



**Date:** October 28, 2019  
**To:** Mayor and City Council  
**CC:** Tom Modica, Acting City Manager  
Alex Basquez, Human Resources Director  
**From:** Laura Doud, City Auditor  
**Subject:** Employee Onboarding Performance Audit

---

In response to the City Council's request, please find attached the final report for the Employee Onboarding Performance Audit, which was conducted by an external government-sector management consulting firm on behalf of my office.

The Society for Human Resource Management states that research "suggests that employees get about 90 days to prove themselves in a new job. The faster new hires feel welcome and prepared for their jobs, the faster they will be able to successfully contribute to the [employer's] mission." The strategic use of onboarding is one of the most important ways to foster a committed and capable workforce as well as, in the case of government, a well-prepared legislative or governing body that can hit the ground running.

This audit found that the City's onboarding policies and program are generally adequate, with some positive areas and best practices in place. However, opportunities exist for the City to improve its onboarding policies and program, including the onboarding and orientation of the City's elected officials. Below is a summary of the key audit findings and recommendations.

### **Pre-Employment Onboarding**

The auditors concluded that the City's pre-employment onboarding process is generally well documented, and that key steps are consistently followed by the City Manager departments, with some variation in the departments' selection steps. However, additional transparency to background checks may reduce uncertainty and frustration experienced by departments. In addition, a cost-benefit analysis should be performed to determine the value and relevance of medical screenings for all City employees, as not many other cities were found to employ this practice.

Key recommendations include:

1. Human Resources Department – Communicate to City departments and elected offices the general process as well as the range and specific areas considered in evaluating a potential employee's Live Scan results and making a hire/no hire decision, while maintaining the confidentiality of the background investigation.

2. City Manager's Office – Assess the ongoing relevance and purpose of the pre-employment medical examinations for all employees irrespective of the position being sought including its impact on hiring timelines and results.

## **Post-Employment Onboarding**

The City's post-employment approach to training, orienting, developing, and introducing employees to its culture once they begin their careers is less formalized and more decentralized than the City's pre-employment onboarding steps. Policies, procedures, and directives describing and outlining the City's role in supporting the development of new employees during their first few months can be improved by memorializing and standardizing several key post-employment onboarding processes.

Key recommendations include:

3. City Manager's Office and HR Department – Develop a written onboarding policy or guide wherein onboarding roles, responsibilities and expectations are defined and communicated to department managers, administrative officers and other key personnel. The guide should reflect any differences in the onboarding of represented and non-represented employees.
4. City Manager's Office – Continue the new approach of providing the citywide New Employee Orientation (NEO) monthly at a time and location that best accommodates the schedules of all new employee positions and departments to assure that new employees attend within their first few months of employment.
5. HR Department – Develop a feedback process that reports to HR when a new employee attended the NEO and the reasons for any non-attendance within two months of employment.
6. City Manager's Office and HR Department – Develop a policy that would standardize informal performance check-ins within 30/60/90 days of employment to ensure new employees are provided with sufficient feedback.
7. City Manager's Office and HR Department – Develop an exit interview policy that would include a standard employee exit survey, determine delivery method, and require that results are provided to HR for trend analysis in order to improve onboarding and employee retention.

## Elected Officials Onboarding

### Elected Officials

Under the City Charter, the City Manager does not have administrative authority over elected officials and their employees. Therefore, the City Manager cannot dictate the onboarding activities of elected officials. Currently, the City Council does not have an onboarding policy manual or program, but a few councilmembers expressed to the auditors that pre- and post-election guidance would be helpful for newly elected councilmembers. It is generally understood that the Mayor's Office and City Manager assist newly elected councilmembers with onboarding processes upon request, and so does the City Attorney's Office on pertinent rules and regulations.

Serving in an elected capacity is a tremendous responsibility and many elected officials are new to government. Turnover as a result of elections and term limits also underscores the value in ensuring that elected officials understand not only the administrative and logistical aspects of their roles, but also a broad overview of the system and organization that they are expected to govern. Like the onboarding of new employees, onboarding elected officials can be an effective strategy to ensure that a capable, informed group of leaders is charged with making critical operational and budgetary decisions.

The onboarding or orientation of elected officials – delivered in different formats – is an industry best practice that is employed at the local, State and Federal levels, and promoted by many leading local government organizations and think tanks, such as the Institute of Local Government, League of California Cities, and International City/County Management Association. In a review of literature on orientation and onboarding for City Council, we found the following topics typical of orientation manuals or programs:

- Roles and responsibilities
- City organization overview: form of government, organizational structure, tours of municipal facilities, meetings with or presentations from department heads, and commissions and committees.
- Overview of land use planning and the General Plan, as well as municipal finance and budgetary process.
- Key administrative and financial policies, including HR and procurement, as well as labor relations.
- Ethics and conflict of interest laws and policies.
- City Charter, municipal code, Council bylaws, Roberts Rules of Order, and the Brown Act.

The City Council should adopt a policy that outlines onboarding processes for Councilmembers and their staffs. The Mayor, as the Chief Administrative Officer of the Legislative Department per the Charter, should then develop an onboarding

program or guidance materials to provide councilmembers with a comprehensive orientation of duties and responsibilities, rules and regulations, and City organizational structure, operations and budget/finance. While such an onboarding program would be geared towards City Council, the Mayor may involve the participation of any other newly elected officials – City Attorney, City Auditor and/or City Prosecutor – as many of the typical onboarding topics would also be relevant or helpful to them. Lastly, the Mayor and City Council can direct City management to assist in developing and executing this onboarding program.

The key recommendations are:

8. Mayor's Office – Have City Council adopt policy establishing an official City Council onboarding process and, in consultation with Councilmembers, develop a comprehensive onboarding or orientation program and materials for councilmembers.

#### Employees of Elected Offices

Similar to other large California cities, employees of mayors and city councilmembers commonly hold non-Civil Service unclassified exempt (at-will) positions. Additionally, the City Auditor, City Attorney and City Prosecutor appoint their staffs following provisions in the Long Beach Charter wherein their employees are non-civil servants reporting directly to the elected official.

While the City conducts Live Scan and medical examinations of these employees, they are not subject to the same human resources onboarding policies of the City Manager department's primary workforce. Consequently, individual elected officials follow their own onboarding processes for recruiting, hiring and developing employees, with or without seeking input from the Human Resources Department.

