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Redesigning an Onboarding Hiring Process for a Local Government Agency

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Citation Information

Consultancy Project
Executive Summary

Organization: Gardner-Webb University School of Education

Project Title: REDESIGNING AN ONBOARDING HIRING PROCESS
                           FOR A LOCAL GOVERNMENT AGENCY

Candidate: Hannah Angel

Consultancy Coach: Dr. Jeffrey Hamilton

Defense Date: June 28, 2021

Authorized by: Mr. Joseph Shepherd

Approval

This consultancy project was submitted by Hannah Angel under the direction of the persons listed below. It was submitted to Gardner-Webb University School of Education and approved in partial fulfillment of the requirements for the degree of Doctor of Education at Gardner-Webb University.

_____   _____
Dr. Jeffrey Hamilton, Faculty Advisor   Date
Gardner-Webb University

_____   _____
Mr. Joseph Shepherd, Manager of People,   Date
Culture, and Outcomes
The Department of Health and Human
Services, Gaston County

Acknowledgements

I would like to extend a special thanks to the Department of Health and Human Services of Gaston County as well as Mr. Joseph Shepherd for allowing me the opportunity to perform this project on hiring processes. Without you, this project would have been impossible to complete.

I also would like to extend a special thanks to all of my professors. Dr. Hamilton, thank you for all the encouragement, insightful comments, phone calls, and virtual sessions needed to help me with this learning process. Thank you, Dr. Lamb, for all the Bojangles breakfasts. You made class fun and worthwhile! I honestly appreciate you allowing me to use your statistics book that I have yet to return.

Last but not least, I would like to thank my mom. Thank you for your continuous love and support.

Abstract

REDESIGNING AN ONBOARDING HIRING PROCESS FOR A LOCAL

GOVERNMENT AGENCY. Angel, Hannah, 2021: Consultancy Project, Gardner-Webb

University.

Hiring processes are an important process of an organization's overall employee job satisfaction in the Department of Health and Human Services division. First impressions help establish a long-term relationship between an employee and a company. Onboarding and orientation involving surveys, advisors, and relationships within the company assist in retaining dedicated employees. Follow-up meetings are required to enable a successful team involvement relationship. Job satisfaction ensures a lower turnover rate in the hiring process for the company. Hiring processes involving onboarding and orientation ensure stability, trust, and comfort for the employee within an organization.

Keywords: human resources, hiring, onboarding, job satisfaction, employee retention

Table of Contents

1   Introduction

1.1   Project Purpose
The purpose of this project was to create an efficient hiring process at the Department of Health and Human Services (DHHS). Employee retention has been a significant challenge to DHHS. This project created a hiring process that includes an interview committee, onboarding, and orientation. DHHS is focused on improving the well-being of citizens through administering programs that protect, care for, and empower the community. By promoting economic and educational well-being, they are building a foundation for a safe, healthy, and prosperous community.

1.2   Associated Documents
- Leaders Guide to Onboarding (Appendix A)
- Surrounding Salaries (Appendix B)
- DHHS Hiring Committee Chart (Appendix C)
- DHHS 6-Month Employee Questionnaire (Appendix D)
- DHHS Employee Exit Interview Questions (Appendix E)
- 7-30-60-90-Day Questions (Appendix F)
- Professional Literature Review (Appendix G)

1.3   Project Plan Maintenance
This project was revised every semester. Research was conducted as needed. Dr. Jeffrey Hamilton and Mr. Joseph Shepherd approved needed changes.

2   Project Scope

The project scope for DHHS is creating a new best practice for hiring. This process includes hiring, onboarding, and orientation. This organization also compared surrounding area salaries. DHHS lacked an effective hiring process program and needed assistance in fixing this issue. As the student, I learned the value of employee communication and partnership as I assisted DHHS in fixing this problem.

2.1   Outline of Partnering Organization's Objectives

2.1.1 Objectives
- To create an effective hiring, onboarding, and orientation process
- To create a hiring committee
- To hire qualified employees
- To complete the onboarding process
- To retain successful, satisfied, healthy employees
- To reduce the anxiety and stress of starting a new job
- To reduce turnover

2.1.2 Success Criteria
- Success is measured by the new hiring, onboarding, and orientation process.
- All new employees will complete the new hiring, onboarding, and orientation process.
- The hiring retention is greater than or equal to 80%.

2.2   Outline of Student's Objectives

2.2.1 Objectives
- To develop leadership skills
- To design an effective hiring, onboarding, and orientation process
- To develop a better understanding of the importance of effective hiring
- To learn the importance of employee satisfaction

2.2.2 Success Criteria
The success of this project was measured by hiring new employees and completing the orientation and onboarding process. Success was measured by completing surveys. These surveys were completed to allow employees an avenue to vent possible frustrations with employment while allowing management to make changes if needed. This also provided management information of what employees were satisfied with within the organization.

2.3.3 Risks
- Having an inadequate process will continue to create high turnover.

- Employee unwillingness to complete surveys will generate inaccurate information.
- Resistance to the management process.

2.3 Definitive Scope Statement

This project was responsible for assisting with the employee retention issue at DHHS. This project was responsible for creating a hiring process that included onboarding and orientation. This included working with Mr. Joseph Shepherd, Manager of People, Culture, and Outcomes.

3 Deliverables

3.1 To Partnering Organization

Goal:	Purpose:	Deliverable:	Activities:	Due Date:
Focus on the workplace	Hire qualified employees	Create a hiring committee	Select one person from each department to participate in hiring. The hiring committee should consist of a secondary employee from each department if the selected candidate is unable to be on the hiring committee.	March 2019
	Review Salaries	Compare Surrounding Area Salaries	Compare Burke, Cleveland, Gaston, and Mecklenburg County Salaries	June 2019
	Retain successful, satisfied, healthy employees	Email 7-30-60-90-day surveys, and create 6-month questionnaire	Send surveys by email and upload them to the Intranet for employees. The Human Resources Coordinator will contact the supervisor to assist with compliance if the employee does not complete the survey.	September 2020
	Acknowledgment of areas of improvement	Create Exit Interview Questions	Exit interviews questions will be distributed along with an exit interview	August 2019
	Reduce anxiety and stress of starting a new job	Assign a peer advisor. Continue to have a 12-month peer advisor to assist with related job needs.	Employee and supervisor will have weekly meetings, coffee, and/or lunch for interaction and engagement purposes.	August 2019
	Reduce turnover	Engagement - Continue to communicate and engage in employee interaction.	After 6 months employee and supervisor will meet once a month for meetings, coffee, and/or lunch for interaction and engagement purposes.	October 2020

	Complete onboarding process	Usually a few hours, but can sometimes take place over a few days	Varied based on the needs of the employee. At a minimum, onboarding lasts 90 days but should last until the end of the probationary period, or until the employee is adjusted and fully productive. Survey of the new employee's satisfaction with the orientation (7-day survey). Onboarding consists of Pre-Boarding, Orientation, and Post-Orientation.	Dec-20

4 Project Approach

4.1 Project Lifecycle Processes

The overall approach was finding an organization with a significant challenge. I selected DHHS because they provide many services to people in need within my community. Once the significant challenge was determined, I researched best practices within organizations. Hiring processes that include orientation and onboarding were researched to create a process for DHHS.

The project lifecycle was divided into five phases:

1: Creating a hiring Committee
2: Defining Onboarding vs. Orientation
3: Creating Onboarding and Orientation Process
4: Creating surveys for 7-30-60-90-day employees
5: Creating Exit Surveys

4.2 Project Management Processes

The management process involved Mr. Joseph Sheppard and me. This process was managed by assigning a peer advisor to each new employee to assist them with the onboarding, orientation, and settling into the new job. This management process was beneficial because it lowered anxiety levels for new employees. It also reduced stress by allowing the employee to realize they had a supportive team. Communication was a potential risk in this management process. Due to the number of people involved in the team, it was important for all team members to communicate effectively.

4.3 Organization

4.3.1 Project Team

The onboarding stages are listed below.

STAGES OF ONBOARDING

Pre-Boarding	Orientation	Post-orientation			
Recruitment & Selection	Offer	Day 1-7	30-60-90 Check-in	Probationary evaluation	Annual Appraisals

Integration with Recruitment

Integration with Learning & Development

Onboarding vs. Orientation

Onboarding is often confused with new hire orientations. Although they occur in a similar time frame, the onboarding process is different from orientation. The following table highlights the major differences between an onboarding process and a typical new hire orientation.

	Orientation	Onboarding
Duration	Usually a few hours, but can sometimes take place over a few days	Varied based on the needs of the employee. At a minimum, onboarding lasts 90 days but should last until the end of the probationary period, or until the employee is adjusted and fully productive.
Participants	Human Resources representatives and new employees	Human resources representatives, supervisor, coworkers, and new employee
Organizational Mission	Discussed at a general level	Discussed within the first week in relation to the employee's specific role
Expectations and Roles	Discussed at a general level	Discussed within the first week in relation to the employee's specific role
Methods of Measurement	Survey of the new employee's satisfaction with the orientation (7-day survey)	Turnover rate, time to productivity, satisfaction with the onboarding process, employee engagement/satisfaction, etc.

4.3.2 Mapping Between Organization and Student

Position	Role
Human Resources Representatives	Human Resources Representatives have a supporting role in the onboarding process. In addition to several administrative functions, their responsibilities include: helping coordinate onboarding tasks, overcome onboarding obstacles, and ensure onboarding processes complement departmental procedures.
Managers/Supervisors	Managers and Supervisors have the most important role in the onboarding process because they have the most interaction with new employees.
	• Customize onboarding practices and tools
	• Select current employees to help guide new employees
	• Define roles and expectations for new employees
	• Check in with new employees to provide feedback and support
	• Discuss onboarding obstacles and successes with Human Resources Representatives
Peer Advisors	Peer Advisors are current employees on each team who help new employees adjust to their new jobs. Peer Advisor responsibilities include the following:
	• Interpret policies and procedures
	• Introduce new employees to their coworkers
	• Advise new employees about challenges they may encounter
	• Answer needed questions from new employees
	• Share information about workplace culture, unwritten rules, and office traditions
	Peer Advisors for new supervisors offer informal guidance on how to perform the following:
	• Establish credibility as a supervisor
	• Position initiatives to be accepted in the department, division, and/or unit
	• Utilize new resources or tools that are now available to the new supervisor
	• Navigate new work interaction dynamics (e.g., coworkers becoming direct reports)

5   Communications Plan

Who - stakeholder	What info do they need	Why do they need it	When will they get it	How will they get it
Site Advisor	Progress of Project	To understand how the project and plan will work.	As each task is completed and when each milestone is due.	In person meetings, telephone conversations, and email.
Joseph Shepherd/DHHS	Description of the project	To approve specifications with the users	As each milestone is completed.	Review and approval of draft & final Functional Specification and prototype.
	Detailed project plan.	To agree on business involvement for project, key milestones, overall budget.	When first draft of planning process is completed.	Project Plan document for revierw and approval.
	Risks	To agree with the project how the work will be deemed "complete"	During test preparation phase as defined in Project Plan	Acceptance of survey questions and hiring committee
	Detailed progress	To understand how the work is progressing, changes to the business involvement.	Quarterly	Communication occurred via in person meetings, email, and/or telephone converations.
	Details of requested changes	To authorize additional changes in functionality, changes in working practices.	As they are requested, or as changes are needed.	Draft changes and create final version when specifications are completed.

6 Work Plan

6.1 Work Breakdown Structure

Identified tasks were reviewed quarterly and as needed. These tasks included the needed steps to complete this project. Identified tasks are listed below.

Identified Tasks

Task	
Review of Smart Goals, project benefits and encountered…	
Do, Plan, Study, and Act	
Quality Assurance Plan	
Review 6 month Surveys	
Create Onboarding and Orientation Process	
Define Onboarding vs. Orientation	
Create Exit Surveys	
Compare surrounding area salaries	
Create 7-30-60-90 day Questionnaires for new hires	
Create Hiring Committee	

4/10/2018 10/27/2018 5/15/2019 12/1/2019 6/18/2020 1/4/2021 7/23/2021

7   Milestones

Each milestone was an expectation met during this project process. Milestones and forecast dates are listed below.

Milestone Number	Title	Forecast Date
1	Meet with Consultancy Contact	February 5, 2019
2	Create Hiring Committee	March 20, 2019
3	Create 7-30-60-90-Day Questionnaires for new hires	April 30, 2019
4	Compare surrounding area salaries	June 19, 2019
5	Create Exit Surveys	August 17, 2019
6	Define Onboarding vs. Orientation	February 10, 2020
7	Create Onboarding and Orientation Processes	June 23, 2020
8	Review 6-month surveys	July 15, 2020
9	Quality Assurance Plan	September 30, 2020
10	Review of Smart Goals, project benefits, and encountered issues	January 19, 2021

8   Metrics and Results

The performance requirements from this project were collected from survey information. We received information from 6-month surveys. Seventy-nine employees received the survey. Seventy-six of the 79 completed the entire survey. The open-ended question was a success in that 76 employees responded. The success was determined by their willingness to respond. This portrayed dedication of the employee to the organization. The open-ended question was expected to have more focus on salary and pay; however, not all employees commented on this topic. This indicated that salary is not the only focus of satisfaction for an employee. This project targeted a large portion of communication between new hires and current employees by providing onboarding and orientation procedures. According to employee surveys, rather than focusing on salary, employees focus on insurance, longevity, and retirement.

