



## MANAGEMENT INNOVATION: HUMAN RESOURCES

Onboarding New Hires

*Doug Garver, Executive Director*

*Clare Long, Director of Human Resources*

**2014 Entry Form**  
(Complete one for each entry.)

Fill out the entry name <i><b>exactly</b></i> as you want it listed in the program.
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Entry Name \_\_\_\_\_

HFA \_\_\_\_\_

Submission Contact \_\_\_\_\_

Phone \_\_\_\_\_ Email \_\_\_\_\_

Qualified Entries must be received by **Tuesday, July 1, 2014.**

For more information about Qualified Entries, [click here to access the 2014 Entry Rules.](#)

Use this header on the upper right corner of each page.

HFA \_\_\_\_\_

Entry Name \_\_\_\_\_

Communications	Homeownership	Rental Housing	Special Needs Housing
<input type="checkbox"/> Annual Report <input type="checkbox"/> Promotional Materials and Newsletters <input type="checkbox"/> Creative Media	<input type="checkbox"/> Empowering New Buyers <input type="checkbox"/> Home Improvement and Rehabilitation <input type="checkbox"/> Encouraging New Production	<input type="checkbox"/> Multifamily Management <input type="checkbox"/> Preservation and Rehabilitation <input type="checkbox"/> Encouraging New Production	<input type="checkbox"/> Combating Homelessness <input type="checkbox"/> Housing for Persons with Special Needs
Legislative Advocacy	Management Innovation	Special Achievement	Are you providing visual aids?
<input type="checkbox"/> State Advocacy <input type="checkbox"/> Federal Advocacy	<input type="checkbox"/> Financial <input type="checkbox"/> Human Resources <input type="checkbox"/> Operations <input type="checkbox"/> Technology	<input type="checkbox"/> Special Achievement	<input type="checkbox"/> YES <input type="checkbox"/> NO

## 2014 NCSHA Award Nomination

**HFA:** Ohio Housing Finance Agency  
**Category:** Management Innovation – Human Resources  
**Entry Name:** Onboarding New Hires  
*Doug Garver, Executive Director*  
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“Onboarding” is the process by which new hires adjust to the social and performance aspects of their jobs quickly and smoothly, and learn the skills, knowledge, attitudes and behaviors required to function effectively within an organization. In order to help new employees acclimate to their positions, the Ohio Housing Finance Agency (OHFA) introduced its new onboarding program in April 2014.

### **Background of the Onboarding Program**

OHFA’s onboarding program was developed in conjunction with its Annual Planning process. This process culminated in the development of five strategic priorities, including a priority to *Strengthen OHFA’s Culture*. One of the goals associated with this priority was to identify and implement ways for each employee to be aware of his or her role in supporting the Agency’s mission. The new onboarding program is intended to connect new employees to the mission and values of the Agency from their first day of employment and to set a new standard of excellence that promotes OHFA’s culture, mission and values.

### **OHFA’s Onboarding Program**

The implementation of OHFA’s new Onboarding Program included several activities. These activities were intended to achieve the following:

- ✓ Set a standard for new employees based on our value statements and mission.
- ✓ Prepare the Office of Operations for the arrival of new employees.
- ✓ Develop an Onboarding Checklist for managers to use as an orientation guide for new employees.
- ✓ Create a follow-up process with new employees regarding onboarding activities.

Initially, the program focused on identifying an internal brand for the value statements that would appear on posters throughout the Agency and in an “onboarding kit” containing Agency information and office supplies. These items provide the new employee with a positive first impression of the Agency’s values:

- > We do it *Well*
- > We do it with *Purpose*
- > We do it *Together*
- > We do it with *Integrity*

The branded signs reflecting these values were displayed on walls throughout the Agency. Fun and functional items such as a pen cup, mouse pad and Post-It holder were distributed to staff to promote the initiative as well. On the first day, new OHFA employees enter a workspace filled with these branded items. They also receive additional welcome supplies from the Facilities Office, a greeting card signed by staff in the new employee’s office, a quick guide with key Information Technology and Facilities

information, and much more. OHFA's Intranet also offers items for employees to download, including a new OHFA branded screensaver and wallpaper.

Next, the Office of Operations staff met to discuss the initial process for new employees and noticed an opportunity for improvement in the preparation of work space. The offices of Information Technology, Facilities, Human Resources and Communications and Marketing were all assigned tasks to complete and deadlines to meet, beginning on the day the employee was offered a position through the first day on the job. The process to prepare for new hires is now structured, and more efficient with essential tasks completed prior to the first day (issuance of parking passes, computer and workspace set up, etc.). OHFA's Operations Office is now fully prepared for the arrival of the new hire.

A multi-disciplinary focus group of OHFA managers met to determine additional office-specific tasks which would support the proper onboarding of new hires. An Onboarding Checklist was created and distributed to managers based on the results of the focus group and research of best practices through the Society of Human Resource Management (SHRM). The checklist covers key items to address before the new hire's first day; on the first day and throughout the first week, and up to 30, 60 and 90 days of employment with OHFA. This document serves as a guide for managers to engage new hires in the social and performance related aspects of the Agency by introducing the new hire to OHFA's culture, new position duties and office staff.

