
County of Marin

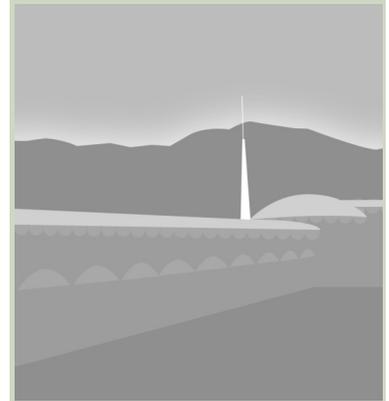
Onboarding Toolkit



Welcoming and supporting new employees as they transition to a new job or position.



Onboarding



Onboarding can be a key factor in the success of new employees. Research shows that successful onboarding can lead to employees who feel valued, informed and connected to the organization. Such employees have higher job satisfaction, organizational commitment, and higher performance levels. Effective onboarding can also support the supervisor and new employee during the probation period ensuring the new employee is a good fit for the team.

Effective onboarding integrates providing information, relationship building and training, and supports the employee through this critical phase of the employment. Relationships formed in this early stage can cement a new hire's sense of belonging and commitment to the job, team, and company. This process also helps to identify problematic employees during the probation period.

The packet offers ideas to enhance the onboarding experience throughout your employee's first year of employment.

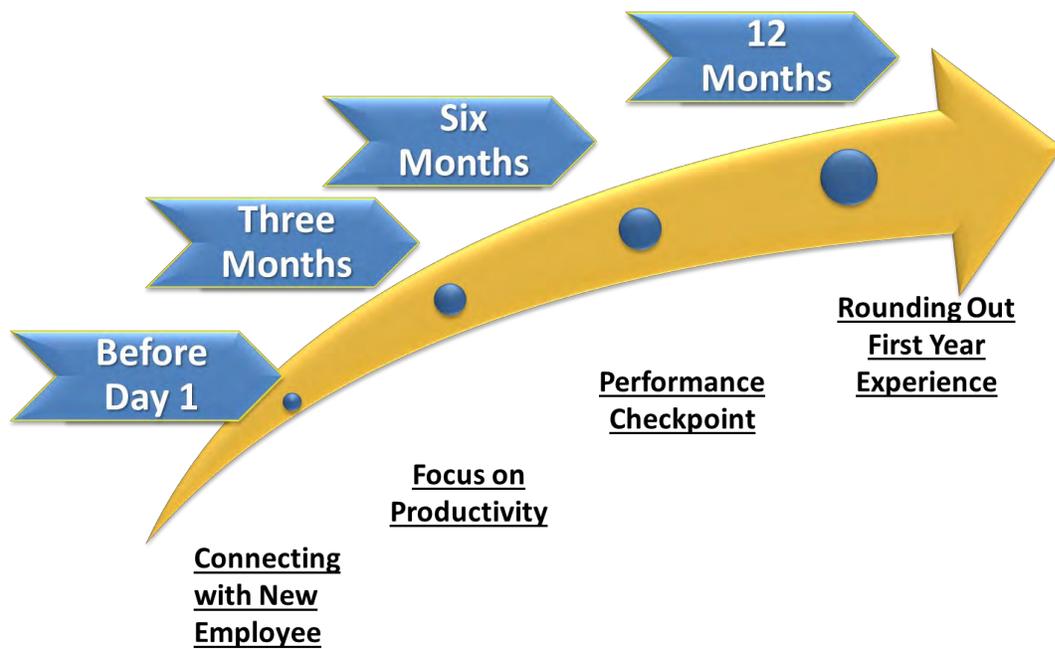
Onboarding Elements

- ✦ Welcoming
- ✦ Connecting
- ✦ Socialization
- ✦ Feedback



Essential Elements of Onboarding Include:

- 1) Welcoming the new hire and building a relationship
- 2) Connecting a new employee with the mission and values of the County, the Department, and the Team
- 3) Establishing an ongoing socialization and training process that includes regular feedback on progress and job performance



Key Stages

- ✦ Before Day One
- ✦ First Day/Week
- ✦ First Month
- ✦ First 90 Days
- ✦ 3-12 months

See Manager's Checklist

Critical Elements of Socialization and Feedback:

- ◆ Help the new recruit to build internal and external relationships
- ◆ Communicate the organization's vision and culture
- ◆ Ensure the new employee understands key business processes, policies and procedures
- ◆ Explain short and longer-term performance expectations
- ◆ Provide regular feedback on progress, job performance

Every new hire should know:

What County of Marin represents

Who we are

Who we serve

We strive for excellence

Connection to Mission/Values

A new hire that knows the organization's mission understands how their job contributes to that mission. Educating a new hire on the County's Mission Statement, Goals, and Values (listed below) will also help focus the efforts of the new hire while fostering a connection to the County's ideals.

Mission Statement

The mission of the County of Marin is to provide excellent services that support healthy, safe and sustainable communities; preserve Marin's unique environmental heritage; and encourage meaningful participation in the governance of the County by all.