We project surveys to continue to be a success within the department. With the collaboration of leadership, the hiring committee, peer advisors, and human resources, we provide adequate onboarding and orientation training to create a successful and comfortable environment for each employee.

9 Risks, Constraints, Assumptions

9.1 Risks

A mitigation plan is not needed because if my plan does not work, DHHS will retreat to the current plan they are following. The most challenging risk will be if they continue to hire candidates who are not qualified or a good fit for the position. This would cost the company more money and increase the turnover rates. If this does happen, the company will retreat to the current hiring processes.

Risk	P	S	D	RPN	Rank
Change	1	2	1	2	2
Cost	2	2	1	4	1
Unintentional Consequences Change Process and outcome could be worse if unfit candidates are hired. This could be an issue for turnover rates.	1	1	1	1	3
	1	2	1	2	4

P=Probability of failure
S= Severity of effect
D= Detection Capability

Is a mitigation plan needed?
A mitigation plan is not needed because if my plan does not work, DSS will retreat to the current plan they are following. The most challenging risk will be if they continue to hire candidates that are not qualified or a good fit for the position. This would cost the company more money and increase the turnover rates. If this does happen, the company will retreat to the current hiring processes.

9.2 Constraints

- Not all employees selected for the hiring committee will be available
- Not all employees will be willing to accept the hiring process
- Employees will have to learn a new hiring process
- The project manager may have retaliation from employees regarding utilizing the new hiring process

9.3 Assumptions
- If they do not accept the new hiring information, they will continue to utilize the current process and continue to have the same issues
- They have hiring issues
- The turnover rate is high
- Current hiring procedures and policies are not reliable
- They are willing to create a new hiring process

10 Financial Plan

The financial plan included people within the organization. This included people within the human resources department. It also included people with Burke, Cleveland, Lincoln, and Mecklenburg County human resource departments.

11 Quality Assurance Plan

The Quality Assurance Plan consists of the following steps.

Plan

- Complete one-on-one interviews and select the most qualified candidate
- Collect questions from a 7-30-60-90 day questionnaire:
  - What areas/tasks/projects are you enjoying the most within your position?
  - Are there any new skills that you feel you have developed or strengthened?
  - Are there any skills you would like the opportunity to develop more in the upcoming weeks and months?
  - So far, is the job what you expected it to be?
  - Are you feeling challenged by the position, or are you already feeling bored (are you being pushed out of your comfort zone so that you are learning new things, or are you stagnating)?
  - Do you feel you have the information, tools, and resources you need to do your job successfully?
  - Are you feeling welcomed by other staff?
  - Are you experiencing any challenges in particular that I can assist you with?
  - Are you feeling comfortable within the organization in general?
  - Do you feel like you have a good understanding of your role within the organization?
  - Do you feel you are able to be productive and effective in your position? Can you discuss why or why not?
  - Is there any specific training that you feel you need to be successful?
  - How are things going with your mentor? Do you think the pairing is a good "fit" so far? Why or why not?
  - Is there any way the onboarding process could be improved?
  - Do you feel you are receiving enough feedback and assistance from your supervisor?
  - Are you finding the Onboarding Plan helpful in assisting you in meeting various milestones for the job?
  - What areas/tasks/projects are you enjoying the most within your position?
  - Are there any new skills that you feel you have developed or strengthened?
  - Are there any skills you would like the opportunity to develop more in the upcoming weeks and months?
  - What are some elements of the position you are *not* enjoying as much? Why or why not?
  - How is your onboarding going?
  - Are there any areas where you feel you could benefit from additional support or training?
  - So far, what part of the onboarding process has been most effective/ beneficial?
- Complete a 6-month Employee Questionnaire
- Assign a peer advisor (As each new employee is hired, they will be assigned a peer advisor).

- Continue to have a 12-month peer advisor to assist with related job needs
- Employee and supervisor will have weekly meetings, coffee, and/or lunch for interaction and engagement purposes
- After 6 months, employees and supervisors will meet once a month for meetings, coffee, and/or lunch for interaction and engagement purposes
- Complete exit surveys as employees leave the organization

Do
- Questions will be administered by email and/or the Intranet
- The Human Resources Coordinator will contact the supervisor to assist with compliance if the employee does not complete the survey

Study
All answers to questions will be studied as they are answered by the Human Resources Coordinator.

Act
Each question will have a set criteria developed in order to derive a numerical scale. Each score will be rated from 1-5. Scores that indicate less than a 4 for each question will result in intervention. Open-ended questions would result in intervention, depending on the answer. DHHS hires approximately 26 people a month. Every 2 weeks, 15 to 20 people will be hired, and a 30-60-90-day plan will begin. Approximately 20 surveys with no more than 15 questions will need to be reviewed every 2 weeks.

Appendix A

Leaders Guide to Onboarding

GASTON COUNTY
Local Strengths. Global Success.

Project Plan

Preface

County leadership is instrumental in implementing change management efforts by shaping culture through demonstrating and reinforcing what is valued. The information presented in this GUIDE can assist leaders in making onboarding a departmental priority.

Introduction

Background

The Department of Human Resources provides resources to help departments achieve the County's Strategic Plan. As part of this effort, this Supervisors Guide to Onboarding provides information to manager and supervisors about helping new employees quickly adjust to their new jobs and work environments. The steps taken to ease new employees into their roles can have long-reaching effects on their job satisfaction, productivity, and capacity to provide effective service.

Purpose

The purpose of this GUIDE is to present general information that can serve as a useful foundation to help you achieve the following goals:

- Understand what onboarding is
- Recognize the importance of onboarding
- Create a process for successful onboarding
- Evaluate the impact of an onboarding process

Who Should Use This Guide?

The Guide was written for you, an individual manager or supervisor seeking to enhance the onboarding process you implement for your new employees. Please make sure you are already familiar with the County's and your departments procedures for processing and transitioning newly hired or newly promoted employees.

Onboarding Overview

Definition

Onboarding is the process of helping new employees become engaged, productive, and successful members of your team. It includes all of the activities that occur to make them feel welcome and help them transition to their new jobs and work environments. Onboarding should occur with employees in one or more of the following categories.

- New to the County- New employees need help becoming familiar with the procedures and culture of the County and your department, division, and/or unit. IF it is their first job, they will also need help becoming familiar with the working world.
- New to your department, division, and/or unit-While county employees who transfer within our organization already have some familiarity with County culture, they will nevertheless need to understand and adjust to the unique characteristics of your specific department, division, and/or unit.
- New to a supervisory role-New supervisors will have many new procedures and challenges as employees who are new to the county. Onboarding will help guide their transition into supervisory role.

This Guide uses the term "new employees" to represent all of these employees.

How Onboarding is Different from an Orientation

Onboarding is often confused with new hire orientations. Although they occur in a similar time frame, the onboarding process is different from orientation. The following table highlights the major differences between an onboarding process and a typical new hire orientation.

	Orientation	Onboarding
Duration	Usually a few hours, but can sometimes take place over a few days	Varied based on the needs of the employee. At a minimum, onboarding lasts 90 days, but should last until the end of the probationary period, or until the employee is adjusted and full productive.
Participants	Human Resources representatives and new employees	Human resources representatives, supervisor, coworkers, and new employee
Organizational Mission	Discussed at a general level	Discussed within the first week in relation to the employees specific role
Expectations and Roles	Discussed at a general level	Discussed within the first week in relation to the employees specific role
Methods of Measurement	Survey of the new employees satisfaction with the orientation (7 day survey)	Turnover rate, time to productivity, satisfaction with the onboarding process, employee engagement/satisfaction, etc.

The Importance of Onboarding

Most new employees begin work with enthusiasm. Ineffective onboarding, however, can cause them to quickly become frustrated. An ineffective onboarding process can include the following:

- Overwhelming amounts of information and paperwork on the first day
- Unavailable workspace and work tools (e.g., computer, phone, supplies)
- Uncertainty over who to approach with questions or concerns
- Unclear or inconsistent work expectations

Proper onboarding helps new employees maintain their enthusiasm. It also can reduce their time to productivity, help prevent turnover, and establish a positive first impression that can be sustained throughout their County careers.

Onboarding Roles and Responsibilities

Several individuals play a vital role in creating a successful onboarding process:

Human resources representatives

HR Representatives have a supporting role in the onboarding process. In addition to several administrative functions, their responsibilities include helping you coordinate onboarding tasks, overcome onboarding obstacles, and ensure your onboarding process compliments departmental procedures.

Managers/Supervisors

Managers and Supervisors have the *most* important role in the onboarding process because you have the most interaction with new employees.
Your responsibilities are the following:
- Customize onboarding practices and tools
- Select current employees to help guide new employees
- Define roles and your expectations for new employees
- Check in with new employees to provide feedback and support
- Discuss onboarding obstacles and successes with Human Resources Representatives

Peer Advisors

Peer Advisors are current employees on your team who help new employees adjust to their new jobs. Peer advisors' responsibilities include the following:
- Interpret policies and procedures
- Introduce new employees to their coworkers
- Advise new employees about challenges they may encounter
- Answer questions that are too trivial perhaps for new employees to ask you
- Share information about workplace culture, unwritten rules, and office traditions

Peer advisors for new supervisors offer *informal* guidance on how to perform the following:
- Establish credibility as a supervisor
- Position initiatives to be accepted in the department, division, and/or unit
- Utilize new resources or tools that are now available to the new supervisor
- Navigate new work interaction dynamics (e.g., coworkers becoming direct reports)

Major Components of Effective Onboarding

According to the Society of Human Resources Management, there are four distinct "building block" components of successful onboarding programs. It is important to leverage each of them in the onboarding process. The components, called the "four C's," are described below.

	Description
Compliance	Includes teaching employees basic legal and policy-related rules and regulations
Clarification	Refers to ensuring that employees understand their new job and all related expectations
Culture	Includes providing employees with a sense of organizational norms-both formal and informal
Connection	Refers to the vital interpersonal relationships and information networks that new employees must establish.

Guidelines for a successful onboarding process

Several guidelines for you to consider as you structure your onboarding process are provided below. Using these guidelines as a foundation, customize the onboarding process to reflect the specific needs of the new employee and the unique elements of your department, division, and/or unit. A sample *Supervisor Onboarding Checklist* can be found in **Appendix A** to help you keep track of onboarding tasks.

Preparing for the Onboarding Process
Work with your departmental Human Resources representative to track new employees through the hiring process. This will help you plan when to start the onboarding activities.

Begin communicating with new employees ***before*** they start working. A personal phone call, email, and/or letter from you at the conclusion of the hiring process can help build or renew new employees' connection with you and their new job, which is particularly important if the hiring process was lengthy.

Onboarding Tools
Congratulate new employees on being selected and communicate the following to them:
- Your enthusiasm about working with them
- Work site details (e.g., security, parking, where to go, etc.)
- Information about the dress code
- Pay information (i.e., when they will receive their first check)
- Names of the team members with whom they will be working

Guidelines on creating a welcome letter or email are provided in **Appendix B**

Notify your team that new employees will be arriving soon.
Share introductory information about the new employee (e.g., "Robert Johnson will be joining us as an Analyst. He went to ABC University and has worked for XYZ County") to facilitate initial conversations when the new employee arrives. Additionally, obtain updates from the team about assignments or team projects that will involve the new employee.

Select a peer advisor
This should be a friendly, outgoing, high-performing employee who is knowledgeable about the following:
- The new employee's job
- Your work style and how the team interacts
- The history and culture of the department, division, and/or unit

Whether you select an employee to fill the role, ask for a volunteer, or divide the responsibilities of the role among several members of the team, ensure that each peer advisor has enough time to properly serve in the role.

Prepare peer advisors to fulfill the responsibilities of their role

Discuss your expectations and emphasize that while the primary purpose of the role is to help new employees, it also demonstrates peer advisors' interpersonal skills. Explain how serving in the role relates to the peer advisors' own career and developmental goals.

Prepare peer advisors to fulfill the responsibilities of their role.
Discuss your expectations and emphasize that while the primary purpose of the role is to help new employees, it also demonstrates peer advisors' interpersonal skills. Explain how serving in the role relates to the peer advisors' own career and developmental goals.

Prepare a welcome packet for new employees. The onboarding process should help new employees understand the department's mission, vision, priorities, and culture. Unlike the Gaston County Employee Handbook which provides general information for all employees, the welcome packet contains useful reference information tailored specifically to employees in your department and on your team. Example documents to include are listed below.

