Onboarding

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Omnitrans

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Quick Facts

- Medium size agency
- 11 Million Passengers
- 456 square mile service area
- 15 member cities
- Largest transit operator within San Bernardino County

Fleet

- 178 local & express buses
- 100% CNG buses
- 106 demand-response vehicles (Gas & CNG)
- 723 employees

• **Leadership Development Program**

Key Performance Indicators   Committees   Procurement   Ridership   Onboarding

Onboarding

What is Onboarding?

Process of integrating a

new employee into an organization

• **Why is it important?**

Gives a welcoming environment

- Gives introduction to culture, mission, & strategic goals

- Improves morale, employee satisfaction & engagement

- Reduces time to effectiveness

Typical Orientation	Onboarding
Transactional focus	Strategic focus and goals
<1 week	First Year
Owned by HR	Multiple offices, functions and people
Addresses some needs	Address a wide variety of employee needs—information, equipment & accounts, training and networking
Employee attends	Active participation
Paperwork driven	Maximizes engagement and retention

WHY YOU CAN'T IGNORE ONBOARDING

22% of staff turnover occurs within first 45 days

91% of the first-year workers are retained by companies with an efficient onboarding process

69% more likely for new hires to remain in a company for 3 years if there is a well-structured on boarding program

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- **A good onboarding process can:**
  - reduce turnover and associated costs
  - Reduce time to effectiveness

Cost Category	Internal Hire	External Hire
Separation	$11,000	$11,000
Vacancy	$13,200	$33,000
Recruitment & Replacement	$2,500	$6,900
Training	$800	$2,600
Performance Differential	$9,000	$14,100
	$36,500	$67,600

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What we found:

Internally

- Delayed, fragmented & inconsistent communication
- Lack of clearly defined roles and responsibilities
- Confusion over first day start

New Hires

- Rarely introduced to mission, agency goals
- Limited cross-functional exposure
- Low morale

All due to the lack of a formal program

Onboarding Recommendations & Practices

1. Communication Procedure

2. Resource Template

3. Smart Communication

4. First Day Kit

5. Celebrate Milestones

6.   Buddy & Mentoring Program

7. Department Shadowing

1. Adopt Formal Communication Procedure

Identify Milestone	Communication Flow
Position Requisition (New Positions Only)	Dept→IT
Conditional Offer Accepted	**HR**→Dept Dept→IT
Accepted Offer With Known Start Date	**HR**→Dept Dept→IT Dept→Mktg Dept→Maint **HR**→Emp Dept→Emp
2 Business Days before start	IT→Emp
Start Date Reminder	**HR**→Dept
Day 1	**HR**→All
3 & 6 Months after Start	**HR**→Emp

2. Resources Template
- Create a position specific list of IT needs including hardware, software and network access needs

- Similar list for security access, facility needs and other equipment

3.   Smart Communication

- Provide electronic legal and benefit documents before first day

- Email to employee in advance to include first day snapshot, including dress code, parking, introductions to key team members

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4. First Day Kit

- Usernames and Passwords

- Voicemail Directions

- Email Address

- Business Cards

- Phone Tree

- Link to New Hire Intranet Page

Welcome to the Omnitrans Marketing - Planning Department

Your Omnitrans network (your computer) username is: ZacharyF
Your temporary network password is: 54321

Your email address is: Zachary.Foy@omnitrans.org
Your temporary email password: 123456

Your phone number is: 379-7257 (Ext. 71680
Your temporary voice mail password is: 23122
Voice mail directions:

Carolann Williams will be your department buddy, and will help orient you to the department.
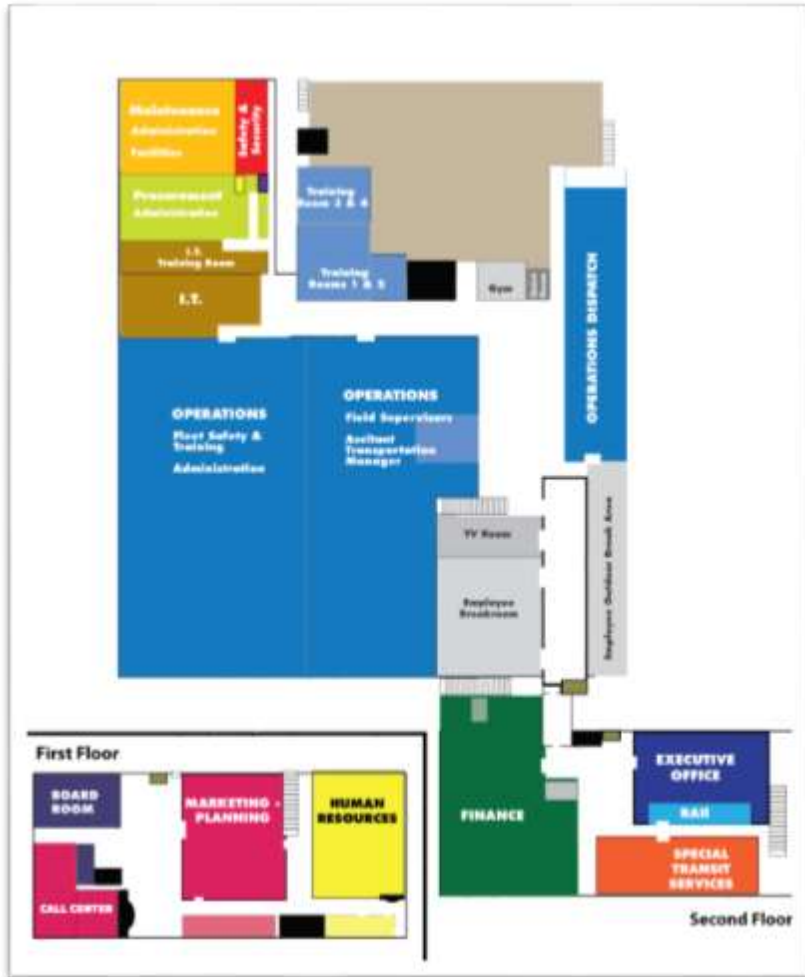Carolann's extension: 7214

Included in this packet:
- Business Cards

First Day Kit

– Locator Maps

5. Celebrate Milestones

- CO Graduations
- First Week
- Passed Probation

6. Buddy & Mentoring Program

- Buddy: 1-6 Months
  - Selected by dept.

- Mentor: 6-12 Months.
  - Selected from pool
  - Application process

7. Department Shadowing

- Mgmnt. employees attend a staff meeting in each of the agency's departments

- Complete within first 6 months

Outcomes:

- Reduce turnover
- Boost retention
- Close the gap in performance differential
- Build up effective, inspired and engaged employees!

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