Goals

- Provide Excellent Public Service
- Create a Sustainable Future
- Promote Service Excellence
- Encourage Community Collaboration and Partnering
- Promote Innovative Management and Employee Development

Defining Values

- Trust
- Justice
- Quality
- Respect
- Equality
- Integrity
- Diversity
- Innovation
- Excellence
- Citizenship
- Accessibility
- Collaboration
- Accountability
- Responsiveness



Supervisors Guide



Congratulations on the successful hire of your new employee. Here are few suggestions for a successful start.

- Create a checklist to ensure necessary forms and basic Marin County employee needs are addressed.
- Schedule mandatory training: <http://mine/SysApps/Registration/cat/courses.cfm?CourseTy=OT>
- Provide Department Policies & Procedures
- Consider assigning a buddy
- Create a position specific checklist to ensure necessary equipment and basic training is provided.
- Provide Job Class Specification
<http://www.marincounty.org/depts/hr/divisions/classification-and-compensation/job-classification>
- Provide Individual Performance Plan
<http://mine/mine/HR/Main/PerfReviews/index.cfm>
- Ensure goals set in the performance plan are achieved and new employee is welcomed into a healthy work environment.



Welcoming the New Hire

Establish a relationship with the new hire by contacting them well in advance of their first day (see the Manager's Checklist at the back of this packet for ideas on what to communicate to the new hire before their first day).

Assign a Buddy. Once the new employee arrives at The County, introduce them to their new buddy. Every new employee can benefit from having a buddy at work. This buddy can provide guidance to the new employee and can answer questions about workplace culture and environment. The buddy should not be the new hire's supervisor, but a friendly helping hand that can guide the new hire through the numerous issues they will inevitably face.

A buddy should be a peer who is available to support the new hire either in person or by promptly communicating and answering questions via email/phone/text. They should also have good interpersonal skills, knowledge of the organization's goals and values, and a positive attitude.

A buddy should be a resource for the new hire and should work toward making the new hire feels as comfortable as possible in his/her new work environment. This can be accomplished by educating the new hire about workplace culture, norms, and unwritten policies. Also, a buddy should help the new hire socialize with peers at work by inviting the new hire to lunch and/or other social activities.

In essence, a buddy should help the new hire feel they are a welcomed team member.

Onboarding Resources: County

From social media to community resources you can explore the extraordinary opportunities our vibrant County has to offer.

- ◆ 2001 Strategic Plan
<http://www.marincounty.org/depts/ad/divisions/~media/Files/Departments/AD/Management%20and%20Budget/Managing%20for%20Results/StrategicPlan2001.pdf>

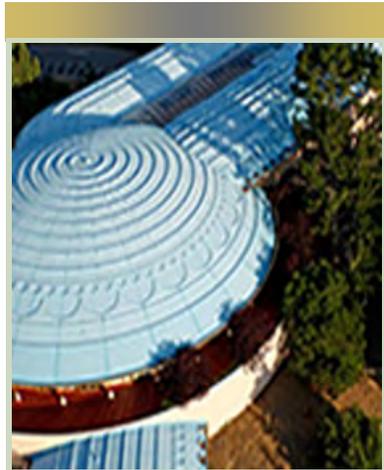
- ◆ Personnel Management Regulations (PMRs) 5, 20, 21, 23, 26, 42
<http://mine/mine/HR/PMRs/Index.cfm>

- ◆ The County MINE: <http://mine>

- ◆ Your County of Marin , A Guide to Marin County Government
Yellow handbook

- ◆ Values Brochure: (video coming soon)
- ◆ Marin County Social Media 

- ◆ Current Issue of the Frankly Speaking Newsletter:
<http://www.marincounty.org/depts/hr/frankly-speaking>





Onboarding Resources: Parks & Open Space Dept. Website (Example)

Department Web Site

<http://www.marincountyparks.org>

Department Strategic Plan

http://www.marinparks.org/~media/Files/Departments/PK/Projects/POSStrategicPlan_web.pdf

Current Department Newsletter

<http://www.marincountyparks.org/depts/pk/main/newsletter>

Department History and Frequently Asked Questions

Department Organizational Chart

Department Staff Phone Directory

<http://mine/sysApps/Contacts/SearchContacts.aspx?dc=PK&stype=c>

Department Personnel Contacts

Department Activities

Department Performance Plan (Managing For Results (MFR))

<http://www.marincounty.org/depts/ad/divisions/management-and-budget/~media/Files/Departments/AD/Management%20and%20Budget/Managing%20for%20Results/2013/MCP1314PP.pdf>

Department Policies & Procedures

Department Social Media





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**We are here to
help!**

APPENDIX

- ◆ ***Steps of Hiring a New Employee Guide***

A guide to show the hiring process and when to use the Onboarding Toolkit

- ◆ ***Manager's Checklist***

This is an Overview of the Onboarding Process

- ◆ ***New Hire Onboarding Action Plan Form***

This form is more detailed Action Plan and will be used and completed for the first 3 weeks by the:

Department Hiring Team

- ◆ ***Department Example: Pilot - Summary of Process*** (What Works/What Doesn't)

*For the Template access, please contact Jules Fulgentes by email jfulgentes@marincounty.org or 415.473.5925