While elected offices are not required to follow City Manager's established policies, in the interest of administrative uniformity and following onboarding best practices, it would be valuable if the elected officials voluntarily allow their employees to participate in Citywide onboarding activities, such as the New Employee Orientation. Furthermore, as the chief administrative officer of the Legislative Department, the Mayor's Office should also consider creating a new employee onboarding guide that provides pertinent information on various topics, including both required and voluntary steps to be taken when hiring, leading and managing at-will employees, including the Live Scan and preemployment medical examinations, and ethics, harassment and discrimination training.

#### Key recommendations are:

9. Elected Offices – Encourage their new employees to participate in relevant Citywide onboarding activities, such as the New Employee Orientation.

10. Mayor's Office – Develop a separate onboarding document guide that is more tailored to Legislative Department at-will employees, providing pertinent information and guidance on various topics, including both requirements and voluntary steps.

## **Conclusion**

I am pleased that the Mayor's Office, City Manager's Office and Human Resources Department have agreed to consider and implement these audit recommendations. I hope to assist in any way to ensure that we all collaborate on needed strategic changes to the City's onboarding activities to best prepare City employees and City officials to fulfill the important duties and responsibilities bestowed upon us. I appreciate the assistance and participation of the various City Departments, as well as the Mayor and City Council members, in this audit. Lastly, I especially thank the employees who participated in the new employee onboarding experience survey conducted for this audit; their input provided us with insightful information.

The audit report will be posted on our website – [CityAuditorLauraDoud.com](http://CityAuditorLauraDoud.com) – this week. If you have any questions, please feel free to contact me directly.



Date: October 15, 2019

To: Thomas B. Modica, Acting City Manager *T.M.*

From: Alejandrina Basquez, Director Human Resources Department *Basquez*

For: Laura L. Doud, City Auditor

Subject: **Employee Onboarding Audit Report**

---

The Human Resources Department would like to thank the City Auditor and staff, as well as Sjoberg Evashenk Consulting, Inc., for their time and effort in conducting a performance audit of the City's onboarding programs, policies, and procedures. We found the audit process to be professional, thorough, and collaborative.

The audit reviewed the pre-employment steps leading to hiring a new employee, and the post-employment activities that occur after the new employee's first day. The audit indicated the City's onboarding process has many positive aspects, and the processes are consistent with industry best practices. One of the positive aspects highlighted is the practice of providing information on City Policy/Procedure and Benefits to new employees on three separate occasions: prior to the first day of employment, during the first week of employment, and within the first two months at New Employee Orientation (NEO). These policies include important areas of public interest, such as ethics, alcohol and drug prohibition, zero tolerance for workplace violence, and discrimination and harassment.

We agree with the audit recommendations to improve our onboarding process and that existing practices should be memorialized. We have already begun to implement some of these recommendations, such as increasing the frequency of NEO to monthly and reviewing the pre-employment medical screening process to align with best practices. Attached is the Management Response and Action Plan, which addresses each recommendation pertaining to the City Manager departments. The Elected Offices Onboarding section will be completed and submitted by the Mayor's Office separately and we stand ready to assist with the onboarding of elected and appointed employees in any way needed.

If you have any questions regarding this matter, please contact me at (562) 570-6140.

AB  
\\R:\ADMINISTRATION\DIRECTOR OF HR\TFFS\2019\ONBOARDING AUDIT RECOMMENDATIONS

**ATTACHMENT**

CC: CHARLES PARKIN, CITY ATTORNEY  
REBECCA GARNER, ACTING ASSISTANT CITY MANAGER  
KEVIN JACKSON, DEPUTY CITY MANAGER  
TERESA CHANDLER, INTERIM DEPUTY CITY MANAGER  
ANDREW VIALPANDO, ACTING ADMINISTRATIVE DEPUTY TO THE CITY MANAGER  
CHRISTINA WINTING, EXECUTIVE DIRECTOR OF CIVIL SERVICE  
MONIQUE DE LA GARZA, CITY CLERK (REF. FILE #18-0798)

# MANAGEMENT RESPONSE AND ACTION PLAN

## City Manager's Office

### Performance Audit of the City's Employee Onboarding Policies and Program

No.	Recommendation	Priority	Agree or Disagree	Responsible Party	Action Plan / Explanation for Disagreement	Target Date for Implementation
<u>Pre-Employment Onboarding</u>						
1	Communicate to City departments and elected offices the general process and criteria used in evaluating a potential employee's Live Scan results and making a hire/no hire decision, while maintaining the confidentiality of the background investigation.	M	Agree	Human Resources Department	The Human Resources Department communicated to the City Departments the City's Live Scan process, criminal history review process and confidentiality requirement through a presentation and questions and answers forum at the Administrative Officer Academy.	August 27, 2019
2	Assess the ongoing relevance and purpose of the pre-employment medical examinations for all employees irrespective of the position being sought including its impact on hiring timelines and results. Make appropriate changes.	M	Agree	City Manager	The City Manager and Human Resources Department is currently reviewing benchmarking and best practices of other cities to ensure that our process is consistent with the industry and exams appropriately administered by classification.	May 1, 2020
<u>Post-Employment Onboarding</u>						
3	Develop a written onboarding policy or guide wherein onboarding roles, responsibilities and expectations are defined and communicated to department managers, administrative officers and other key personnel. The guide should reflect any differences in the onboarding of represented and non-represented employees.	M	Agree	City Manager and Human Resources Department	The City Manager and Human Resources Department will work on drafting an onboarding policy or guide with defined roles and responsibilities. Once completed will be communicated to Department managers, Administrative Officers and key personnel.	January 1, 2020



# MANAGEMENT RESPONSE AND ACTION PLAN

## City Manager's Office

### Performance Audit of the City's Employee Onboarding Policies and Program

No.	Recommendation	Priority	Agree or Disagree	Responsible Party	Action Plan / Explanation for Disagreement	Target Date for Implementation
4	Continue the City's new approach of hosting the citywide New Employee Orientation (NEO) monthly at a time and location that accommodates the schedules of all new employee positions and departments to assure that new employees attend within their first few months of employment.	M	Agree	City Manager and Human Resources Department	The City Manager and Human Resources Department has expanded the New Employee Orientation (NEO) to monthly sessions and are now located in a new venue able to accommodate a larger enrollment capacity.	August 12, 2019
5	Develop a feedback process that reports to HR when a new employee attended the NEO and the reasons for any non-attendance within two months of employment.	M	Agree	Human Resources Department	The City Manager and Human Resources Department will work with the LB Coast team on the feasibility of developing a process in the new system to capture this data.	LB Coast implementation date is pending.
6	Develop a policy that would standardize informal performance check-ins within 30/60/90 days of employment to ensure new employees are provided with sufficient feedback.	M	Agree	City Manager and Human Resources Department	The City Manager and Human Resources Department will work with the LB Coast team on the feasibility of developing a process in the new system to capture this data.	LB Coast implementation date is pending.
7	Develop an exit interview policy that would include a standard employee exit survey, determine delivery method, and require that results are provided to HR for trend analysis in order to improve onboarding and employee retention.	M	Agree	City Manager and Human Resources Department	The City Manager and Human Resources Department will work with the LB Coast team on the feasibility of developing a process in the new system to capture this data. Human Resources Department will also explore the feasibility of developing a manual process for an exit survey in the current environment.	LB Coast implementation date is pending. The target date for the additional option is March 1, 2020.



