2017 ANNUAL CHILD SUPPORT TRAINING CONFERENCE & EXPO

MAY 1–4, 2017 • GARDEN GROVE, CALIFORNIA

CHILD SUPPORT DIRECTORS ASSOCIATION OF CALIFORNIA

Onboarding Leaders

Amber Landon; Child Support Program Manager, Sacramento County

Marilyn Brereton;
Child Support Program Manager, Sacramento County

Objectives

- Introduce leadership onboarding
- Orientation vs. onboarding
- Why onboard?
- Planning your onboarding program
- Creating your onboarding program
- 30-60-90 day plan
- Onboarding results and best practices

What Does It Feel Like?

Onboarding

Cambridge Dictionary Definition:

"The process in which new employees gain the knowledge and skills they need to become effective members of an organization."

Orientation vs. Onboarding

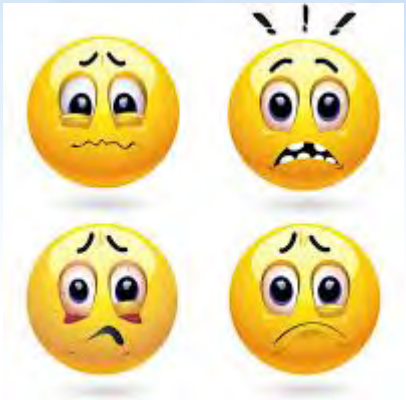
	Orientation	Onboarding
Focus:	Short-term process / Daily needs	Comprehensive review of organization
Duration:	One time event	Sequence of events over 1-2 years
Setup:	Classroom	On-the-job / classroom
Content:	Specific items at a high-level; appropriate for all positions	Big- picture; individualized to the position
Outcome:	Ready for training	Ready to contribute

Why Onboard?

- What is the average turn-over rate for new hires within the first two years of employment?
- How many jobs did the average person hold throughout their working-years as of 1993?
- How many jobs did the average person hold throughout their working-years as of 2013?
- What is the cost for replacing an employee?

Fear and Anxiety…

- "The oldest and strongest emotion of man-kind is fear, and the oldest and strongest kind of fear is fear of the unknown." H.P. Lovecraft
- How did you feel on the first day? Excited? Scared?
- How do people know where to go, and is everything so normal to them?



- More than half of US employees leave a new job within the first year www.Talx.com/benchmarks/turnover/index.asp

Common Concerns of the New Leader

- Concentrate on critical / important matters
- Feeling the need to question decisions
- Unclear role in the organization
- Unknown expectations
- Location of resources
- Building relationships
- Ability to adapt to changes in a timely manner

Before you Onboard…

- Why are *you* creating an onboarding plan?
- What is your goal / desired end result?

- Building blocks
  - Company
  - Clarification
  - Culture
  - Connection
  - Career
  - Compliance

Preparation

- Know your players

Who?

Ask for input

- What would help new leaders?

The Plan

- Agenda
- Structure
- Milestones

What?

Goals

- Expectations

Creating Your Plan

- New leader's 1st day
- First day
- First week(2)
- Milestones
  - 30 Day
  - 60 Day
  - 90 Day
  - 1 year?
  - 2 year?
- Online resources!!

Tailor the Program

- New leader = experienced leader from outside the organization
- New leader = internal promotion

