

Culture First: Creating an Exceptional Onboarding Experience

2019 CBHC Conference Workshop

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There is significant competition for finding and retaining highly talented, creative, and engaged staff. Research suggests 20% of turnover happens within the first 45 days of employment.

Are you making a meaningful first impression? Are they excited to have picked you?

This workshop will include current research about onboarding best practices, illustration of its principles with a case study, program evaluation and continuous improvement strategies, and discussion for participants to consider for application within their own organizations. By the end, you will:

- Learn to assess where your organization's current practice sits on the continuum between orientation and onboarding principles for new hires
- Learn building blocks and critical thinking to develop a "Best in Class" onboarding experience for your employees
- Learn how to design an implementation strategy (based on a Plan-Do-Check-Act model) and measure its impact for continuous quality improvement

PLAN

Evolving Workforce, Technology, and Systems

Millennials represent a growing portion of our workforce and are looking for a different type of employment experience. Are you adapting processes to be inclusive of what they value and how they work? What opportunities exist to "freshen up" an employee's experience in your organization?

Checking your "O"

"Orientation" is a transactional event.

"Onboarding" is a development program.

The goal of an excellent onboarding process is to align new employees with your culture, mission and values, thereby strengthening their connection to your organization and people. A successful onboarding program makes them feel they made the right decision to come work for you.

DO

Organization Socialization

Immerse new employees in the organization culture and values. Build engagement and sense of belonging through mission. Expose them to organization soft benefits and opportunities for engagement and growth. Set purpose and expectations from day one.

Leverage Technology

Automate and streamline processes for more convenient access and consistency. Be creative with process enhancements to make a more welcoming and personal experience. Teach staff to effectively search and find resources and information they need.

CHECK

New Hire Survey

Evaluate how well implemented onboarding objectives meet new hire expectations. Include process indicators (ensuring things occur as intended) and outcome indicators (monitoring impact of the objectives).

ACT

Continuous Quality Improvement

Use feedback from onboarding presenters, facilitators, managers, and new hire surveys to inform opportunities for continuous improvement of the program. Cross-departmental committee(s) review information, provide multiple perspectives, problem solve, and resource solutions. Clearly defined roles, responsibilities, and project management are critical until a stable sustainability plan is established.

Who are we?

The Mental Health Center of Denver has been awarded “Top Place to Work” by the Denver Post for seven straight years. Staff engagement surveys indicate our employees are very connected to our mission—“Enriching lives and minds by focusing on strengths and well-being.” These values drive a strong culture, are represented in extensive “soft benefits” and exhibited in a robust list of staff sports teams and participation in community events.

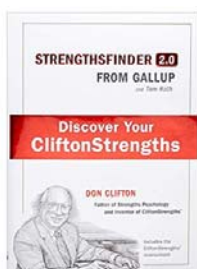


In November 2017 we embarked on re-defining our new hire onboarding program. We successfully implemented many changes, and through continuous improvement efforts have maintained those accomplishments a year and a half later. One of our new hire survey questions is an inspirational outcome measure, and has received exciting performance response:

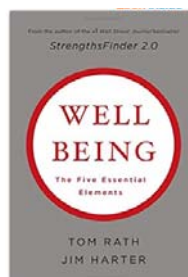
So far, this has been the best experience I have had starting employment with an organization.

92% Agreed or Strongly Agreed

Book Recommendations:



Clifton StrengthsFinder 2.0
Gallup and Tom Rath



Wellbeing
The Five Essential Elements
Tom Rath and Jim Harter

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