# MANAGEMENT RESPONSE AND ACTION PLAN

## City Manager's Office

### Performance Audit of the City's Employee Onboarding Policies and Program

No.	Recommendation	Priority	Agree or Disagree	Responsible Party	Action Plan / Explanation for Disagreement	Target Date for Implementation
-----	----------------	----------	-------------------	-------------------	--	--------------------------------

#### Priority

H – High Priority - The recommendation pertains to a serious or materially significant audit finding or control weakness. Due to the seriousness or significance of the matter, immediate management attention and appropriate corrective action is warranted.

M – Medium Priority - The recommendation pertains to a moderately significant or potentially serious audit finding or control weakness. Reasonably prompt corrective action should be taken by management to address the matter. Recommendation should be implemented no later than six months.

L – Low Priority - The recommendation pertains to an audit finding or control weakness of relatively minor significance or concern. The timing of any corrective action is left to management's discretion.

Yellow areas - to be completed by the department

# MANAGEMENT RESPONSE AND ACTION PLAN

## Mayor's Office

### Performance Audit of the City's Employee Onboarding Policies and Program

No.	Recommendation	Priority	Agree or Disagree	Responsible Party	Action Plan / Explanation for Disagreement	Target Date for Implementation
<u>Elected Offices Onboarding</u>						
8	Have City Council adopt policy establishing an official City Council onboarding process and, in consultation with Councilmembers, develop a comprehensive onboarding or orientation program and materials for councilmembers.	M	Agree	Mayor's Office	Within the current fiscal year, the Mayor's Office will work to establish a citywide policy establishing an onboarding process in partnership with the City Council.	October 1, 2020
9	Encourage their new employees to participate in relevant Citywide onboarding activities, such as the New Employee Orientation.	L	N/A	All Elected Offices	All offices are encouraged to send their new employees to the City's orientation.	Ongoing
10	Develop a separate onboarding document guide that is more tailored to Legislative Department at-will employees, providing pertinent information and guidance on various topics, including both requirements and voluntary steps.	M	Agree	Mayor's Office	Within the current fiscal year, the Mayor's Office will work with the California Fair Political Practices Commission to bring information on Public Officials and Employee Rules to the Legislative Department.	October 1, 2020

#### Priority

H – High Priority - The recommendation pertains to a serious or materially significant audit finding or control weakness. Due to the seriousness or significance of the matter, immediate management attention and appropriate corrective action is warranted.

M – Medium Priority - The recommendation pertains to a moderately significant or potentially serious audit finding or control weakness. Reasonably prompt corrective action should be taken by management to address the matter. Recommendation should be implemented no later than six months.

L – Low Priority - The recommendation pertains to an audit finding or control weakness of relatively minor significance or concern. The timing of any corrective action is left to management's discretion.

Yellow areas - to be completed by the department



# City of Long Beach Office of the City Auditor

---

## Performance Audit of the City's Employee Onboarding Policies and Program

**September 2019**



# Table of Contents

---

Executive Summary.....	1
Introduction and Background.....	4
Objectives, Scope, and Methodology .....	5
Opportunities Exist for the City of Long Beach to Improve its Employee Onboarding Program.....	8
Section 1: Pre-Employment Onboarding .....	8
Section 2: Post-Employment Onboarding.....	14
Section 3: Elected Offices Onboarding.....	25
Section 4: Recommendations.....	25
Appendix A: Summary Results of New Employee Survey .....	29

## Executive Summary

---

### Opportunities Exist for the City of Long Beach to Improve its Employee Onboarding Program

#### Background

Sjoberg Evashenk Consulting (SEC) was engaged by the Long Beach City Auditor's Office to perform an independent performance audit of the City of Long Beach (City) onboarding program's policies and procedures. In general, onboarding entails two essential phases: first are the pre-employment steps leading to hiring a new employee; and second are the post-employment activities that occur after the new employee's first day. Our review of the City's pre-employment steps was limited to the screening processes such as Live Scan review of criminal history, medical examinations, and how the important aspects of the City's culture and environment are shared during the interview process, all of which impact the applicant's transition to, and success in, the position in which they will work. Our audit was primarily focused on onboarding's second step, including guidance given regarding the City's policies, benefits, and organizational culture, training on specific job duties, and continual professional development. Our audit included reviewing employee onboarding at both the City Manager-led departments (only non-sworn employees) and those employed by the City's elected offices.

While certain job classifications may be particularly difficult to fill, such as in information technology or finance due to competition for quality candidates, the range of skilled employees needed to serve the residents in a city as large as Long Beach is not limited to a few job titles. In fact, the critical and unique skills needed include more than 350 City-approved job classifications, and in early 2019 the City's departments were faced with approximately 550 vacancies. To meet these challenges, the pre-employment policies and practices leading to hiring qualified staff and creating a positive first impression are a critical first step, but all this hard work is lost if these impressions are not reinforced with post-employment steps throughout the first year that may cause the employee to leave. The City's Human Resources and Civil Service departments assist hiring departments in both the pre-employment and post-employment processes. One of our objectives was to obtain the onboarding best practices followed by other large cities as well as professional human resource associations and other public sector sources. We used this research to identify best and leading practices that the City should consider using to engage and retain new employees.

#### Pre-Employment Onboarding

Overall, we found that the City's pre-employment onboarding process is well documented and that key steps are consistently followed by the City Manager departments, but there are some variations within the departments' selection steps. Further, the pre-employment screening steps performed by the City appear to be in line with state and federal labor laws as well as best and leading practices, but some steps could be improved. In interviews with department managers and administrative officers none could identify instances where decisions in the City's hire/no-hire decisions failed to detect red flags or otherwise would have

prevented misdeeds by new employees. However, for the Live Scan step, additional transparency to the process may reduce frustrations experienced by departments.