- *New Employee Checklist*. There are many administrative activities that new employees must complete during their first weeks on the job. A checklist helps them keep track of these activities and related information.
- *Office Floor Plan*. Most new employees perceive a new office to be a confusing maze of cubicles, conference rooms, and hallways that they must navigate. An office floor plan helps guide them from one place to another.
- *Map of Surrounding Area*. Just as new employees need help becoming familiar with their surroundings *in* the office, they may need help with their surroundings *around* the office. Knowing where to go for lunch and run

Prepare workspaces before new employees arrive
Not having work tools and a designated space to work can be very frustrating for new employees. It prevents them from being productive and feeling "situated." It also suggests that you did not anticipate or plan for their arrival. Depending on your worksite, a prepared workspace can include the following:

- A clean desk
- Office supplies (e.g., pens, notepad, stapler, tape, etc.)
- A functioning computer and phone
- Email and phone directories for the department, division, and/or unit2
- Equipment operation manuals (e.g., how to set up and check voicemail)
- Procedural information about the work of the team (e.g.,
- standard operating procedure and writing style guide)
- Any other equipment necessary for the position (e.g., safety gear or uniform)

A prepared workspace can include the physical objects listed above as well as other tools new employees need to do their work (e.g., email address, Internet access, long distance calling codes, etc.). Be sure that any forms for acquiring these tools are ready for new employees to complete when they arrive. The sooner these forms can be processed, the sooner new employees will be able to work as fully-functioning members of your team.

Prepare for discussions with new employees
 To improve onboarding success and ensure that you are prepared to guide new employees through their period of adjustment to the job, take the following actions *before new employees arrive*.

Understand Your Work Style
 Your team must understand and work with your work style (e.g., how you interact with them and involve them in decision-making). Rather than having new employees figure this out through experience, describing your style early during the onboarding process will help them more quickly adjust.

Identify Your Goals and Expectations
Although your expectations of employee-involvement in goal-setting may change over time, it is your responsibility to determine what new employees will accomplish during their first few weeks or months on the job. You will have different goals and expectations for new employees depending on their position and specific work projects and assignments. Considering this information before new employees arrive will help ensure that they can begin working on achieving some goals and meeting your expectations right away.

Setting goals that follow the **S.M.A.R.T.** format helps new employees understand what is expected of them. The example on the following page compares two goals in relation to meeting the requirements of this format.

A well-written expectation should be S.M.A.R.T.:		
S	Specific	Objective and specific. What is to be achieved or accomplished?
M	Measurable	Include a unit of measure. How will we measure achievement?
A	Achievable	A feasible goal based on available resources, or including a plan to secure those resources.
R	Relevant	Aligned with team, department, or organizational goals
T	Time bound	When is this expected? What is the deadline or timeframe?

Determine New Employees' Information Needs.

Different employees have different information needs. Their specific work history will guide what information to convey and how detailed you should be in describing it3. Consider the following questions to help you evaluate a new employee's information needs:
- How much work experience does this new employee have?
- Does this new employee have previous experience in the public sector?
- Does this new employee have previous experience in the County?

The table below describes different types of information new employees may need to understand. Although a combination of individuals can be involved in sharing this information, **YOU** are primarily responsible for ensuring that it is conveyed.

Information Category	Examples
Countywide	Mission, vision, and values. Organizational structure. Human Resources policies (e.g., absences, holidays, breaks, benefits, etc.).

Departmental	Mission, vision, and values. Decision making process/chain of command. Timekeeping system. Work schedule options and overtime policies. Procurement procedures. Cell phone use/texting policies.
Location	Office floor plan. Parking. Emergency exits/evacuation plan. Security requirements (e.g., badge, keys, prox-cards, etc.). Map of the surrounding area. Water/coffee information.
Job	Procedural guides. Career ladder. Training needs.
Team/Work Unit	Your work style. Review and feedback process. Regularly-schedule meetings. Procedural guides.
Individual Employee	Your goals and expectations. Training needs. Work schedule (including breaks)

During the Onboarding Process

The onboarding process usually occurs at least during the employees first 90 days on the job to the end of their probationary period, or until they employee is fully productive. The actual time needed will vary depending on the job and the needs of the employee. Below are several activities you should undertake to facilitate new employee's transition during the period of career adjustment.

Set aside time to meet one-on-one with new employees.
Setting aside time to meet during their first few days on the job, shows them that they are important to you. You should use a combination of formal (e.g., scheduled) and informal (e.g., casually stopping by their desks) meetings throughout the onboarding process.

Convey information in small, manageable pieces to promote understanding
Remember that adjusting to the job can be overwhelming for new employees. They will probably not retain what is shared during long, "marathon" meetings in which you cover many topics in depth. Only discuss information as it is needed and spread the remaining information throughout the onboarding process, if possible.

Share stories with new employees
Stories recount past situations, events, and experiences that can be used as learning tools for new employees. Stories can provide the following benefits:
- Exemplify organizational values
- "Bring to life" why certain practices exist, which provides a perspective that may reduce resistance and ease the adjustment to learning something new
- Illustrate the achievements of individual employees to show you appreciate employees' contributions and to inspire new employees to make outstanding contributions themselves

When sharing a story, be mindful of its purpose (e.g., to inform, advise, warn, educate, inspire, etc.) and convey it so the message is clear.

Define roles by showing new employees how they fit into the "big picture"
New employees often leave organizations because their experience does not match what they expected. When defining roles, be *realistic* and straightforward in specifying how new employees' roles impact the department, division, and/or unit. The Role Relationships Handout is a particularly useful tool for facilitating this discussion.

Engage new employees in fun, interesting ways

Onboarding can include non-traditional methods for helping new employees adjust to their new jobs. Some ideas are described below.

- Arrange lunches and receptions to provide social networking opportunities. This can help begin the process of building relationships, which is especially important for newly promoted supervisors or managers.
- Use interactive tools to facilitate learning. For example, create an online "scavenger hunt" to encourage employees to find information about the functions of County departments. These activities are most useful in the first week of employment for employees who are new to the County.

Follow-up over the first few weeks or months

Your goal is to convey information and show support to new employees during the onboarding process and throughout your time working together. Be sure to complete the tasks listed below.

- Ask how the employees are managing the workload.
- Actively listen to and address any concerns that new employees have.
- Discuss whether your and the new employees' expectations are being met.

Track performance throughout the probationary period

Be sure to monitor new employees' performance to ensure they are meeting the needs of the job. Recognize employees for early work accomplishments and help employees maintain the momentum of success. Address performance issues immediately to potentially correct actions before they become patterns. Ultimately, the probationary period is the final step in the hiring process and represents the point when the final determination on whether new employees are deemed qualified for their new roles. As the supervisor, it is your responsibility to certify new employees' appointments and to act accordingly within the time-bound evaluation period.

After the Onboarding Process

Below are several activities that you can undertake to evaluate and improve your onboarding process for new employees in the future.

Measure the impact of onboarding.

This includes your own assessment of the effectiveness of onboarding employees on your team (e.g., did it take less time than you expected for the new employee to begin contributing to the work of the team? Are you able to retain new employees?), as well as providing information to help human resources understand the impact of onboarding (e.g., by completing a survey on new employee engagement and productivity).

Gather feedback from peer advisors.

Peer advisors can provide useful insight, such as whether any questions new employees ask require lengthy/repeated explanations before the new employees grasp them. This may indicate that more training is needed and/or that there are some areas new employees find challenging.

Gather feedback from new employees.

Solicit new employees' suggestions for improvements to the onboarding process, as they will have a different perspective after being on the job for a while. Asking for this kind of feedback demonstrates to new employees that their opinions are valued. Implement employees' reasonable and valuable suggestions to ensure continuous improvement of your onboarding process. Human resources will be surveying staff at 7, 30, 60, and 90 day intervals to garner feedback.

Appendix A

Supervisor Onboarding Checklist

1. Before the New Employee Arrives
☐ Call, email, and/or send a letter to welcome the new employee and provide necessary information for his/her first day of work.
☐ Create your onboarding welcome packet.
☐ Select a peer advisor.
☐ Ensure that your staff knows when the new employee is arriving.
☐ Obtain brief status updates of projects that will involve the new employee.
☐ Ensure that a work space is prepared.

2. On the New Employee's First Day
☐ Welcome and set aside time to meet one-on-one with the new employee.
☐ Encourage the new employee to ask questions and voice his/her concerns. Make sure to be available to provide answers in a timely manner.
☐ Introduce the new employee to his/her peer advisor.

3. During the First Week
☐ Have work assignments ready so that the new employee can feel productive right away.
☐ Discuss goals and training schedule. Help remove any obstacles that may make the goals unattainable.
☐ Make sure that the peer advisor and the new employee are meeting.
☐ Ensure that the new employee is obtaining key information (e.g., benefits, departmental communications, etc.).

4. Throughout the First 90-days to the End of the Probationary Period
☐ Meet regularly with the new employee to discuss achieving and setting new goals; the employee's work pace; and how the employee is adjusting.
☐ Consistently provide positive and constructive feedback to help the new employee keep their performance on track.
☐ Be available to answer questions or address concerns.
☐ Ensure the new employee is meeting all necessary personnel.
☐ Determine whether or not the new employee's expectations are being met. Discuss specific experiences and examples.
☐ Ask for feedback regarding the onboarding process and the new employee's experiences.

Appendix B

Guidelines for Developing a Welcome Letter/Email

1. The tone should be professional, but still friendly and personal. Try not to make it sound like a form letter.

2. Convey your excitement about working with the new employee.

3. Include relevant details about the following:

      a. Parking
      b. Security Measures
      c. Dress Code
      d. Work schedule for the first day
      e. Pay information (i.e., when they will receive their first check)
      f. Special events taking place on the new employees first day or during the first week

4. Include the names of people with whom the new employee will be working. This will help the new employee begin remembering names. "Putting a face to a name" is easier than trying to keep track of new names and faces on the first day.

5. Encourage the new employee to contact you with any questions.

Appendix C
Peer Advisor Onboarding Checklist

Introduction:
The goal of onboarding is to help new employees quickly become successful members of your department, division, and/or unit. As a peer advisor, you will serve as a resource for new employees to help them in this process. Use this checklist to ensure that you are completing the necessary activities.

☐ Take the new employee on a tour of the facilities, including break rooms, restrooms, copy rooms, and emergency exits.
☐ Share information about how office snacks and beverages are obtained
☐ Explain how to use office machines such as the copier or scanner.
☐ Show where supplies are kept and explain procedures for obtaining them.
☐ Explain the building security procedures.
☐ Share information about unwritten office rules or departmental traditions such as casual Friday.
☐ Explain any voluntary office programs that are currently taking place (e.g., wellness programs) and inform the new employee how he/she can take part.
☐ Share information about formal and informal social activities that take place outside of work, such as recreational sports teams.
☐ Share information that you found helpful as a new employee.
☐ Be available for questions from the new employee.
☐ Give honest answers and maintain confidentiality when appropriate. For example, you do not need to tell your supervisor about a minor embarrassing incident that happens when the new employee is learning or doing something new. However, you should report any major violations that have significant impact on the new employee, other employees, the County, or your department, division, and/or unit.
☐ Remember that the new employee's work styles may not be like your own and that he/she does not have to perform a task exactly as you would.
☐ Use your experiences to inform the new employee of any challenges unique to his/her role.

If you are a peer advisor for a new supervisor, complete the following additional activities:
☐ Advise on how to build new relationships with previous peers who are now direct reports.
☐ Advise on how to manage more ambiguous tasks or assignments.
☐ Explain how quickly changes can be implemented and accepted within the County and/or the department, division, and/or unit.
☐ Help establish connections with important personnel central to the new supervisor's role (e.g., upper management and other supervisors).
☐ Provide honest feedback about how work styles between the new supervisor and the direct reports are fitting together or conflicting.

☐ Set-up meetings to introduce the new supervisor to important personnel within and outside of your department.