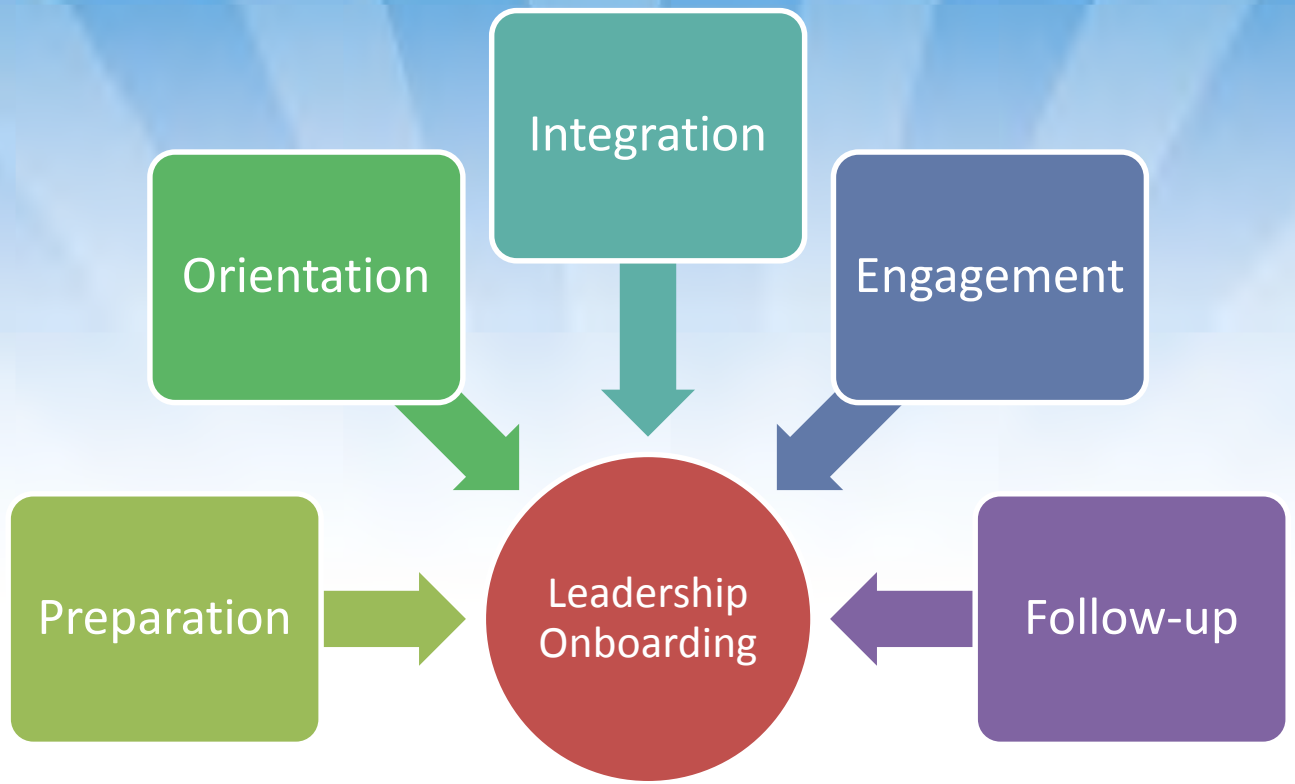
Onboarding varies depending on existing skill sets

- Leadership Skills
- Technical Skills
- Knowledge of policies / procedures
- Knowing your audience
- Building relationships

Know Your New Leader

- Ask questions important to your organization
  - As an organization what are desired leadership skills?
- Self-assessment / areas for improvement
  - What areas are have opportunities for growth?

Onboarding Process



Our Process

Evolution of our program

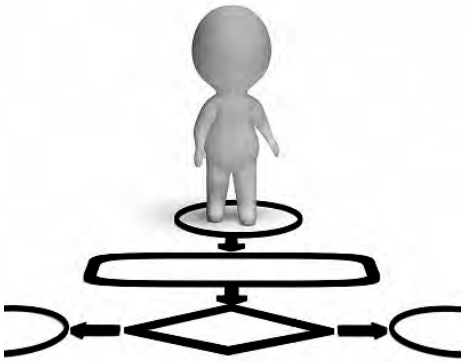
- Input from leaders
  - What helped, what would have helped?
- Create list of topics
  - Identify Subject Matter Expert(s)
- Create plan
- Develop material
- Implement
- Feedback
- Refine

Some of Our Topics

- Welcome
- Leadership Handbook
  - Concepts
  - Roles
  - Expectations
- Supervisor Guide
- Nuts & bolts of Administrative duties
- Evaluations
- Working files
- Discipline
- Leadership Meetings
- Individual Development Plans
- Department Policies
- Conducting Meetings
- Interacting with staff
- Working with your Lead
- Desk time

First Two Weeks

- Structured time: 2 weeks (6 hours each day)
  - Onboarding
  - Time at desk; end of day
- Daily check-in meetings with Leadership
- Define expectations
  - 30-60-90 day
- Feedback loop
- Follow-up