For medical screening, we found that all of the benchmarked cities conducted pre-employment medical screenings for some positions, but it was uncommon for these other large cities to conduct medical screenings for all applicants seeking employment, regardless of the position being sought, as is the City's practice. In its recently conducted Hiring Report, the City noted that the time taken to conduct the medical examinations by the Occupational Health Clinic at the Health and Human Services Department negatively impacts how long it takes to bring a new staff on board. Our review focused on the types of pre-employment screening included in the City's policies and if the process followed best practices, but it did not include an in-depth analysis of the time taken for each pre-hire step. Thus, we cannot conclude on whether there are realistic time savings to be had by removing elements of the medical screening examinations, but we believe this process needs to be further reviewed to assure it is still relevant and aligns with City priorities.

#### Post-Employment Onboarding

The City's post-employment approach to training, orienting, developing, and introducing employees to its culture once they begin their careers is less formalized than the City's pre-employment onboarding steps. Policies, procedures, and directives describing and outlining the City's role in supporting the development of new employees during their first few months can be improved by memorializing and standardizing several key post-employment onboarding processes. Best and leading practices in post-employment onboarding describe not only what steps are valuable to follow, but the benefits that accrue to a good onboarding program, such as generating greater employee retention, satisfaction, and productivity.

Through our interviews with City bureau and division managers and administrative officers, and review of onboarding documentation, we found inconsistencies between the City's departments and even within a department's individual bureaus or divisions. Although infrequent, we did find a few excellent onboarding efforts being followed that not only met best practices, but were deemed valuable by the managers with whom we spoke. However, these positive examples were manager-driven based on their own ideas and experiences of what the new employee needed to succeed in the future. Some effects of these inconsistencies were apparent based on results of our survey of new employees hired in 2018.

Overall, our review of the City's post-employment onboarding activities found some positive areas, such as the City's multifaceted approach to providing information to new employees and some best practices in place including the citywide New Employee Orientation (NEO), but we also found there is some room for improvement for employee attendance to the NEO and for improved consistencies in post-employment onboarding policies and procedures across departments, especially in regards to functional job training and professional development.

#### Elected Offices Onboarding

Employees within the offices of the City's elected officials—including those of the Mayor, nine Councilmembers, City Auditor, City Attorney, and City Prosecutor—hold unclassified positions with the City under “at-will” provisions of the California Labor Code. While the City conducts Live Scan and medical



examinations of these employees, they are not subject to the same human resources onboarding policies of the City Manager department's primary workforce. While elected officials are not required to follow City Manager's established policy, in the interest of administrative uniformity and the realization of the benefits of following onboarding best and leading practices it may be valuable if they do so voluntarily.

#### Recommendations

We provide a number of recommendations to the City Manager, Mayor and elected officials to improve the City's onboarding program for both the pre- and post-employment steps.

## Introduction and Background

---

As California's seventh largest city by population and employing over 5,000 persons, the City of Long Beach (City) faces many of the same challenges in hiring and retaining qualified staff as other public sector entities throughout the state. While many of these challenges are not new, in recent years they have been affected and amplified by the makeup of the new workforce, changing job duties, an improved economic climate and vacancies caused by retirements. Some of the key elements affecting public sector onboarding include:

- The current generation of candidates entering the workforce expect to contribute and be engaged early—yet, typically change jobs every two to three years unlike past employment seekers.
- These new applicants are more likely to focus on current salaries and work schedules than on long-term benefits (such as retirement or robust benefit plans) or seniority-based salaries.
- Lower unemployment rates and an improving economy result in fewer qualified and trained individuals seeking employment.
- Baby boomers entering retirement age plan or actually leave earlier, and current public sector succession planning is lacking.
- Public sector agencies today need a wider range of skills, knowledge, and abilities among their workforce that are different than in the past due to advanced systems and technology.
- Slow and antiquated hiring processes that cannot compete with the private sector.

For the City these challenges are further exacerbated by the regional competition in the Greater Los Angeles area, including a robust private sector economy and numerous government entities—state, county, and neighboring cities. Moreover, the cost of living in this area is among the nation's highest for housing and other living expenses. All of these issues, and those mentioned above, add to the difficulty the City has in both hiring and retaining staff.

The City of Long Beach's onboarding policies and program for City Manager departments, largely guided by the Human Resources Department, with input from the Civil Service Department for classified positions, include the pre-employment steps of recruitment, selection, background checks, and post-employment City orientation. The hiring departments participate in the pre-employment process by identifying staffing needs and leading the selection process and are responsible for functional job training among other post-employment activities. Elected officials do follow many of the same pre-employment steps in hiring their staff members, but as at-will employees they are not under the administration of the City Manager and, as such, the elected official may choose to follow other post-employment orientation and training processes.

## Objectives, Scope, and Methodology

---

Sjoberg Evashenk Consulting (SEC) was engaged by the Long Beach City Auditor's Office to perform an independent performance audit of the City's onboarding policies and program. The scope of the audit was to assess the City's onboarding policies and program for all new employees under the City Manager departments (except sworn personnel from Police and Fire) and the employees working for separately elected city officials. Although both pre- and post-employment onboarding was reviewed, the audit was primarily focused on the post-employment onboarding activities. The City Auditor identified the following objectives for the audit:

1. To determine operational and policy components of an effective citywide new employee onboarding program by reviewing best practices and benchmarking.
2. To assess the effectiveness of pre-employment screenings, such as physical and behavioral evaluations, and financial and background checks, to detect red flags and determine suitability and eligibility for open positions.
3. To understand the City's processes for meeting legal requirements and policy-related rules and regulations with respect to training on ethics, discrimination, harassment, and retaliation.
4. To assess the effectiveness of the program in ensuring that employees understand their new jobs and all related expectations.
5. To assess the effectiveness of the program in providing employees with a sense of organizational norms, both formal and informal, or corporate culture.
6. To assess the effectiveness of the program in fostering vital interpersonal relationships and information networks.