Appendix B

Surrounding County Salaries

Burke County DSS Salaries			
Job Class Description	**Min Rate**	**Mid Rate**	**Max Rate**
PROCESSING ASSISTANT III	11.50	14.66	17.83
VEHICLE OPERATOR I	12.08	15.40	18.72
COMMUNITY SOC SVCS TECHNICIAN	12.68	16.17	19.66
PROCESSING ASSISTANT IV	12.68	16.17	19.66
INCOME MAINT CASEWORKER I	13.32	16.98	20.64
PROCESSING ASSISTANT V	13.98	17.83	21.67
ACCOUNTING TECHNICIAN II	14.68	18.71	22.75
INCOME MAINT CASEWORKER II	14.68	18.71	22.75
ACCOUNTING TECHNICIAN III	16.18	20.64	25.09
ADMINISTRATIVE ASSISTANT II	16.18	20.64	25.09
COMMUNITY EMPLOYMENT CASE MANA	16.18	20.64	25.09
INCOME MAINT CASEWORKER III	16.18	20.64	25.09
INCOME MAINT INVESTIGATOR II	16.18	20.64	25.09
INCOME MAINT SUPV II	17.84	22.75	27.66
SOCIAL WORKER II	17.84	22.75	27.66
STAFF DEVELOPMENT SPE I	17.84	22.75	27.66
PARALEGAL 1	19.67	25.08	30.49
SOCIAL WORKER III	19.67	25.08	30.49
ADMINISTRATIVE OFFICER II	42,968.90	54,787.59	66,606.28
SOCIAL WORKER - IA & T	21.69	27.66	33.62
INCOME MAINTENANCE ADMIN I	47,361.34	60,397.74	73,434.14
SOCIAL WORK SUPERVISOR III	49,731.76	63,409.58	77,087.40
SOCIAL WORK PROGRAM ADMIN I	54,841.80	69,922.32	85,002.84
ATTORNEY I	63,474.84	80,936.44	98,398.04
CO SOCIAL SERVICES DIRECTOR	81,019.64	103,299.56	125,579.48

Cleveland County DSS Salaries	
DSS Job Titles:	**Salaried Pay:**
ACCOUNTING CLERK IV	28,506
ACCTG SPEC I	40,428
ADMIN ASST I	32,022
ADMIN ASST II	35,982
ADMIN SECR III	33,948
CHILD SUPP SUPV I	42,852

CHILD SUPPORT AGENT I	33,948
CHILD SUPPORT AGENT II	38,136
CHILD SUPPORT AGENT/LEAD	40,428
CHILD SUPPORT SUPV III	48,150
COMPUTING CONSULTANT II	57,348
COMPUTING SUPP TECH II	33,948
COUNTY SS DIRECTOR	91,392
CTY SOC SRVS BUS OFF II	54,096
DATA ENTRY SPECIALIST	25,368
HMN SRVS DEP DIR	72,390
IM CASEWORKER II	32,022
IM CASEWORKER II-DAY CARE	32,022
IM CASEWORKER III	35,982
IM CASEWORKER III LEADWKR	35,982
IM INV II	35,982
IM SUPV II	35,982
IM SUPV III	45,420
IMC I	28,506
OFFICE ASST IV	28,506
PARALEGAL I	35,982
PROC ASST III	25,368
PROC ASST IV	28,506
PROC UNIT SUPV IV	28,506
SOC WORK PROG MGR	57,348
SOCIAL WORK SUPV III	54,096
SOCIAL WORKER II	38,136
SOCIAL WORKER III	42,852
SOCIAL WORKER/IAT	45,420
STAFF ATTORNEY	68,298

Gaston County DSS Salaries	
Job Class Desc	Pay Annual Salary
ACCOUNTING SUPERVISOR	54,651.74
ACCOUNTING TECHNICIAN I	31,392.14
ACCOUNTING TECHNICIAN I	31,392.14
ACCOUNTING TECHNICIAN I	31,692.44
ACCOUNTING TECHNICIAN II	34,408.92
ACCOUNTING TECHNICIAN II	34,408.92
ACTIVITIES SPECIALIST	53,854.84
ACTIVITIES SPECIALIST	42,262.48
ADMIN SUP.SPEC I	38,093.12

ADMIN SUP.SPEC I	38,093.12
ADMIN SUP.SPEC I	31,295.68
ADMIN SUP.SPEC I	35,962.68
ADMIN SUP.SPEC I	36,176.40
ADMIN SUP.SPEC I	30,298.84
ADMIN SUP.SPEC I	30,449.38
ADMIN SUP.SPEC I	31,451.16
ADMIN SUP.SPEC I	31,451.16
ADMIN SUP.SPEC I	28,211.56
ADMIN SUP.SPEC I	29,214.38
ADMIN SUP.SPEC I	26,860.34
ADMIN SUP.SPEC I	30,449.64
ADMIN SUP.SPEC I	27,384.76
ADMIN SUP.SPEC I	26,951.60
ADMIN SUP.SPEC I	26,951.60
ADMIN SUP.SPEC I	26,860.34
ADMIN SUP.SPEC I	26,951.60
ADMIN SUP.SPEC I	26,860.34
ADMIN SUP.SPEC I	26,951.60
ADMIN SUP.SPEC I	30,680.00
ADMIN SUP.SPEC II	31,391.36
ADMIN SUPERVISOR NON-EXEMPT	33,983.56
ADMIN SUPERVISOR NON-EXEMPT	34,190.00
ADMIN SUPERVISOR NON-EXEMPT	42,337.88
ADMINISTRATIVE ASSISTANT	43,808.70
ADMINISTRATIVE ASSISTANT	42,427.84
ADMINISTRATIVE ASSISTANT	44,184.92
ADMINISTRATIVE ASSISTANT	43,808.70
ADULT & AGING SERV. ADMIN.	84,465.16
ADULT DAY CARE AIDE	23,637.64
ADULT DAY CARE AIDE	25,578.80
ADULT DAY CARE AIDE	24,110.32
ADULT DAY CARE AIDE	25,381.72
ADULT DAY CARE AIDE	24,719.50
ADULT DAY CARE PROG. SUPERV.	67,622.10
ADULT NUTRITION PROG. SUPERV.	50,332.62
ADULT SERVICES COORDINATOR	72,707.18
AGING SERVICES COORDINATOR	71,292.78
ASSISTANT BUSINESS SERV. ADMIN	59,503.08
BUSINESS OPERATION SPECIALIST	42,380.26

BUSINESS SER. ADMINISTRATOR1	88,290.54
BUSINESS SERVICES COORDINATOR	60,994.70
BUSINESS SERVICES REP WIA	50,606.40
CENTRAL TRANSPORT DISPATCHER	36,050.04
CENTRAL TRANSPORT DISPATCHER	31,119.66
CENTRAL TRANSPORT DISPATCHER	32,678.10
CHILD SUPPORT AGENT	56,874.22
CHILD SUPPORT AGENT	56,259.58
CHILD SUPPORT AGENT	56,873.96
CHILD SUPPORT AGENT	42,132.22
CHILD SUPPORT AGENT	54,251.34
CHILD SUPPORT AGENT	47,666.32
CHILD SUPPORT AGENT	41,408.38
CHILD SUPPORT AGENT	41,680.60
CHILD SUPPORT AGENT	41,408.38
CHILD SUPPORT AGENT	41,408.38
CHILD SUPPORT AGENT	41,578.16
CHILD SUPPORT AGENT	41,408.38
CHILD SUPPORT AGENT	41,306.20
CHILD SUPPORT AGENT	44,142.54
CHILD SUPPORT AGENT	41,408.38
CHILD SUPPORT AGENT	40,050.66
CHILD SUPPORT AGENT	41,680.60
CHILD SUPPORT AGENT	54,251.34
CHILD SUPPORT AGENT	44,252.00
CHILD SUPPORT AGENT	44,396.56
CHILD SUPPORT AGENT	41,475.46
CHILD SUPPORT AGENT	51,748.32
CHILD SUPPORT AGENT	41,306.20
CHILD SUPPORT AGENT	36,681.58
CHILD SUPPORT COORDINATOR	70,464.42
CHILD SUPPORT SUPERVISOR	51,608.18
CHILD SUPPORT SUPERVISOR	61,415.64
CHILD SUPPORT SUPERVISOR	60,209.24
CHILD SUPPORT SUPERVISOR	55,751.54
COMMUNITY SOC.SERV.ASSISTANT	26,894.92
COMMUNITY SOC.SERV.ASSISTANT	25,822.42
COMMUNITY SOC.SERV.ASSISTANT	26,602.16
COMMUNITY SOC.SERV.ASSISTANT	25,822.94
COMMUNITY SOC.SERV.ASSISTANT	26,602.16

COMMUNITY SOC.SERV.ASSISTANT	26,602.16
COMMUNITY SOC.SERV.ASSISTANT	26,070.98
COMMUNITY SOC.SERV.ASSISTANT	25,567.36
DISPATCH SUPERVISOR	42,016.00
DIVISION DIR. SOCIAL SERVICES	116,437.62
DSS ATTORNEY I	76,577.54
DSS ATTORNEY I	70,655.78
DSS ATTORNEY I	86,076.90
DSS ATTORNEY II	96,445.18
DSS FINANCIAL ANALYST	65,839.28
ECON.SUP.SERV.ADMINISTRATOR	82,488.38
ECONOMIC SERV. ADMINISTRATOR	74,608.04
ECONOMIC SERV. CASEWORKER I	30,640.74
ECONOMIC SERV. CASEWORKER I	30,489.68
ECONOMIC SERV. CASEWORKER I	30,489.68
ECONOMIC SERV. CASEWORKER I	30,489.68
ECONOMIC SERV. CASEWORKER I	30,489.68
ECONOMIC SERV. CASEWORKER I	31,099.64
ECONOMIC SERV. CASEWORKER I	31,099.64
ECONOMIC SERV. CASEWORKER I	31,099.64
ECONOMIC SERV. CASEWORKER I	31,099.64
ECONOMIC SERV. CASEWORKER I	31,099.64
ECONOMIC SERV. CASEWORKER I	30,489.68
ECONOMIC SERV. CASEWORKER I	30,489.68
ECONOMIC SERV. CASEWORKER I	30,489.68
ECONOMIC SERV. CASEWORKER I	30,489.68
ECONOMIC SERV. CASEWORKER I	30,489.68
ECONOMIC SERV. CASEWORKER I	30,489.68
ECONOMIC SERV. CASEWORKER I	30,490.72
ECONOMIC SERV. CASEWORKER I	30,489.68
ECONOMIC SERV. CASEWORKER I	30,489.68
ECONOMIC SERV. CASEWORKER I	30,489.68
ECONOMIC SERV. CASEWORKER I	30,489.68
ECONOMIC SERV. CASEWORKER I	30,489.68
ECONOMIC SERV. CASEWORKER I	30,187.82
ECONOMIC SERV. CASEWORKER I	30,489.68
ECONOMIC SERV. CASEWORKER I	30,187.82
ECONOMIC SERV. CASEWORKER I	30,187.82
ECONOMIC SERV. CASEWORKER I	30,188.08
ECONOMIC SERV. CASEWORKER II	51,587.12

ECONOMIC SERV. CASEWORKER II	52,600.86
ECONOMIC SERV. CASEWORKER II	35,315.54
ECONOMIC SERV. CASEWORKER II	37,466.26
ECONOMIC SERV. CASEWORKER II	50,527.10
ECONOMIC SERV. CASEWORKER II	37,466.26
ECONOMIC SERV. CASEWORKER II	46,783.88
ECONOMIC SERV. CASEWORKER II	43,104.10
ECONOMIC SERV. CASEWORKER II	45,914.18
ECONOMIC SERV. CASEWORKER II	45,914.18
ECONOMIC SERV. CASEWORKER II	45,914.18
ECONOMIC SERV. CASEWORKER II	45,914.18
ECONOMIC SERV. CASEWORKER II	44,040.88
ECONOMIC SERV. CASEWORKER II	44,040.88
ECONOMIC SERV. CASEWORKER II	43,210.70
ECONOMIC SERV. CASEWORKER II	43,210.70
ECONOMIC SERV. CASEWORKER II	42,890.64
ECONOMIC SERV. CASEWORKER II	39,882.96
ECONOMIC SERV. CASEWORKER II	41,229.76
ECONOMIC SERV. CASEWORKER II	42,168.36
ECONOMIC SERV. CASEWORKER II	41,229.76
ECONOMIC SERV. CASEWORKER II	43,104.10
ECONOMIC SERV. CASEWORKER II	42,168.36
ECONOMIC SERV. CASEWORKER II	37,466.26
ECONOMIC SERV. CASEWORKER II	43,022.72
ECONOMIC SERV. CASEWORKER II	38,419.68
ECONOMIC SERV. CASEWORKER II	40,393.34
ECONOMIC SERV. CASEWORKER II	38,514.84
ECONOMIC SERV. CASEWORKER II	37,483.42
ECONOMIC SERV. CASEWORKER II	37,483.42
ECONOMIC SERV. CASEWORKER II	37,483.42
ECONOMIC SERV. CASEWORKER II	34,286.98
ECONOMIC SERV. CASEWORKER II	37,483.42
ECONOMIC SERV. CASEWORKER II	37,576.24
ECONOMIC SERV. CASEWORKER II	37,466.26
ECONOMIC SERV. CASEWORKER II	36,375.04
ECONOMIC SERV. CASEWORKER II	34,286.98
ECONOMIC SERV. CASEWORKER II	43,479.28
ECONOMIC SERV. CASEWORKER II	37,559.08
ECONOMIC SERV. CASEWORKER II	37,466.26
ECONOMIC SERV. CASEWORKER II	37,466.26