Our 90 Day Plan

- "The first 3 Months; Managing the transition"
- Help new leader develop transition plan into leadership
- Result subject areas identified
  - Identify objectives / outcomes
  - Identify strategies / tactics
- Subject areas are tied to supervisor competencies
  - Relationship building : Interpersonal Skills & Communication
  - Development / training : Job knowledge
  - Team performance : Result focus

Sample Subject Area

Key Result Subject Area: Relationship Building (Peers /Team/Manager)	
1st Month Outcomes: • Meet with team members (individually and as a team) • Meet with co-supervisors individually	
Tactics • Schedule /attend individual & team meetings • Schedule / attend meetings with supervisors	**Target Date:** 3/31/17 3/31/17
2nd Month Outcomes: • Develop feed-back loop with team-members • Meet with supervisors in other units	
Tactics • Schedule 1:1 meetings with staff • Schedule / attend meetings with other units	**Target Date:** 4/30/17 4/30/17
3rd Month Outcomes: • Provide feedback to staff re: performance • Feedback to manager re: ideas / status of team	
Tactics • Expand 1:1 topics • Meet with manager re: changes / status	**Target Date:** 5/31/17 5/31/17

30 – 60 – 90 Day Plan

- The first 30 days
  - Training
  - Familiarize with organization, attend meetings
  - Meet your staff and other players
  - Promote yourself as new leader
- The second 30 days
  - Training
  - Hands-on activity
  - Learn how other departments work / operate
- The last 30 days
  - Take more initiative
  - Special projects
  - Set-up long-term goals
  - Assess / share possible changes

Sample 30 – 60 – 90 Day Plan

30 Days	60 Days	90 Days
Priorities • **Priority 1** • **Priority 2**	Priorities • Priority 1	Priorities • Priority
Milestones • **Milestone 1** • **Milestone 2**	Milestones • Milestone 1	Milestones • Milestone 1
Outputs • **Evaluate status of team(s)** • **Identify key priorities** • **Plan next 30 days**	Outputs • Identify necessary resources / players • Prepare / present early assessments • Plan for next 30 days	Outputs • Early wins • Short-term goals • Long-term goals
Manager Review • **Priorities / status** • **Milestones** • **Team information / status** • **Expectations** • **Next steps in plan**	Manager Review • Priorities / status • Milestones / status • Assess progress from 1st 30 days • Discuss plan for next 30 days	Manager Review • Priorities / status • Milestone / status • Assess progress • Discuss goals

What Is Next For Us?

- Begin onboarding before hiring
- Collect additional feedback
- Add material as needed
- Post onboarding material
- Follow-through

Be a Part of It Before You Change It

George Bradt (founder and Chairman of executive onboarding group *PrimeGenesis)*:

" The more work we do on executive onboarding, the more we become convinced that no one will follow anyone anywhere anytime until they have earned the right to lead. This is why it is so important for new leaders to converge into the team before trying to evolve it."

Onboarding Results

- Higher job satisfaction / increased morale
- Organizational commitment
- Lower turnover
- Higher performance levels / increased productivity
- Career effectiveness
- Reduces cost associated with learning on the job
- Saves training time
- Lowered stress

Society for Human Resource Management (SHRM): Onboarding new employees: Maximizing Success

Careerbuilder.com

Best Practices

- Written plan of objectives and responsibilities
- Undivided attention (no phone calls)
- Cross department onboarding
- Provide schedule / structure
- Talk about culture
- Set expectations
- Safe opportunities for frequent feedback

- Think beyond the first 90 days

We Shared…

- What is leadership onboarding?
- Orientation vs. onboarding
- Why onboard?
- Planning and building your program
- 30-60-90 day concept
- Onboarding results and best practices

Questions?

Speaker Contact Information

Amber Landon: LandonA@saccounty.net (916) 875-7233

Marilyn Brereton: Breretonm@saccounty.net (916) 875-7381

Please be sure to complete the session evaluation.

PARTNERSHIP OF HEROES

2017 ANNUAL CHILD SUPPORT TRAINING CONFERENCE & EXPO