To meet the audit's objectives, SEC performed the following audit steps:

To gain a general understanding of the nature and profile of the City's onboarding program:

- Conducted interviews with City officials including:
  - Assistant City Manager, Directors of the City's Human Resources Department (HR) and Civil Service Department, and other key personnel from HR.
  - Department Administrative Officers (AO) from Development Services; Economic Development; Financial Management; City Clerk; Harbor; Parks, Recreation, and Marine; Police (non-sworn); Public Works; and Water.
  - Councilmembers from seven districts, two elected officers, and the Mayor's Chief of Staff.
  - Bureau and Division Managers from Economic Development; Financial Management; Parks, Recreation, and Marine; Police; and Public Works.
- Made direct observations by attending City of Long Beach New Employee Orientation (NEO) four-hour presentation on January 29, 2019.

- Reviewed the City’s onboarding policies and rules, including those in the City’s Charter, Administrative Regulations, Human Resources Policies and Procedures, and Civil Service Rules and Regulations.
- Reviewed relevant state laws and regulations related to employment including federal and state labor codes and FPPC rules.
- Reviewed the City’s Adopted budget for Fiscal Year 2019 (October 1, 2018, through September 30, 2019).
- Gathered documentation of key pre- and post-employment procedures and processes including hiring documents, orientation packets, training material, and other related ad hoc data, and tested implementation.

To determine operational and policy components of an effective citywide new employee onboarding program:

- Researched best and leading practices from the following:
  - Benchmark city governments—Fresno, CA; Los Angeles, CA; Oakland, CA; Phoenix, AZ; San Diego, CA; and San Francisco, CA. Each city had an estimated population of about 0.5 million or greater, up to 4 million at City of Los Angeles, and more than 4,000 FTEs.
  - Public agencies—California Department of Human Resources (CalHR), University of California and CPS HR Consulting.
  - Professional organizations—International City Managers' Association (ICMA), SilkRoad, and Society for Human Resource Management (SHRM).
- Identified practices already employed by departments within the City.

To assess the effectiveness of the City’s pre-employment screenings:

- Included in the interviews with Bureau and Division Managers questions on quality of employees that pass through the screening process and if any red flags were missed.
- Identified the types of pre-employment checks conducted for all City employees, including those conducted centrally by HR as well as any activities conducted by other City departments/offices and outside recruiting firms.
- Selected a sample of 22 employees from the 335 new employees hired in 2018 to verify that required pre-employment background and medical screening were performed as stated in City policy.
- Compared City’s documented and stated practices against practices at benchmark cities and also those commonly used in other organizations.

To assess the effectiveness of the program in ensuring that employees understand their new jobs and all related expectations, gain a sense of organizational norms, both formal and informal, or corporate culture, and have access to vital interpersonal relationships and information networks:

- Included in the interviews with bureau and division managers questions on policies, procedures, and methods used to onboard new employees in regards to functional job training, organization norms and culture, and interpersonal and information networks, and gathered documentation of such policies, procedures, and methods as available.
- Reviewed for consistency across departments the documentation of key pre- and post-employment procedures and processes including hiring documents, orientation packets, training material, and other related ad hoc data.
- Developed a survey for new employees hired in 2018 with questions in five areas: New Employee Orientation, Culture and Information, Interpersonal Relationships, Work Performance, and Job Duties and Training.
  - Used SurveyMonkey (online platform) to send survey invitations by email to 233 new employees hired in 2018 (which excluded sworn officers in the Police and Fire and any employees that were not listed with a City email address domain). Survey responses were collected anonymously.
    - Survey was open for two weeks, from April 9, 2019, to April 23, 2019. At the survey cutoff date of April 23, 2019, responses had been received from 94 employees in 19 departments. No responses were received from three departments: Airport; Civil Service; and Disaster Preparedness and Emergency Communications.
  - Compared survey responses to information gathered from manager interviews to identify any gaps of how information is being distributed versus received.

We provided a report draft to the Assistant City Manager and Human Resources Department Director and met with them to discuss their perspectives and points of view. We considered their comments when finalizing our report.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

# Opportunities Exist for the City of Long Beach to Improve its Employee Onboarding Program

The City of Long Beach (City) employee onboarding program entails two essential phases: first are the pre-employment steps leading to hiring a new employee; and second are the post-employment activities that occur after the new employee's first day. Our review of the City's pre-employment steps was limited to the screening processes such as Live Scan review of criminal history, medical examinations, and how the important aspects of the City's culture and environment are shared during the interview process, all of which impact the applicant's transition to, and success in, the position in which they will work. Our audit was primarily focused on onboarding's second step, including guidance given regarding City's policies, benefits, and organizational culture, training on specific job duties, and continual professional development. Our onboarding audit included reviewing employee onboarding at both the City Manager-led departments (only non-sworn employees) and those under the elected offices.

Our report is organized into four sections addressing each step of the onboarding process and our recommendations.

## Section 1: Pre-Employment Onboarding

While much of the focus of the audit's objectives are on the post-employment onboarding steps, pre-employment screenings are a key objective that occurs prior to a new employee's first day. Pre-employment screenings are an important step to ensure that the City is hiring a quality workforce. Another key step of the pre-employment onboarding process is the department selection step as it is one of the first contacts that the department has with potential candidates. As shown in Exhibit 1 below, the pre-employment onboarding starts with a determination of need to fill a vacancy for a specific position, which is communicated through the requisition process.

EXHIBIT 1. GENERAL STEPS OF CITY'S HIRING PROCESS



For classified positions, the Civil Service Department assists in job posting and then administers an eligibility exam, if no eligibility list already exists.<sup>1</sup> For unclassified positions (including management), the Human Resources Department (HR) or an external management recruiting firm may assist the department

<sup>1</sup> The hiring and employment processes for classified positions must follow the Civil Service Rules and Regulations. Unclassified positions, which generally include management, independent departments and elected offices, and the staff of those departments and offices, are not covered under Civil Service Rules and Regulations.



in the job posting and recruitment process. Some departments, such as the City Auditor, perform their own recruitment for unclassified positions. In either case, the next step is the department's selection, which is largely based on interviews. Conditional offers are extended to candidates deemed most qualified—those that pass the pre-employment Live Scan and medical screenings and accept the offer are provided a scheduled start date.

Ahead of a start date, applicants must also read a number of important documents on the City's online HR portal, SterlingONE, and certify that they have been reviewed. The information includes numerous City policies, notices, and acknowledgment of receipt of the forms—a small example of which includes the Alcohol and Drug Use Policy, Code of Ethics, Unlawful Harassment Policy, Benefits Eligibility Acknowledgement Form, and Direct Deposit Authorization.