ECONOMIC SERV. CASEWORKER II	36,375.04
ECONOMIC SERV. CASEWORKER II	36,375.04
ECONOMIC SERV. CASEWORKER II	34,286.98
ECONOMIC SERV. CASEWORKER II	36,731.50
ECONOMIC SERV. CASEWORKER II	37,466.26
ECONOMIC SERV. CASEWORKER II	36,375.04
ECONOMIC SERV. CASEWORKER II	35,315.54
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ECONOMIC SERV. CASEWORKER II	34,286.98
ECONOMIC SERV. CASEWORKER II	34,117.20
ECONOMIC SERV. CASEWORKER II	34,286.98
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ECONOMIC SERV. CASEWORKER II	34,286.98
ECONOMIC SERV. CASEWORKER II	34,286.98
ECONOMIC SERV. CASEWORKER II	33,614.62
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ECONOMIC SERV. CASEWORKER II	33,614.62
ECONOMIC SERV. CASEWORKER II	33,614.62
ECONOMIC SERV. CASEWORKER II	38,419.42
ECONOMIC SERV. CASEWORKER II	38,215.32
ECONOMIC SERV. CASEWORKER II	16,666.26
ECONOMIC SERV. COORDINATOR	69,727.32
ECONOMIC SERV. COORDINATOR	64,822.68
ECONOMIC SERV. COORDINATOR	59,817.42
ECONOMIC SERV. COORDINATOR	55,279.64
ECONOMIC SERVICES SUPERVISOR	58,105.84
ECONOMIC SERVICES SUPERVISOR	56,372.68
ECONOMIC SERVICES SUPERVISOR	55,675.10
ECONOMIC SERVICES SUPERVISOR	46,450.56
ECONOMIC SERVICES SUPERVISOR	53,816.10
ECONOMIC SERVICES SUPERVISOR	43,129.32

ECONOMIC SERVICES SUPERVISOR	45,540.04
ECONOMIC SERVICES SUPERVISOR	45,540.04
ECONOMIC SERVICES SUPERVISOR	45,652.62
ECONOMIC SERVICES SUPERVISOR	44,317.52
ECONOMIC SERVICES SUPERVISOR	45,652.36
ECONOMIC SERVICES SUPERVISOR	43,770.48
ECONOMIC SERVICES SUPERVISOR	41,675.66
ECONOMIC SERVICES SUPERVISOR	45,652.62
ECONOMIC SERVICES SUPERVISOR	40,858.48
ECONOMIC SERVICES SUPERVISOR	41,675.66
FAMILY CHILDREN SERV. COORD.	79,762.80
FAMILY CHILDREN SERV. COORD.	64,451.14
FAMILY/CHILDRENS SERV. ADMIN.	99,526.70
FOOD SERVICE MONITOR	26,602.94
FOOD SERVICE MONITOR	26,932.36
FOOD SERVICE MONITOR	26,865.80
FOOD SERVICE MONITOR	26,865.80
FOOD SERVICE MONITOR	25,971.40
FOOD SERVICE MONITOR	25,971.40
INTERPRETER	36,327.72
JOB PLACEMENT SPECIALIST	56,873.96
JOB PLACEMENT SPECIALIST	55,191.24
JOB PLACEMENT SPECIALIST	55,191.24
JOB PLACEMENT SPECIALIST	43,392.18
JOB PLACEMENT SPECIALIST	39,283.40
JOB PLACEMENT SPECIALIST	37,800.88
JOB PLACEMENT SPECIALIST	37,059.88
JOB PLACEMENT SUPERVISOR	59,462.26
LEGAL SECRETARY	36,658.96
LEGAL SECRETARY	35,682.14
NUTRITION PROGRAM SPECIALIST	40,880.84
PERFORM ACCOUNTABILITY SPEC	46,083.18
PROGRAM INTEGRITY CASEWORKER	55,537.56
PROGRAM INTEGRITY CASEWORKER	45,352.58
PROGRAM INTEGRITY CASEWORKER	40,012.96
QUALITY ASSURANCE SPECIALIST	34,493.94
RELIEF SHELTER OPERATOR	25,307.36
RELIEF SHELTER OPERATOR	25,307.36
RELIEF SHELTER OPERATOR	23,881.00
RELIEF SHELTER OPERATOR	28,913.04

RELIEF SHELTER OPERATOR	25,307.36
RELIEF SHELTER OPERATOR	18,347.94
RELIEF SHELTER OPERATOR	23,880.74
SHELTER COMMUNITY ADVOCATE	39,691.08
SHELTER SW SUPERVISOR III	57,636.28
SOCIAL WORK SUPERVISOR II	68,947.32
SOCIAL WORK SUPERVISOR II	71,586.84
SOCIAL WORK SUPERVISOR III	72,697.56
SOCIAL WORK SUPERVISOR III	57,493.80
SOCIAL WORK SUPERVISOR III	74,019.14
SOCIAL WORK SUPERVISOR III	72,517.90
SOCIAL WORK SUPERVISOR III	58,447.48
SOCIAL WORK SUPERVISOR III	63,334.70
SOCIAL WORK SUPERVISOR III	67,255.24
SOCIAL WORK SUPERVISOR III	58,447.22
SOCIAL WORK SUPERVISOR III	72,697.56
SOCIAL WORK SUPERVISOR III	58,157.84
SOCIAL WORK SUPERVISOR III	57,493.80
SOCIAL WORK SUPERVISOR III	57,493.80
SOCIAL WORK SUPERVISOR III	57,636.28
SOCIAL WORK SUPERVISOR III	57,636.28
SOCIAL WORK SUPERVISOR III	58,100.90
SOCIAL WORK SUPERVISOR III	57,493.80
SOCIAL WORK SUPERVISOR III	72,517.90
SOCIAL WORK SUPERVISOR III	61,013.68
SOCIAL WORK SUPERVISOR III	57,493.80
SOCIAL WORK SUPERVISOR III	61,013.68
SOCIAL WORK SUPERVISOR III	58,447.22
SOCIAL WORK SUPERVISOR III	58,643.52
SOCIAL WORKER IAT	65,181.22
SOCIAL WORKER IAT	53,324.44
SOCIAL WORKER IAT	62,691.20
SOCIAL WORKER IAT	57,132.92
SOCIAL WORKER IAT	53,324.44
SOCIAL WORKER IAT	50,785.02
SOCIAL WORKER IAT	52,717.60
SOCIAL WORKER IAT	52,717.60
SOCIAL WORKER IAT	50,332.36
SOCIAL WORKER IAT	50,211.72
SOCIAL WORKER IAT	49,959.78

SOCIAL WORKER IAT	50,207.56
SOCIAL WORKER IAT	52,848.12
SOCIAL WORKER IAT	52,717.86
SOCIAL WORKER IAT	52,717.86
SOCIAL WORKER IAT	50,211.72
SOCIAL WORKER IAT	52,717.86
SOCIAL WORKER IAT	48,735.44
SOCIAL WORKER IAT	48,735.44
SOCIAL WORKER IAT	48,735.44
SOCIAL WORKER IAT	52,717.86
SOCIAL WORKER IAT	47,325.98
SOCIAL WORKER IAT	50,211.72
SOCIAL WORKER IAT	48,898.46
SOCIAL WORKER IAT	45,947.72
SOCIAL WORKER IAT	50,208.34
SOCIAL WORKER IAT	52,717.60
SOCIAL WORKER IAT	47,325.98
SOCIAL WORKER IAT	52,717.60
SOCIAL WORKER IAT	51,800.84
SOCIAL WORKER IAT	50,208.34
SOCIAL WORKER IAT	50,208.34
SOCIAL WORKER IAT	51,129.00
SOCIAL WORKER IAT	47,141.90
SOCIAL WORKER IAT	50,209.12
SOCIAL WORKER IAT	45,046.56
SOCIAL WORKER IAT	53,324.44
SOCIAL WORKER IAT	54,923.96
SOCIAL WORKER IAT	52,717.34
SOCIAL WORKER IAT	52,796.38
SOCIAL WORKER IAT	52,195.78
SOCIAL WORKER II	43,371.90
SOCIAL WORKER II	59,182.76
SOCIAL WORKER II	58,186.70
SOCIAL WORKER II	54,877.16
SOCIAL WORKER II	54,877.16
SOCIAL WORKER II	51,359.88
SOCIAL WORKER II	53,545.96
SOCIAL WORKER II	50,580.92
SOCIAL WORKER II	53,821.56
SOCIAL WORKER II	43,817.80

SOCIAL WORKER II	50,785.02
SOCIAL WORKER II	50,705.98
SOCIAL WORKER II	43,479.28
SOCIAL WORKER II	50,785.02
SOCIAL WORKER II	50,207.56
SOCIAL WORKER II	43,479.28
SOCIAL WORKER II	39,789.36
SOCIAL WORKER II	45,540.30
SOCIAL WORKER II	39,691.08
SOCIAL WORKER II	43,371.90
SOCIAL WORKER II	41,759.64
SOCIAL WORKER II	40,882.14
SOCIAL WORKER II	41,656.42
SOCIAL WORKER II	41,759.64
SOCIAL WORKER II	43,277.00
SOCIAL WORKER II	39,690.56
SOCIAL WORKER III	65,839.28
SOCIAL WORKER III	65,839.02
SOCIAL WORKER III	50,331.58
SOCIAL WORKER III	47,817.38
SOCIAL WORKER III	59,191.60
SOCIAL WORKER III	48,366.76
SOCIAL WORKER III	49,373.48
SOCIAL WORKER III	51,306.84
SOCIAL WORKER III	50,207.56
SOCIAL WORKER III	50,207.56
SOCIAL WORKER III	50,207.56
SOCIAL WORKER III	50,363.56
SOCIAL WORKER III	46,879.82
SOCIAL WORKER III	51,309.70
SOCIAL WORKER III	54,412.28
SOCIAL WORKER III	49,223.20
SOCIAL WORKER III	47,935.68
SOCIAL WORKER III	46,061.60
SOCIAL WORKER III	45,072.30
SOCIAL WORKER III	50,207.56
SOCIAL WORKER III	47,817.38
SOCIAL WORKER III	46,414.68
SOCIAL WORKER III	47,965.32
SOCIAL WORKER III	50,207.56

SOCIAL WORKER III	46,569.90
SOCIAL WORKER III	47,443.24
SOCIAL WORKER III	45,947.72
SOCIAL WORKER III	43,759.56
SOCIAL WORKER III	50,332.36
SOCIAL WORKER III	50,207.56
SOCIAL WORKER III	46,879.82
SOCIAL WORKER III	45,072.30
SOCIAL WORKER III	47,817.38
SOCIAL WORKER III	50,207.56
SOCIAL WORKER III	48,773.66
SOCIAL WORKER III	46,414.68
SOCIAL WORKER III	50,207.56
SOCIAL WORKER III	45,072.30
SOCIAL WORKER III	48,746.36
SOCIAL WORKER III	47,028.28
SOCIAL WORKER III	42,901.56
SOCIAL WORKER III	42,901.56
SOCIAL WORKER III	47,478.08
SOCIAL WORKER III	49,222.94
SOCIAL WORKER III	44,188.56
SOCIAL WORKER III	44,188.56
SOCIAL WORKER III	44,188.56
SOCIAL WORKER III	49,223.98
SOCIAL WORKER III	43,741.88
SOCIAL WORKER III	44,188.56
SOCIAL WORKER III	47,817.38
SOCIAL WORKER III	46,414.68
SOCIAL WORKER III	43,751.24
SOCIAL WORKER III	47,317.40
SOCIAL WORKER III	48,735.70
SOCIAL WORKER III	43,751.24
SPECIAL PROJECT MANAGER	74,419.80
TRANSPORTATION COORDINATOR	59,817.42
TRANSPORTER FULL TIME	34,107.84
TRANSPORTER FULL TIME	29,017.82
TRANSPORTER FULL TIME	26,993.72
TRANSPORTER FULL TIME	26,993.72
TRANSPORTER FULL TIME	26,602.16
TRANSPORTER FULL TIME	26,470.60

TRANSPORTER FULL TIME	26,602.16
TRANSPORTER FULL TIME	26,602.16
TRANSPORTER FULL TIME	27,264.12
TRANSPORTER FULL TIME	26,354.12
TRANSPORTER FULL TIME	26,354.12
TRANSPORTER FULL TIME	24,535.16
TRANSPORTER FULL TIME	26,603.20
TRANSPORTER FULL TIME	25,538.24
TRANSPORTER PT-RET ONLY	19,286.54
TRANSPORTER PT-RET ONLY	19,286.54
TRANSPORTER PT-RET ONLY	19,286.54
TRANSPORTER PT-RET ONLY	18,724.94
TRANSPORTER PT-RET ONLY	22,062.04
WIOA COORDINATOR	67,696.20
WORKFORCE PLUS SPECIALIST	45,371.30

