations
- ★ Use interns as a key *long-term* talent source
- ★ Onboard strategically and thoroughly
- ★ Make your organization a best place to work
- ★ Build the leadership pipeline

**There isn't any silver bullet to
attract, develop and retain talent**

It takes silver buckshot!

Bob Lavigna

rlavigna@ourpublicservice.org

www.ourpublicservice.org



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