Recently, the City conducted a hiring study, which culminated in a memo from the Human Resources Director on the "City's Efforts to Improve the Turnaround Time for Hiring New Employees" (hereafter called "Hiring Report"), that addressed the pre-employment hiring process. The study included input from the City Council and City Manager's office, with dedicated resources from HR and the Civil Service Department working in conjunction with the consulting services from FUSE Fellowship program. The Hiring Report listed a number of planned areas for improvement such as utilizing online technology to streamline some steps of the process, changing several positions to an "open continuous" Civil Service testing mode, and releasing entire banded lists to departments. Other areas referred to departmental interviews, and needed changes to speed up the hiring process. We believe that the actions and goals of the City's Hiring Report address best practices and the City's collaborative, "no blame" approach to the hiring study would be beneficial in addressing and resolving a range of hiring challenges and to address issues identified in our report.

Overall, we found that the City's pre-employment onboarding process is well documented and that key steps are consistently followed by the City Manager departments, but there are some variations within the departments' selection step. Further, the pre-employment screening steps performed by the City appear to be in line with state and federal labor laws as well as best and leading practices, but some steps could be improved. For the Live Scan step, additional transparency to the process used by HR may reduce frustrations from departments. For the medical screening, while we found that all of the benchmarked cities conducted pre-employment medical screenings for some positions, it was uncommon for these other large cities to conduct medical screenings for all applicants seeking employment, regardless of the position being sought, as is the practice at the City.

### Increasing Exposure to Organizational Culture Should Start as Early as Departmental Interviews

Since each hiring department designs and conducts interviews of potential new employees separately, the City's Administrative Officer Academy in 2018 included information to assist interviewers on questions to ask and those that are not allowable under current laws, regulations, or City policies. Further, the City's Hiring Report provides additional guidance for departmental interviews. We find this guidance to be helpful, but believe that some additional information should be considered based on onboarding best practices. These best practices suggest that pre-hiring interviews should also be an initial introduction of a city's

culture and work environment, not just job descriptions and benefits. These more “soft,” yet important, areas will be emphasized later during the New Employee Orientation (NEO) presentation early in the new employee’s tenure. Forecasting them during the hiring interview will be valuable. These department discussions should cover areas similar to those presented during the NEO regarding citywide organizational norms, corporate culture and information networks which will be a valuable precursor for the interviewee.

Although neither the Administrative Officer Academy nor the Hiring Report have suggested delivering this information, such guidance could easily be provided by the Human Resources Department.

### City Utilizes Pre-Employment Screening Procedures in Line with Best and Leading Onboarding Practices, but Some Steps Could be Improved

In general, pre-employment screening procedures should be performed to determine if a potential candidate is unqualified for a position such as due to a record of criminal convictions, motor vehicle violations, poor credit history, or misrepresentations regarding education or work history. There are four main reasons for pre-employment screening checks: protection, performance, verification, and legal requirements.

- ✓ Protection of People and Property—Background checks can be used to protect other employees and customers from sexual harassment or workplace violence; protect the organization’s liabilities and the public health from negligent driving; protect against financial loss or reputational issues due to theft, embezzlement, and other criminal activity, or in the case of local government, waste and abuse of taxpayer dollars.
- ✓ Performance—Past performance is often used as an indicator of future performance. A reference check can help to predict an individual’s professionalism, productivity, job skills, and interpersonal communication abilities based on prior performance.
- ✓ Verification—Background or reference checks can uncover misrepresentations in the information provided by the applicant regarding their education history, employer history, and other credentials. Misrepresentations are not only an indicator of an unreliable candidate, but also can reveal that the candidate does not meet the minimum qualifications for the position.
- ✓ Legal requirements—State and federal laws require pre-employment criminal background checks for some positions such as those working with children. Further, some safety-sensitive positions—such as police, fire, and commercial drivers—are required to pass a medical screening. For other positions, federal guidance from the Equal Employment Opportunity Commission limits how criminal and financial records can be used to disqualify a candidate. In addition, California laws further protect potential candidates by requiring that agencies give notice to the candidates about potential adverse actions identified via the Live Scan process and give an opportunity to the candidate to provide additional mitigating evidence.

The City’s policy is to conduct a pre-employment criminal history review, using Live Scan, and a medical exam for drug screening and physical fitness for all new employees and we found that this process was properly documented for a sample of new employees hired in 2018. Out of 335 new City of Long Beach

employees hired in 2018, a stratified random sample of 22 employees was selected to verify documentation of the pre-employment Live Scan and medical screenings. The City provided documentation for all 22 employees to verify they were cleared through the pre-employment Live Scan and medical screening procedures.

City departments may use additional screening procedures such as previous employer reference checks, but it is up to the discretion of each department. Further pre-employment screenings may also occur for positions filled using an external management recruiter. We did not identify any additional procedures, **either required by law or in line with best and leading practices, to add to the City's processes.** However, there are two steps for which the City should consider possible improvements.

#### Improved Transparency May Reduce Frustrations with Live Scan Process

Investigations into criminal history are required for some positions, such as those in health care, child care, and education. Even when not required by law, a review of criminal history can be used to reveal red flags such as criminal offences that resulted in damages or harm, including workplace violence, sexual harassment or assault, theft or destruction of property. According to a 2018 survey of human resources professionals in the United States, 97 percent of respondents used statewide criminal searches as part of the background screening process.<sup>2</sup> While it may be a commonly used procedure, it must be used carefully. Employers must develop sound policies compliant with guidance from the Equal Employment Opportunity Commission regarding the use of arrest or conviction records in employment decisions or they could possibly face litigation under Title VII of the Civil Rights Act. The exclusion of employment based on criminal history should be job related for the position in question and consistent with business necessity. The organization's policy should address three factors: 1) the nature of the criminal activity that would cause exclusion, 2) the time that has passed since the offense or completion of sentence, and 3) the nature of the job held or sought.

According to HR management, the City's Live Scan screening process involves an individual assessment that must take into consideration the position being applied for and the nature of any criminal history. Consideration is given to the length of time since the criminal activity occurred, the relation of the criminal activity to the position, and the frequency of the activity. The individual assessment is documented with an internal form, the "Criminal Background Check and Disposition". We reviewed a blank template of the form and found that it guides the Live Scan reviewer on what *should be* taken into consideration—such as the nature of the position being sought—and also guides the reviewer on what *should not* be taken into consideration—such as arrests that did not result in conviction or marijuana related convictions that occurred more than two years prior.