Average Cost of Turnover by Position						
Percentage of Salary		30.00%	70.00%	100.00%	150.00%	200.00%
		Front Line Staff				
			Supervisors			
				Coordinators		
					Administrators	
	AVG Salary					Directors
ACCOUNTING SUPERVISOR	$54,651.74	$16,395.52	$38,256.22	$54,651.74	$81,977.61	$109,303.48
ACCOUNTING TECHNICIAN I	$31,492.24	$9,447.67	$22,044.57	$31,492.24	$47,238.36	$62,984.48
ACCOUNTING TECHNICIAN II	$34,408.92	$10,322.68	$24,086.24	$34,408.92	$51,613.38	$68,817.84
ACTIVITIES SPECIALIST	$48,058.66	$14,417.60	$33,641.06	$48,058.66	$72,087.99	$96,117.32
ADMIN SUP.SPEC I	$30,361.87	$9,108.56	$21,253.31	$30,361.87	$45,542.81	$60,723.74
ADMIN SUP.SPEC II	$31,391.36	$9,417.41	$21,973.95	$31,391.36	$47,087.04	$62,782.72
ADMIN SUPERVISOR NON-EXEMPT	$36,837.15	$11,051.14	$25,786.00	$36,837.15	$55,255.72	$73,674.29
ADMINISTRATIVE ASSISTANT	$43,557.54	$13,067.26	$30,490.28	$43,557.54	$65,336.31	$87,115.08
ADULT & AGING SERV. ADMIN.	$84,465.16	$25,339.55	$59,125.61	$84,465.16	$126,697.74	$168,930.32
ADULT DAY CARE AIDE	$24,685.60	$7,405.68	$17,279.92	$24,685.60	$37,028.39	$49,371.19
ADULT DAY CARE PROG. SUPERV.	$67,622.10	$20,286.63	$47,335.47	$67,622.10	$101,433.15	$135,244.20
ADULT NUTRITION PROG. SUPERV.	$50,332.62	$15,099.79	$35,232.83	$50,332.62	$75,498.93	$100,665.24
ADULT SERVICES COORDINATOR	$72,707.18	$21,812.15	$50,895.03	$72,707.18	$109,060.77	$145,414.36
AGING SERVICES COORDINATOR	$71,292.78	$21,387.83	$49,904.95	$71,292.78	$106,939.17	$142,585.56
ASSISTANT BUSINESS SERV. ADMIN	$59,503.08	$17,850.92	$41,652.16	$59,503.08	$89,254.62	$119,006.16

BUSINESS OPERATION SPECIALIST	$42,380.26	$12,714.08	$29,666.18	$42,380.26	$63,570.39	$84,760.52
BUSINESS SER. ADMINISTRATOR1	$88,290.54	$26,487.16	$61,803.38	$88,290.54	$132,435.81	$176,581.08
BUSINESS SERVICES COORDINATOR	$60,994.70	$18,298.41	$42,696.29	$60,994.70	$91,492.05	$121,989.40
BUSINESS SERVICES REP WIA	$50,606.40	$15,181.92	$35,424.48	$50,606.40	$75,909.60	$101,212.80
CENTRAL TRANSPORT DISPATCHER	$33,282.60	$9,984.78	$23,297.82	$33,282.60	$49,923.90	$66,565.20
CHILD SUPPORT AGENT	$45,235.41	$13,570.62	$31,664.78	$45,235.41	$67,853.11	$90,470.81
CHILD SUPPORT COORDINATOR	$70,464.42	$21,139.33	$49,325.09	$70,464.42	$105,696.63	$140,928.84
CHILD SUPPORT SUPERVISOR	$57,246.15	$17,173.85	$40,072.31	$57,246.15	$85,869.23	$114,492.30
COMMUNITY SOC.SERV.ASSISTANT	$26,248.14	$7,874.44	$18,373.70	$26,248.14	$39,372.21	$52,496.28
DISPATCH SUPERVISOR	$42,016.00	$12,604.80	$29,411.20	$42,016.00	$63,024.00	$84,032.00
DIVISION DIR. SOCIAL SERVICES	$116,437.62	$34,931.29	$81,506.33	$116,437.62	$174,656.43	$232,875.24
DSS ATTORNEY I	$77,770.07	$23,331.02	$54,439.05	$77,770.07	$116,655.11	$155,540.15
DSS ATTORNEY II	$96,445.18	$28,933.55	$67,511.63	$96,445.18	$144,667.77	$192,890.36
ECON.SUP.SERV.ADMINISTRATOR	$82,488.38	$24,746.51	$57,741.87	$82,488.38	$123,732.57	$164,976.76
ECONOMIC SERV. ADMINISTRATOR	$74,608.04	$22,382.41	$52,225.63	$74,608.04	$111,912.06	$149,216.08
ECONOMIC SERV. CASEWORKER I	$30,563.56	$9,169.07	$21,394.49	$30,563.56	$45,845.34	$61,127.12
ECONOMIC SERV. CASEWORKER II	$38,342.29	$11,502.69	$26,839.60	$38,342.29	$57,513.44	$76,684.58
ECONOMIC SERV. COORDINATOR	$62,411.77	$18,723.53	$43,688.24	$62,411.77	$93,617.65	$124,823.53
ECONOMIC SERVICES SUPERVISOR	$47,117.82	$14,135.35	$32,982.47	$47,117.82	$70,676.73	$94,235.64
FAMILY CHILDREN SERV. COORD.	$72,106.97	$21,632.09	$50,474.88	$72,106.97	$108,160.46	$144,213.94
FAMILY/CHILDRENS SERV. ADMIN.	$99,526.70	$29,858.01	$69,668.69	$99,526.70	$149,290.05	$199,053.40
FOOD SERVICE MONITOR	$26,534.95	$7,960.49	$18,574.47	$26,534.95	$39,802.43	$53,069.90
INTERPRETER	$36,327.72	$10,898.32	$25,429.40	$36,327.72	$54,491.58	$72,655.44
JOB PLACEMENT SPECIALIST	$46,398.97	$13,919.69	$32,479.28	$46,398.97	$69,598.45	$92,797.94
JOB PLACEMENT SUPERVISOR	$59,462.26	$17,838.68	$41,623.58	$59,462.26	$89,193.39	$118,924.52
LEGAL SECRETARY	$36,170.55	$10,851.17	$25,319.39	$36,170.55	$54,255.83	$72,341.10
NUTRITION PROGRAM SPECIALIST	$40,880.84	$12,264.25	$28,616.59	$40,880.84	$61,321.26	$81,761.68
PERFORM ACCOUNTABILITY SPEC	$46,083.18	$13,824.95	$32,258.23	$46,083.18	$69,124.77	$92,166.36
PROGRAM INTEGRITY CASEWORKER	$46,967.70	$14,090.31	$32,877.39	$46,967.70	$70,451.55	$93,935.40
QUALITY ASSURANCE SPECIALIST	$34,493.94	$10,348.18	$24,145.76	$34,493.94	$51,740.91	$68,987.88
RELIEF SHELTER OPERATOR	$24,420.69	$7,326.21	$17,094.48	$24,420.69	$36,631.03	$48,841.37
SHELTER COMMUNITY ADVOCATE	$39,691.08	$11,907.32	$27,783.76	$39,691.08	$59,536.62	$79,382.16
SHELTER SW SUPERVISOR III	$57,636.28	$17,290.88	$40,345.40	$57,636.28	$86,454.42	$115,272.56
SOCIAL WORK SUPERVISOR II	$70,267.08	$21,080.12	$49,186.96	$70,267.08	$105,400.62	$140,534.16

SOCIAL WORK SUPERVISOR III	$62,275.14	$18,682.54	$43,592.60	$62,275.14	$93,412.71	$124,550.28
SOCIAL WORKER IAT	$51,604.36	$15,481.31	$36,123.05	$51,604.36	$77,406.54	$103,208.72
SOCIAL WORKER II	$47,326.23	$14,197.87	$33,128.36	$47,326.23	$70,989.35	$94,652.46
SOCIAL WORKER III	$48,447.35	$14,534.20	$33,913.14	$48,447.35	$72,671.02	$96,894.69
SPECIAL PROJECT MANAGER	$74,419.80	$22,325.94	$52,093.86	$74,419.80	$111,629.70	$148,839.60
TRANSPORTATION COORDINATOR	$59,817.42	$17,945.23	$41,872.19	$59,817.42	$89,726.13	$119,634.84
TRANSPORTER FULL TIME	$27,145.65	$8,143.70	$19,001.96	$27,145.65	$40,718.48	$54,291.31
TRANSPORTER PT-RET ONLY	$19,729.32	$5,918.80	$13,810.52	$19,729.32	$29,593.98	$39,458.64
WIOA COORDINATOR	$67,696.20	$20,308.86	$47,387.34	$67,696.20	$101,544.30	$135,392.40
WORKFORCE PLUS SPECIALIST	$45,371.30	$13,611.39	$31,759.91	$45,371.30	$68,056.95	$90,742.60

Lincoln County DSS Salaries		
Location Description	Pay Hourly Rate	Pay Annual Salary
CHILDREN'S SERVICES	34.3600	71,468.80
CHILD SUPPORT ENFORCEMENT	23.7400	49,379.20
CHILDREN'S SERVICES	25.7700	53,601.60
FAMILY MEDICAID	26.2700	54,641.60
CHILDREN'S SERVICES	26.0100	54,100.80
SOCIAL SERVICES ADM	48.6200	101,129.60
ADULT SERVICES	31.4300	65,374.40
WORK FIRST	25.7500	53,560.00
CHILD SUPPORT ENFORCEMENT	20.5100	42,660.80
ADULT SERVICES	24.8600	51,708.80
CHILD SUPPORT ENFORCEMENT	21.5000	44,720.00
CHILDREN'S SERVICES	29.9000	62,192.00
CHILDREN'S SERVICES	31.1000	64,688.00
CHILDREN'S SERVICES	26.0100	54,100.80
FOOD NUTRITION	23.4100	48,692.80
ADULT SERVICES	27.0900	56,347.20
ADULT SERVICES	24.2900	50,523.20
SOCIAL SERVICES ADM	30.0700	62,545.60
CHILD SUPPORT ENFORCEMENT	24.6200	51,209.60
ADULT SERVICES	24.2900	50,523.20
SOCIAL SERVICES ADM	16.9000	35,152.00
CHILD SUPPORT ENFORCEMENT	21.3000	44,304.00

ADULT MEDICAID	21.4400	44,595.20
SOCIAL SERVICES ADM	17.2000	35,776.00
FOOD NUTRITION	19.5800	40,726.40
FOOD NUTRITION	19.5800	40,726.40
CHILDREN'S SERVICES	26.8600	55,868.80
FOOD NUTRITION	19.2200	39,977.60
CHILD SUPPORT ENFORCEMENT	19.6100	40,788.80
ADULT MEDICAID	21.0800	43,846.40
FOOD NUTRITION	23.0900	48,027.20
CHILDREN'S SERVICES	25.8700	53,809.60
ADULT MEDICAID	22.6200	47,049.60
ADULT SERVICES	18.7300	38,958.40
CHILD SUPPORT ENFORCEMENT	19.4300	40,414.40
CHILDREN'S SERVICES	24.4400	50,835.20
SOCIAL SERVICES ADM	22.1400	46,051.20
CHILDREN'S SERVICES	17.0500	35,464.00
ADULT SERVICES	24.2300	50,398.40
CHILDREN'S SERVICES	24.7300	51,438.40
SOCIAL SERVICES ADM	22.0100	45,780.80
CHILDREN'S SERVICES	25.9600	53,996.80
CHILDREN'S SERVICES	26.1400	54,371.20
CHILDREN'S SERVICES	24.9700	51,937.60
CHILDREN'S SERVICES	20.1000	41,808.00
ADULT SERVICES	23.4200	48,713.60
FAMILY MEDICAID	26.7300	55,598.40
CHILD SUPPORT ENFORCEMENT	19.4200	40,393.60
CHILDREN'S SERVICES	24.1600	50,252.80
FOOD NUTRITION	18.2100	37,876.80
FOOD NUTRITION	18.0400	37,523.20
ADULT SERVICES	24.1800	50,294.40
CHILDREN'S SERVICES	25.4000	52,832.00
CHILD SUPPORT ENFORCEMENT	14.0800	29,286.40
CHILD SUPPORT ENFORCEMENT	19.6000	40,768.00
FAMILY MEDICAID	18.0400	37,523.20
CHILDREN'S SERVICES	23.6200	49,129.60
FOOD NUTRITION	22.0900	45,947.20