There are several onboarding activities in place to follow-up with new hires. In addition to an orientation on the new hire's first day, an internal policy/committee orientation is offered monthly. The session covers information regarding payroll; benefits; probationary periods; step increases; computer policy; parking/vehicle usage; purchasing and travel policies; training; safety procedures; charitable giving; dress down days; coffee and water clubs; health and wellness; nurse station information; internal events, and union information. Following the orientation, a tour of the fitness center is offered.

Orientation to the Ohio Deferred Compensation (457b Plan) and Ohio Public Employees Retirement System (OPERS) is offered quarterly. The sessions include speakers from Ohio Deferred Compensation and OPERS, who provide new hires with the most detailed information possible for making benefit selections.

#### **Cost**

Promotional items, including the pen cup, mouse pad and Post-It holder, total \$12.40 per employee.

#### **Results**

The Office of Human Resources has received the following comments from managers and participants in the Onboarding Program:

##### **Managers**

"Thanks for putting today's presentation together. I am so sorry I missed part of it. While our staff in PC doesn't change often, I know we will have a staffer currently on my team retiring soon, so this is great information to hear. I am glad OHFA is putting some standards in place."

***-Christine, Compliance Manager, OHFA Program Compliance***

"The onboarding plan sounds fantastic. This will be VERY helpful. Thanks to you both!"

***-Stephanie, Director of Homeownership Preservation, OHFA Homeownership***



### New Hires

“I have never felt so welcome at any other job I have had. Usually you are just put in your cubicle and put to work.”

**-Taylor, Bond Accountant 1, OHFA Finance**

“I was really happy and ready to join the team prior to my arrival. I got so many calls from OHFA before I started that a friend asked me if I was joining a cult! The experience made me even more excited to join the team.”

**-Dani, Housing Examiner Trainee, OHFA Program Compliance**

“There is truly nothing that could make me happier with my office space. (Unless you can arrange to have Chipotle delivered every day!!!) The time that I am here working flies right by. There have been a couple of hiccups (setting up fax, losing my payroll icon, learning to navigate the reimbursement process – no big deal), and everyone that I have come into contact with has just been great. I can’t thank them (and you!) enough for making me feel so welcome.”

**-Dani, Housing Examiner Trainee, OHFA Program Compliance**

“Everyone at OHFA is very nice and I can tell that they really enjoy working here!”

**-Erin, Operations Manager, OHFA Homeownership**

“Wow, what a great Onboarding Program!”

**-Jim, Director of Homeownership, OHFA Homeownership**

“Great orientation this morning!”

**-Carlie, Assistant Neighborhood Initiative Manager, OHFA Homeownership**

### **Conclusion**

OHFA’s Onboarding Program helps the Agency achieve its strategies as set forth in its Annual Plan by ensuring that employees are inspired to perform and aware of their role in supporting OHFA’s mission. This program is a low-cost, replicable strategy that provides a clear direction toward achieving OHFA’s mission.

Attachments:   Brand concept  
                      Workspace before and after photo  
                      Onboarding checklist



*We do it*

**WELL**

*with* **PURPOSE**

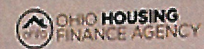
**TOGETHER**

*with* **INTEGRITY**

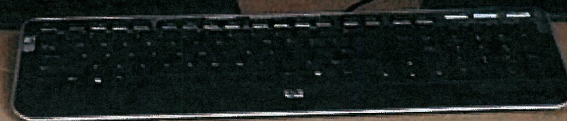


**ON BOARDING WELCOME CARD**



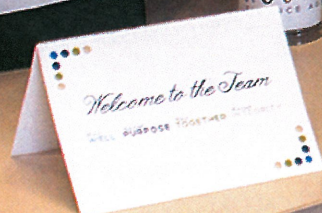
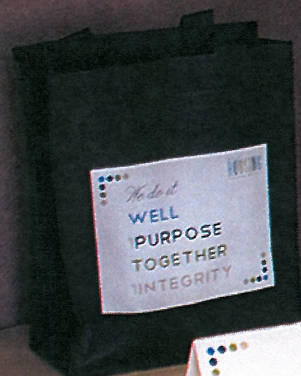
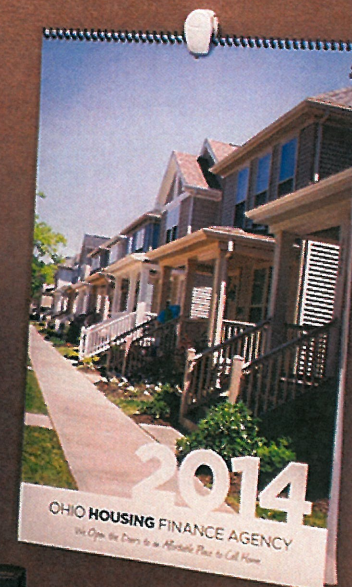
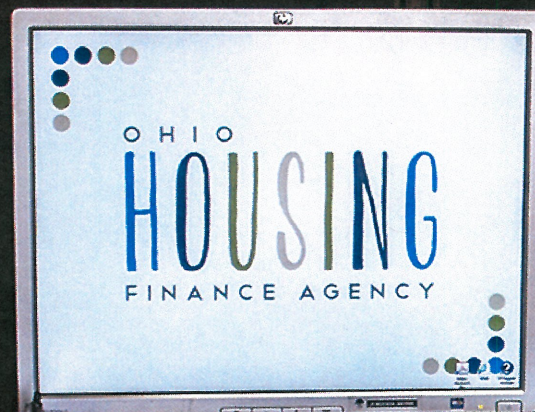