State law requires that if there is an adverse action to be taken based on a background check, the City must notify the candidate with the reason and give them an opportunity to respond to either provide an explanation or other mitigating information demonstrating that the background check results are incorrect (e.g., updated disposition or incorrect name). The Criminal Background Check and Disposition form also includes instructions for the Live Scan reviewer on how to proceed with the adverse action notice.

---

<sup>2</sup> The survey was commissioned by the National Association of Professional Background Screeners and conducted by HR.com.

Our review of this process—including interviews with 30 managers and officers across 10 City departments—did not identify any instances where the City’s hire/no-hire Live Scan decisions missed red flags or would have prevented misdeeds by new employees. (Moreover, our review of news reporting sources revealed no instances where new employees were involved in illegal acts). While there was no concern raised by managers that poor quality candidates were passing the pre-employment screenings, there was frustration reported on losing candidates due to negative Live Scan results that the department management thought were qualified. We heard from a few individuals that they were not informed why a candidate was rejected due to the Live Scan screening, and they were concerned that the rejection may not have been for a valid reason.

However, the California Department of Justice (DOJ) sets specific standards for those persons authorized to use the system. Among these mandates is a prohibition of sharing the results with anyone not authorized by DOJ, except the candidate if they are rejected.

Lack of transparency into the process may have caused some of the frustration experienced by hiring departments. Nevertheless, our review of the process found that the City followed procedures as described in interviews and policy documentation. Although HR, as the Custodian of Records, is not allowed to share any criminal history information regarding a specific candidate, the City should ensure that hiring departments are educated on the process for disqualification based on background investigations to provide some transparency to the process. In late August, HR will discuss “Criminal History Checks” in the AO Academy meeting. This is a good step toward addressing the misunderstandings of the Live Scan process. While the Live Scan results for a specific candidate cannot be revealed, HR could use a blank Criminal Background Check and Disposition form to describe the processes used to make a hire/no-hire decision, and emphasize that a candidate who is rejected is offered an opportunity to provide counterbalancing evidence.

#### **Removing Elements from City’s Pre-employment Medical Screening May Have Benefits to Hiring Timelines, but Would Require a Change in City Policy**

State and federal laws allow employers to have employment be contingent upon passing a job-related physical exam. Any such exam must be non-discriminatorily applied—that is, required of all applicants within the same classification—be job-related, and only be conducted after a conditional offer is made. Likewise, drug testing of applicants is permitted after a conditional offer is made.

It is the City’s policy to conduct at least a basic medical examination of all prospective employees after a conditional offer is made, which includes a hearing and vision exam.<sup>3</sup> The physical exams may result in a recommendation without restrictions, or with restrictions that require an interactive process to determine reasonable accommodations. According to HR management, more extensive examinations are conducted for safety-sensitive positions such as fire, police, and commercial drivers as legally required. In addition, and in accordance with the City’s Drug and Alcohol Policy, candidates for all City positions must pass a drug test, which if failed, would prohibit the candidate from employment with the City for 12 months.

---

<sup>3</sup> City policy per Civil Service Rules and Regulations, Article V.

According to the 2018 survey of human resources professionals, 62 percent of respondents used drug and alcohol testing as part of the background screening process. Yet, the practice was not as common among a benchmark group of large city governments from which we gathered data.<sup>4</sup> Five of the six benchmark cities reviewed only conducted medical examinations, including drug tests, when legally required for certain positions. Only one city—the City of San Diego—required medical screenings for all positions who are given a conditional employment offer, similar to the approach used by the City. However, none of the benchmarked cities conducted behavioral or psychological examinations for all employees.

The City should consider whether its policy for all employees to undergo medical examinations is still relevant and aligned with City priorities. The City must consider the time taken to perform the pre-employment medical exams, and if the additional time spent conducting exams of all candidates **irrespective of the position is necessary**. We assessed the City's pre-employment hiring efforts and if they followed best practices, but did not include an in-depth analysis of the time taken for each individual pre-hire step. The **time taken for medical examinations, however, is mentioned in the City's Hiring Report as an area needing to be addressed due to the extra time that process takes.**

#### Additional Types of Pre-Employment Screenings are Used for Specific Positions

In addition to the citywide pre-employment Live Scan and medical screening, further pre-employment screenings may be done at the discretion of the hiring department or management recruitment firm. Similar to the discussions above, the additional screening procedures should be related to specific job functions.

**Motor Vehicle Records Review—An important step for any position that will require operating a commercial vehicle or who will otherwise drive while conducting the organization's business.** According to the 2018 survey of human resources professionals, 78 percent of respondents used motor vehicle record reviews as part of the background screening process. A review of motor vehicle records is not a citywide policy, but is left to the discretion of the hiring departments. At least one department which relies on a large portion of its staff to obtain Commercial Driver's Licenses to perform job duties reported using a Department of Motor Vehicle records review as part of its pre-employment screening process after a conditional offer was made. Management recruitment firms may also review a candidate's driving record as part of the background check process.

A motor vehicle record typically lists license status, license class, and expiration date, which may be needed as proof of minimum qualifications. Further, a motor vehicle record would list traffic violations, arrests and convictions for driving under the influence, and license suspensions or cancellations. Using such criminal offences to exclude candidates should follow sound policies as described in the criminal history review above.

**Consumer Credit Reports Review—Credit reports are commonly reviewed for candidates applying for positions that involve financial responsibility. Using a credit report may help an employer determine whether the applicant might pose a risk hired for a position involving handling money or that has authority over financial decisions. As with criminal and motor vehicle records, credit reports should be used with discretion because many Equal Employment Opportunity**

---

<sup>4</sup> Benchmark cities were Fresno, CA; Los Angeles, CA; Oakland, CA; Phoenix, AZ; San Diego, CA; and San Francisco, CA.

Commission and state laws prohibit their use when an employer cannot present a compelling business rationale for such reports.

According to the survey of human resources professionals, only 47 percent of respondents used a consumer credit report as part of the background screening process. Credit reports were more often used only in specific positions and not a blanket screening for all positions. For City employees, management recruitment firms may review a candidate's credit history as part of the background check process.

We did not identify any additional procedures, either required by law or in line with best and leading practices, to add to the City's processes. Further, it is sensible to reserve additional screenings for select positions since applying these additional screening procedures to all employees could have a negative impact on the hiring process by lengthening hiring time, which is already a citywide challenge.