FOOD NUTRITION	18.0400	37,523.20
SOCIAL SERVICES ADM	19.4700	40,497.60
ADULT MEDICAID	16.9200	35,193.60
CHILDREN'S SERVICES	24.2800	50,502.40
CHILDREN'S SERVICES	23.1100	48,068.80
FAMILY MEDICAID	17.6300	36,670.40
CHILDREN'S SERVICES	15.4600	32,156.80
CHILDREN'S SERVICES	23.0900	48,027.20
ADULT MEDICAID	18.4500	38,376.00
CHILDREN'S SERVICES	23.1300	48,110.40
FAMILY MEDICAID	17.6300	36,670.40
FOOD NUTRITION	17.6300	36,670.40
FAMILY MEDICAID	17.6300	36,670.40
SOCIAL SERVICES ADM	15.4600	32,156.80
CHILDREN'S SERVICES	23.0800	48,006.40
ADULT SERVICES	22.0700	45,905.60
CHILDREN'S SERVICES	23.1600	48,172.80
SOCIAL SERVICES ADM	23.1200	48,089.60
CHILDREN'S SERVICES	22.6800	47,174.40
FAMILY MEDICAID	17.4700	36,337.60
WORK FIRST	17.4700	36,337.60
FRAUD	20.0700	41,745.60
ADULT MEDICAID	17.4800	36,358.40
FAMILY MEDICAID	17.4800	36,358.40
ADULT MEDICAID	17.5000	36,400.00
ADULT MEDICAID	20.0400	41,683.20
CHILDREN'S SERVICES	22.9600	47,756.80
CHILDREN'S SERVICES	23.0700	47,985.60
ADULT MEDICAID	18.3500	38,168.00
ADULT MEDICAID	17.4800	36,358.40
WORK FIRST	17.5200	36,441.60
FAMILY MEDICAID	20.0400	41,683.20
FOOD NUTRITION	17.5000	36,400.00
SOCIAL SERVICES ADM	16.4500	34,216.00
SOCIAL SERVICES ADM	15.8900	33,051.20
FOOD NUTRITION	17.5000	36,400.00
SOCIAL SERVICES ADM	15.3500	31,928.00
ADULT MEDICAID	18.3700	38,209.60
FOOD NUTRITION	16.7600	34,860.80
ADULT MEDICAID	16.7600	34,860.80

CHILDREN'S SERVICES	21.0700	43,825.60
FOOD NUTRITION	16.7600	34,860.80
ADULT MEDICAID	16.7600	34,860.80
ADULT MEDICAID	20.7900	43,243.20
ADULT SERVICES	19.1700	39,873.60
CHILDREN'S SERVICES	22.2500	46,280.00
FAMILY MEDICAID	16.7600	34,860.80
ADULT MEDICAID	16.7600	34,860.80
FOOD NUTRITION	19.8000	41,184.00
CHILDREN'S SERVICES	19.8000	41,184.00
FAMILY MEDICAID	16.7600	34,860.80
SOCIAL SERVICES ADM	14.4900	30,139.20
CHILDREN'S SERVICES	17.9600	37,356.80
CHILDREN'S SERVICES	19.1700	39,873.60
CHILDREN'S SERVICES	19.1700	39,873.60
FOOD NUTRITION	16.6300	34,590.40
ADULT MEDICAID	16.6300	34,590.40
SOCIAL SERVICES ADM	41.6500	86,632.00
CHILDREN'S SERVICES	18.7300	38,958.40
SOCIAL SERVICES ADM	15.8900	33,051.20
SOCIAL SERVICES ADM	17.4400	36,275.20
FAMILY MEDICAID	16.6500	34,632.00
FOOD NUTRITION	16.6500	34,632.00
FAMILY MEDICAID	16.6600	34,652.80
ADULT SERVICES	15.1800	31,574.40
FOOD NUTRITION	16.6500	34,632.00
CHILDREN'S SERVICES	19.1500	39,832.00
WORK FIRST	19.8100	41,204.80
CHILDREN'S SERVICES	20.7900	43,243.20
CHILDREN'S SERVICES	17.9600	37,356.80
ADULT MEDICAID	16.2900	33,883.20
SOCIAL SERVICES ADM	14.0800	29,286.40
ADULT MEDICAID	16.2900	33,883.20
ADULT MEDICAID	16.2900	33,883.20
FAMILY MEDICAID	16.2900	33,883.20
CHILDREN'S SERVICES	17.5300	36,462.40
SOCIAL SERVICES ADM	39.9100	83,012.80
ADULT SERVICES	19.3300	40,206.40

Mecklenburg County DSS Salaries

Job Title	80% Mrk/Annual	Annual Market Rate	105% Mrk/Annual	Maximum Annual
CSS Division Director	$68,861.60	$86,077.00	$90,380.85	$120,507.80
Child Support Case Coord	$37,400.00	$46,750.00	$49,087.50	$65,450.00
Child Welfare Specialist I	$41,160.00	$51,450.00	$54,022.50	$72,030.00
Child Welfare Specialist II	$45,345.60	$56,682.00	$59,516.10	$79,354.80
Consumer Advocate	$38,498.40	$48,123.00	$50,529.15	$67,372.20
Contract Coordinator	$43,232.80	$54,041.00	$56,743.05	$75,657.40
Fraud Investigator	$41,160.00	$51,450.00	$54,022.50	$72,030.00
Human Services Specialist I	$34,409.60	$43,012.00	$45,162.60	$60,216.80
Human Services Specialist II	$37,400.00	$46,750.00	$49,087.50	$65,450.00
Human Services Specialist III	$41,160.00	$51,450.00	$54,022.50	$72,030.00
Intake Specialist	$31,924.00	$39,905.00	$41,900.25	$55,867.00
Interpreter	$27,606.40	$34,508.00	$36,233.40	$48,311.20
Social Srvc Assistant	$27,606.40	$34,508.00	$36,233.40	$48,311.20
Social Srvc Manager	$59,784.00	$74,730.00	$78,466.50	$104,622.00
Social Srvc Prgm Coordinator	$49,097.60	$61,372.00	$64,440.60	$85,920.80
Social Srvc Prgm Specialist	$31,924.00	$39,905.00	$41,900.25	$55,867.00
Social Srvc Prgm Supervisor	$49,097.60	$61,372.00	$64,440.60	$85,920.80
Social Srvc Prgm Technician	$27,606.40	$34,508.00	$36,233.40	$48,311.20
Social Work Supervisor	$54,005.60	$67,507.00	$70,882.35	$94,509.80
Social Worker	$41,160.00	$51,450.00	$54,022.50	$72,030.00
Sr Child Support Case Coord	$41,160.00	$51,450.00	$54,022.50	$72,030.00
Sr Social Srvc Manager	$65,600.00	$82,000.00	$86,100.00	$114,800.00
Sr Social Worker	$45,345.60	$56,682.00	$59,516.10	$79,354.80
Sr Social Worker - N	$45,345.60	$56,682.00	$59,516.10	$79,354.80
Sr Veteran Services Officer	$41,160.00	$51,450.00	$54,022.50	$72,030.00
Unit Supervisor	$59,294.40	$74,118.00	$77,823.90	$103,765.20
Veteran Services Supervisor	$43,731.20	$54,664.00	$57,397.20	$76,529.60
Veterans Services Officer	$38,498.40	$48,123.00	$50,529.15	$67,372.20

Appendix C

Hiring Committee

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┌─────────────────────────────────────────────────────┐
│        Department of Health and Human Services        │
│                  Hiring Committee                     │
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Human Resources Director	Maintenance Coordinator	Adult and Aging Services Coordinator	Special Projects Manager	Employee from Hiring Department
⬇	⬇	⬇	⬇	⬇
Business Services Administrator	Quality Assurance Specialists	Adult and Aging Assistant	Economic Services Supervisors	Employee from Hiring Department

Appendix D

Six-Month Employee Questionnaire

Six Month Employee Questionnaire				
There are no right or wrong answers. Please read each statement and select the most accurate response.				
I am encouraged to do my best.	Rarely	Regularly	Often	Always
I feel comfortable expressing my ideas.	Rarely	Regularly	Often	Always
I find my work meaningful with vision.	Rarely	Regularly	Often	Always
I am valued for my contributions.	Rarely	Regularly	Often	Always
I have the opportunity for growth and career advancement.	Rarely	Regularly	Often	Always
My supervisor communicates departmental news effectively and in a timely manner.	Rarely	Regularly	Often	Always
My job responsibilities have been clearly defined.	Rarely	Regularly	Often	Always
Management seems invested in the success of my team.	Rarely	Regularly	Often	Always
My supervisor values my feedback.	Rarely	Regularly	Often	Always
I am happy with my job.	Rarely	Regularly	Often	Always
I can discuss anything with my supervisor.	Rarely	Regularly	Often	Always
My job utilizes my skills and abilities as much as possible.	Rarely	Regularly	Often	Always
I feel connected to my coworkers.	Rarely	Regularly	Often	Always
Work is distributed evenly across my team.	Rarely	Regularly	Often	Always
Comments or concerns:				

Appendix E

Employee Exit Questionnaire

Employee Exit Questionnaire				
There are no right or wrong answers. Please read each statement and select the most accurate response.				
I received constructive feedback to help improve my job performance.	Rarely	Regularly	Often	Always
I had clear goals and objectives.	Rarely	Regularly	Often	Always
I felt equipped to complete my job successfully.	Rarely	Regularly	Often	Always
The company culture is open and honest.	Rarely	Regularly	Often	Always
This position offered the opportunity for growth, promotion, and advancement.	Rarely	Regularly	Often	Always
I felt valued working in my position.	Rarely	Regularly	Often	Always
I had access to appropriate available resources when needed.	Rarely	Regularly	Often	Always
My team openly communicated with each other.	Rarely	Regularly	Often	Always
My supervisor valued my feedback.	Rarely	Regularly	Often	Always
My company provided the needed tools to complete the job successfully.	Rarely	Regularly	Often	Always
I could discuss anything with my supervisor.	Rarely	Regularly	Often	Always
My job utilized my skills and abilities as much as possible.	Rarely	Regularly	Often	Always
I felt connected to my coworkers.	Rarely	Regularly	Often	Always
Work was distributed evenly across my team.	Rarely	Regularly	Often	Always
Comments or concerns:				

Appendix F

7-30-60-90-Day Questionnaire

7 Day Questions:

1. Prior to your first day of employment, did you receive all the information you needed for a successful first day? If not, what did you need that wasn't provided?
2. Are you feeling welcomed by other staff?
3. If you can describe your first week in one word, what would that word be?
4. Is there anything you need help with?
5. Do you need more time with your peer advisor?
6. Do you need more time with your supervisor?
7. Did you arrive to your workspace being set up with the necessary equipment?
8. What would have made your first day better?
9. Have you had an opportunity to meet ALL your team members?

30 Day Questions:

1. Name
2. Job Title
3. Department
4. Immediate Supervisor
5. How are things going with your peer advisor? Do you think the pairing is a good "fit" so far? Why or Why not?
6. Please rate the following statement: "I feel accepted by my immediate coworkers."
7. Please rate the following statement: "I understand the performance expectations my supervisor has for me."
8. Please rate the following statement: "My immediate supervisor cares about my development"
9. Please rate the following statement: "I understand how my job performance will be evaluated."
10. Have you made a friend at work?
11. Who on your team has been most helpful and how?
12. How have you liked the company culture so far? What do you think could be improved?
13. Are there any areas where you feel you could benefit from additional support or training?
14. Do you feel that you received enough information about our benefits to help you make an educated benefits selection?
15. Are you comfortable asking questions about work? Whom do you ask? Are there any introductions we can help you make?
16. So far, is this job what you expected it to be?

17. If a friend of yours was going to start working for us, what would you tell them to expect during their first 30 days?
18. Please provide any additional feedback you feel would be helpful in improving employee engagement and experience.

60 Day Questions:

1. Name
2. Job Title
3. Department
4. Immediate Supervisor
5. It's been 2 months, is the job what you expected it to be?
6. Please rate the following statement: "I feel accepted by my immediate coworkers."
7. Please rate the following statement: "I understand how my job performance will be evaluated."
8. Please rate the following statement: "My immediate supervisor cares about my development"
9. Please rate the following statement: "I understand the performance expectations my supervisor has for me."
10. Please rate the following statement: "I understand how my job performance will be evaluated."
11. Have you experienced any issues or roadblocks with regards to meeting your responsibilities? If so, what?
12. Are you comfortable asking questions about work? Whom do you ask? Are there any introductions we can help you make?
13. Do you feel like you training in the first 30 days set you up for success in the following 30 days? What could have been better prepared for you?
14. With regards to communication, have you experienced any challenges? If yes, please explain.
15. Do you have any questions, or do you see any weaknesses in specific systems, processes, and procedures that the organization can improve?
16. Have you experienced any issues or roadblocks with regards to meeting your responsibilities? If so, what?
17. Are there any areas where you feel you could benefit from additional support or training?

90 Day Questions:

1. Name
2. Job Title
3. Department
4. Immediate Supervisor
5. Are you feeling comfortable with the organization in general?

6. Please rate the following statement: "I feel accepted by my immediate coworkers."
7. Please rate the following statement: "I understand how my job performance will be evaluated."
8. Please rate the following statement: "My immediate supervisor cares about my development"
9. Please rate the following statement: "I understand the performance expectations my supervisor has for me."
10. Please rate the following statement: "I understand how my job performance will be evaluated."
11. Do you feel you are able to be productive in your position? Can you discuss why or why not?
12. Is there any way the onboarding process could be improved?
13. Are there any elements of your position you are not enjoying?
14. What part of the onboarding process has been most effective/beneficial?