Welcome Terri





Welcome  
Anthony





# NEW HIRE ONBOARDING PROCESS

PHASE	OBJECTIVE	NEW EMPLOYEE ACTIVITIES	Completed By/Date
Preparing for the First Day	To ensure that we have the tools and resources available for the new hire to function effectively on their first day.	HR sends notification to Operations staff to prepare for arrival (IT installs computer, Facilities ensures furniture/phone/etc.)	
		Manager informs IT of any systems, programs, shared files, printers, etc. that the employee should have access to	
		Manager cleans new hire workspace (clear all items from desk drawers & overhead bins, dust/wipe down area, remove trash)	
		Manager meets with staff to inform them of new hires arrival	
		Manager plans to be in the office and clears calendar for new hires first day (manager is available to interact & orient new hire all day)	
		Manager develops a training plan for first 90 days (Training plan should have a mix of reading, training with staff and regular meetings with manager)	
		Manager works with HR to designate a mentor/trainer to the new hire (someone who is high performing, positive, engaging)	
First Day	To introduce the new hire to our values, mission and expectations, helping them to learn the attitudes, knowledge, skills and behaviors required to function effectively at OHFA.	HR gives new hire orientation 8:00am-9:30am (paperwork, tour of building, photo)	
		Manager introduces new hire to office staff and mentor/trainer	
		Mentor/Trainer works with new hire to login to computer and go over general office information (location of copier, kitchenette, restrooms, other office information)	
		IT and Facilities staff members visit new hire to help with phone, computer and other workspace arrangements	
		Manager takes employee to lunch or arranges for first week	
		Manager goes over/puts on calendar any necessary reoccurring meetings for new hire	

# NEW HIRE ONBOARDING PROCESS

PHASE	OBJECTIVE	NEW EMPLOYEE ACTIVITIES	Completed By/Date
First Week	<i>To adjust the new hire to the social and performance aspects of their jobs quickly and smoothly.</i>	Mentor takes new hire to supply room to get necessary supplies	
		Manager arranges for new hire to shadow an employee of the same level for the day	
		Manager meets with employee at mid and end of week for one-on-one progress and feedback	
		By mid-week, manager prepares and reviews with new hire Expectations Acknowledgement, both sign (Acknowledgement includes dress code, call off procedures, lunch/breaks, flex time, common practices, etc.)	
		By end of first week, manager sets and reviews probationary period goals with new hire as well as the evaluation process & what they will be evaluated on	
		By mid-week, manager gives new hire PD, reviews duties & ensures understanding	
		HR surveys new hire for feedback on Management, HR and Operations for first week	
		Mentor introduces new hire to Floor Wardens, person for dress down , coffee club and water club payments and goes over process	
First 30 Days	<i>To ensure comprehension and engagement by evaluating training progress, determining development goals and encouraging relationship building.</i>	HR arranges for new hire to attend Fitness Center orientation by YMCA on first Wednesday of month	
		HR gives new hire one month orientation, going over internal policies with several internal speakers	
		New hire will be responsible for attending Ethics Training	
		Manager sets up meetings with key staff outside of the division that new hire will be working with	



# NEW HIRE ONBOARDING PROCESS

PHASE	OBJECTIVE	NEW EMPLOYEE ACTIVITIES	Completed By/Date
First 30 Days continued...		Manager meets with new hire for progress check on probationary period goals, expectations and ensure they have what they need	
		HR surveys new hire for feedback on Management, HR and Operations for first 30 days	
		Manager arranges for a fun event to include the new hire (Carry in, donuts, pizza party, etc.)	
First 60 Days	<i>To continue to ensure comprehension and engagement by providing continuous feedback and ensuring the new hire has what they need to succeed.</i>	Manager meets with new hire for progress check on probationary period goals, expectations and ensures engagement and relationship building among staff	
		HR surveys new hire for feedback on Management, HR and Operations for first 60 days	
		Manager arranges for new hire to visit properties, projects or shadow an employee that is out on the road for experience, if applicable	
First 90 Days	<i>To evaluate the new hire on the first 3 months and determine criteria for final months of probationary period.</i>	Manager conducts Mid Probationary review	
		HR offers new hire OPERS and Deferred Compensation Orientation quarterly	
		HR surveys new hire for feedback on Management, HR and Operations for first 90 days	
		Manager goes over IDP process and works with HR on training opportunities for new hire once they complete their probationary period, asking new hire what their interests are long term	