15. Are there any areas where you feel you could benefit from additional support or training?
16. Do you have any questions, or do you see any weaknesses in specific systems, processes, and procedures that the organization can improve?
17. Do you feel you have the information, tools, and resources you need to do your job successfully?
18. Do you feel you are receiving enough feedback and assistance from your supervisor?
19. Are there any skills you would like to develop in the coming months?
20. How likely are you to recommend working at our organization to talented people in your network? 1-10 rating.

Appendix G

Professional Literature Review

The significant challenge for Gaston County is its hiring process. The hiring process challenge includes the selection, orientation, and onboarding hiring processes. These three organizational processes are problematic due to the high turnover rate within the county. In human resource (HR) areas, new hire turnover is a measure of how long people stay and how often new hires have to be replaced. Implementation is a challenge for these three processes (Harpelund et al., 2019).

Statistical studies have shown high turnover rates within local government employment (Pietersen & Oni, 2014). Results from the studies reflect a high overall employee turnover rate as well as high turnover among younger employees, females, and employees in specific job categories. Dissatisfaction with jobs is attributed to poor compensation, seeking better job offers elsewhere, inferior employment conditions, and a lack of opportunities for promotions. Job dissatisfaction can also be attributed to problematic interpersonal relationships. The autocratic management style of some supervisors is also an issue. These impacts of job satisfaction and job dissatisfaction affect the productivity, efficiency, and service delivery of government departments in which it is imperative to run smoothly. Selection, onboarding, and orientation processes have been shown to assist HR in managing employee retention within local government departments (Pietersen & Oni, 2014). For the purpose of this review, nine articles were utilized. The organizational process themes that are discussed include the selection, onboarding, and orientation processes.

Selection Process

While reading Falcone (2016), we find that employment competition is extremely fast and fierce in the current job market for the top talent. Prospective candidates have learned to be very selective. Companies have to work hard to attract, entice, and hire just the right people. To obtain loyal and perfect employees, here are a few ideas or pointers. First, define the role. Clearly state what the organization is looking for. Outlining skills, knowledge, and behaviors that are expected as well as what is required to succeed in this particular job role is important (Falcone, 2016). Recruitment process success is validated by the function of personnel management consisting of screening, interviews, and selection of suitable candidates during this process of recruitment. Organization successes, as well as failures, depend on how these functions of personnel management are handled. Availability of competent as well as quality manpower does not depend on a game of chance. These are dependent on dedicated and systematic screening, interviews, and selection during the recruitment of prospective employees. Achieving this success is through proper screening, interviews, and selection criteria in this selection process (Ufuoma & Omekwu, 2020). This establishes the basis of the whole, entire recruitment process. To do this, investigate where future hires might be. Be creative in various ways to promote jobs (Falcone, 2016). Keeping an open mind will allow the organization to be knowledgeable as to what different backgrounds and experiences could be brought to the role. Establish the brand by utilizing social networks and recruitment brochures. Create a recruitment or marketing brochure that can be downloaded from the website's career page or emailed to candidates once they are selected for an interview (Falcone, 2016).

The actual interview process should be strong. Determine to construct a vigorous

interview process, including a combination of different tools. This would consist of structured interviews. Include work sample exercises and tests to get a true feel of the prospective employee. Real-life scenarios work well in this area of the interview process. Gear and aim the interview process around the job description. Make the job description clear and concise. Allow the interviewee opportunities to ask questions and the freedom to communicate with the hiring committee. This will allow the organization to make objective hiring decisions rather than those based on instinct (Fennell, 2019).

Orientation

Programs of orientation are processes in which a new hire engages in a series of activities with the primary focus being to relay information about the organization (Harpelund et al., 2019). The importance of orientation is based on employee enjoyment of the process, the agenda, and the welcoming of achieving success within the organization.

Newcomers are socialized in the new employee orientation programs. These programs have been shown to also increase their knowledge, skills, and abilities upon successful completion. Programs of these types are some of the most dominating processes in order for an employee's employment development to be a success. Many organizations include orientation as part of new employee development strategies, though very few truly realize and use its full capacity and capability (Acevedo, & Yancey, 2011).

The first exposure a new hire has to the organization is the orientation program. It must be an enjoyable experience. Thoroughly and thoughtfully planned and delivered programs establish a firm foundation and jumpstart employee excitement as well as enthusiasm for the organization and their new role within. Starting from the beginning,

the organization's focus should be on aiding new employees as they navigate into the organization and build relationships. Feeling welcomed as well as valued from the beginning makes them experience a greater sense of accomplishment and on-the-job satisfaction, as well as greater job performance, while decreasing stress. Like onboarding, the results are that these organizations tend to benefit from increased employee dedication and retention (Acevedo, & Yancey, 2011).

Orientation gives organizations the perfect opportunity to communicate, relay information, and help employees adhere to and even embrace the organization's philosophy. Orientation conveys down to the values, norms, and culture of the organization (Lawson, 2016).

Efficient new employee orientation programs take time to develop and implement, but the effort is well worth the investment. Studies show that well-planned, inclusive orientation programs greatly benefit the organization as well as the employees. A study from Ohio State University found that new employees who completed a 3-hour orientation program showed a higher level of commitment than did those who skipped the program (Orientation Builds Employee Commitment, 2001). Orientation has been shown to provide employees with more loyalty to the organization.

The first most important aspects of onboarding are new employee orientation trainings. These sessions include

- Information to help employees integrate smoothly and quickly into the organization.
- Introduce employees to the organization's structure, culture, purpose, and values.

- Aid new employees in identifying the importance of their roles within the organization and how they affect others.

- Introduce employees to goals as well as their roles in helping to meet those achievements.

- Promote communication between management and new employees.

- Communicate expectations regarding procedures, policies, and performance.

- Ensure new employees feel welcome, assuring them they made the right decision in joining the team.

- Reduce employee anxiety associated with entering into an unknown environment, new people, expectations, and situations.

- Ensure employee excitement about being a part of the organization and motivated to do the best job possible.

- Aid employees in getting comfortable more quickly, thus reducing start-up costs associated with on-the-job training.

Agendas for orientation training should be created with these key goals in mind, enabling you to find all your needs, resources, and tools to create engaging and interactive orientation sessions. These will enable the new employees to integrate smoothly and effectively into the organization and its overall mission. New employees should be provided with a deeper, more subtle understanding of the organization as well as their role in it. Allowing them a solid foundation upon which to build strong skills and relationships in the workplace is the goal. As Bauer (2010) wrote, "The bottom line is that the faster new hires feel welcome and prepared for their jobs, the faster they will be able to successfully contribute to the firm's mission" (p. 1). Employees will be more

successful on the job as they are welcomed during orientation.

Onboarding

The process of strengthening employee retention, productivity, and engagement is handled during the onboarding process. An onboarding program creates direction for the employee and the employer. Organizations with a standardized onboarding process enjoy 54% higher productivity from their new staff and twice as high a commitment level. Onboarding is scientifically linked to lower stress levels for new hires (Harpelund et al., 2019). Proper onboarding, according to Harpelund et al. (2019) increases new hire commitment as well as decreases the delay before full performance is reached. This allows for stress reduction and increased job and employment satisfaction and increases retention rates. Simply put, the benefits for delegating resources to a sophisticated, wise, onboarding program are extensive; and in numerous organizations, they are much higher than one could accomplish by increasing investment in the recruitment.

These expectations are made clear during this process for the employee as well as the employer. New colleagues will be able to understand what role they will play in the future of the company. They will know what is expected from them to ensure their success in the job. The best-known tools for monitoring the level of new hire motivation include satisfaction surveys and appraisals (Harpelund et al., 2019). Motivation as a concept was identified in the early 20th century along with the development of psychology as well as the beginnings of defining management and organization as science. It is a process that is designed to evoke, direct, and maintain the desired behavior of people that contributes to the achievement of specific goals and assumptions (Pawlak, 2019). Satisfaction surveys of employee experiences, learning processes, and growth

opportunities are emailed to employees. Lack of response to these emails will result in a follow-up phone conference.

The Allied Workforce Mobility Survey, which studied 5,700 new hires in 2006, discovered that 25% of all new hires leave their positions before completing their first year of service (Harpelund et al., 2019). Leaving the job within the first 18 months accounts for 46% of first-time job seekers. New hires who leave their jobs do so in the first 45 days of employment, which accounts for 22% of new hires. Four percent of new hires never return after their first day on the job (Harpelund et al., 2019). One of 25 new hires chooses to leave the job solely because of a poor or nonexistent onboarding program (Harpelund et al., 2019). Fourteen percent of onboarding programs last only 1 day. Sixteen percent last for up to 1 week. Twenty-one percent last between 1 week and 1 month (Harpelund et al., 2019). Only 13% of organizations have a dedicated budget for onboarding of new talents according to the Workforce Mobility Survey (Harpelund et al., 2019).

Every leader and manager should be alerted by these statistics. The satisfaction that accompanies the first, initial offer of employment is not carried through into a meaningful career experience. This situation is not remedied by the knowledge that leaders have experienced this problem for many years. The onboarding industry has yet to come up with a successful, effective solution. Instead, the response has been to offer greater of the same: extra and more complicated personality tests, multiple interviews, and other testing materials. While there is nothing wrong with these, the organization needs to recognize the need to continually improve the process when it comes to onboarding. However, to cease the trend of these discouraging figures, management and

HR need to seek and look beyond their current ideals, perceptions, and objectives and focus on what happens beyond recruitment (Harpelund et al., 2019).

Onboarding is about controlling and harnessing what exactly takes place when new hires come on board. Controlling the way in which new hires view the company impacts the culture of the organization (Harpelund et al., 2019).

The organization can help the employees build the right relationships with colleagues from the start by the onboarding process. This ensures the efforts and results required of them are clear, helping them perform to the best of their ability. More basic needs must be taken care of: a chair to sit on, a phone from which to call, a colleague to talk to, business cards, access cards, etc. However, while all these things are necessary, taking care of these aspects is simply nowhere near enough to fully enjoy and reap the rewards that come with what an extensively designed onboarding program offers (Harpelund et al., 2019).

The benefits of distributing resources to a highly thought out and prepared onboarding program are enormous. Many organizations find that the benefits are much greater than those that could be achieved by increasing the investment in the recruitment process (Harpelund et al., 2019).

The onboarding process should last at least 1 year, according to staffing and HR experts. Typically, many organizations offer 30-, 60-, and 90-day probationary periods. Some organizations extend this to a 6-month period. How employers handle the first few days, weeks, and months of a new employee's experience is crucial to ensuring long-lasting, ongoing, high retention (Harpelund et al., 2019).

Organizations that are organized are wonderful impressions to a new employee.

This makes them more likely to want to retain employment, thus contributing to the organization. Mistakably, some organizations see onboarding as the same as orientation. Orientation is necessary, in which paperwork and other routine tasks are completed, while onboarding is a comprehensive process that includes management and other employees.

Questions should be answered by employers before implementing a total, complete, and formal onboarding program. This will require all levels of team contribution in order to be successful. Questions should include

- When will onboarding start?

- How long will it last?

- What impression do you want new hires to walk away with at the end of the first day?

- What do new employees need to know about the culture and work environment?

- What role will HR play in the process? What about direct managers? Coworkers?

- What kind of goals do you want to set for new employees? How will you gather feedback on the program and measure its success?

HR professionals and upper management then can develop, institute, and devise a plan of action to help these new employees quickly progress through company policies and workflow while getting "onboard" and comfortable with the organization's culture (Maurer, 2019).

The onboarding process varies widely among organizations and can go one of two

ways. Onboarding a new hire can be a well-managed and speedy path to employee contribution and success, or it may also be an inefficient and costly entry into the organization (Snell, 2006).

Giving great first impressions with new employees is the prime opportunity with onboarding. Onboarding is the way for employers to gain trust with the new employees. According to Hirsh (2017), "Onboarding is a magic moment when new employees decide to stay engaged or become disengaged. It offers an imprinting window when you can make an impression that stays with new employees for the duration of their careers" (p. 1). In summary, onboarding is an impressionable moment for all who experience it.

Summary

In conclusion, all discussed literature encompassed the importance of the hiring process. Selecting the appropriate candidate for a position is the beginning stage of the hiring process. Defining the role and clearly stating the skills, knowledge, behaviors expected, and requirements to be successful in the job are included in the selection process. Establishing these roles within the selection process is the basis of the entire recruitment process. Orientation allows the new employee to become familiar with the organization and its members. The onboarding process is a lengthy, well-developed process that allows the employee time to become acquainted with and learn the job. With good hiring policies and practices in place, first impressions set the stage for the type of relationship between employees and employers. If an employer has a positive, organized onboarding process, this should set the stage for a positive, long-term relationship between both parties.

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