## Section 2: Post-Employment Onboarding

The City's post-employment approach to training, orienting, developing, and introducing employees to the City's culture once they begin their careers is less formalized than the City's pre-employment onboarding program. Policies, procedures, and directives describing and outlining the City's role in supporting the development of new employees during their first few months can be improved by memorializing and standardizing several key post-employment onboarding processes. Best and leading practices in post-employment onboarding describe not only what steps are valuable to follow, but the benefits that accrue to a good onboarding program, such as generating greater employee retention, satisfaction, and productivity.

While in the past, the term "onboarding" may have only focused on payroll, benefits, and administrative policies, the newer approach to onboarding is more strategically linked to organizational success. For example, the Society for Human Resource Management divides onboarding activities into four core levels; compliance, clarification, culture, and connection—"the four C's".

- ✓ Compliance—basic level training about policies and regulations
- ✓ Clarification—ensure that responsibilities, duties, and expectations are understood
- ✓ Culture—promotes a sense of belonging and understanding of cultural norms
- ✓ Connection—refers to vital interpersonal relationship and information networks integral to success within the organization



Best and leading practices indicate that a strong first-day through first-week schedule goes beyond having new employees complete administrative tasks, but also welcomes and guides them into the organization, as depicted in the following onboarding graphic.

In addition, onboarding needs to be continued through a new employee's first week, and up to six months or a year in some organizations. A strategic onboarding program should address all related expectations of the new job, alignment to organizational norms and culture, and access to vital interpersonal relationships and information networks.

Overall, our review of the City's post-employment onboarding activities found some positive areas, such as the City's multifaceted approach to providing information to new employees and some best practices in place including the citywide New Employee Orientation (NEO), but we also found there is some room for improvement for employees' attendance to the NEO and for improved consistencies to post-employment onboarding policies and procedures across departments, especially in regards to organizational and cultural norms, functional job training and professional development.



### The City Uses a Multifaceted Approach to Provide Information on City Policy and Benefits to New Employees

The City provides information to new employees on policies (both citywide and department specific), benefits of employment with the City, and job specific duties through various methods. Citywide policies include, for example, the City's Administrative Regulations and Human Resources Policies and Procedures that include such areas as ethics, alcohol and drugs prohibition, collateral employment restrictions, and zero tolerance for workplace violence, discrimination and harassment, among many others. Policies also include department specific directives such as a uniform policy for positions that have a high degree of visibility and associated public relations. In general, information on City policies and benefits are communicated to new employees at least three times:

- ✓ Prior to First Day—According to Human Resources Department (HR) management, prior to a new employee's first day, the new employee must read City documents through the online HR portal, SterlingONE, and provide signatures attesting to reading and agreeing to the policies.
- ✓ First Week—Receive explanations of the various policies in person from the hiring department AO or another specialized staffer, such as a Payroll Personnel Analyst (PPA). According to AO's, this meeting occurs on the first day or within the first week.
- ✓ First Two Months—Attendance at the bi-monthly citywide NEO presentation that covers key City policies and benefits, including visits from the City Attorney's Office for a briefing on ethics, the City

Auditor's Office discusses the Fraud Hotline and HR provides information on health plans and other benefits options.

Specifics on these three contacts includes reading and acknowledging the Ethics Guide, Code of Ethics, and various Human Resources Policies and Procedures via the online HR portal. The first-week meeting—often referred to as an orientation—is with an AO or PPA to review and complete the payroll, benefits, and other HR forms, in addition to reviewing and signing the City's Code of Ethics and other policies. This is consistent with what all the department AO's shared during interviews and many of the departments aimed to complete this task within the first three days. A few departments were able to provide examples of their new employee packets, which were in line with the City's policy of a formal review of the documents received during hiring process through the online HR portal.

According to HR management, new employees who are provided a start date are required to watch the City's ethics video linked through the online HR portal prior to first day and electronically attest to having viewed the video. Finally, as new employees attend the citywide NEO a brief presentation about the City's ethics and other policies will be presented, and in addition as described by a few department officials, some new employees will hear it a fourth time if their department hosts a separate new employee orientation.

Further, the City provides a biennial state-mandated, two-hour training course on harassment prevention for all leads, supervisors, and management, including employees in elected offices. In 2018, HR began implementing best and leading practices for promoting a harassment-free workplace by providing training sessions to all levels of the City's workforce so that these policies are communicated throughout.

The methods used to deliver HR policies and ethics, discrimination, and harassment policies ensures that the various City policies appear to be consistently communicated to new employees. This multifaceted approach ensures that the various City policies and procedures are delivered to all new employees early on and in a multitude of ways. Best and leading practices agree that basic level of compliance training about policies and regulations should be communicated consistently and frequently to ensure the understanding of key concepts.

### **Citywide New Employee Orientation is a Key Component of the City's Onboarding Process, but Many Employees Did Not Attend Within Three Months of Start Date**

The Human Resources Department (HR) coordinates a citywide New Employee Orientation (NEO), a four-hour presentation offered every other month. The citywide NEO is a key component of the City's post-employment onboarding process in communicating and reaffirming City culture, organization norms, fostering connections, and providing important information on City policy and benefits. As indicated from our new employee survey results, new employees found value in attending the NEO within three months and attendance of the NEO was associated with a familiarity with key personnel policies and overall satisfaction with the onboarding experience. However, many did not attend within three months—almost half the respondents to our new employee survey indicated that they attended the NEO after being employed for more than three months or never attended at all.

Early Attendance to the NEO has Positive Impact on New Employee Experience

Best and leading practices repeat the importance for new employees to be exposed to the organizational culture early and frequently. Our observations at the NEO confirmed that new employees are introduced to citywide culture, mission, and values. Further, the NEO appears to be an efficient and focused way to engage and reinforce a consistent culture within the City. New employees learned at the NEO that the City of Long Beach has eight City values including:

- 1. Participation
- 2. Communication
- 3. Courtesy
- 4. Integrity
- 5. Loyalty
- 6. Innovation
- 7. Responsibility
- 8. Pride

Attendance to NEO also is important for the employees’ sense of informational networks. During the NEO we attended, the message from the presenters was repeated that the City management and executive teams encouraged new employees to make contact and ask questions. Further, each presenter’s contact information was included in the presentation slides and each reiterated that they welcomed any questions which shows the importance that the NEO has for fostering relationships with new employees. Best and leading practices recommend this type of interaction and that a new employee orientation should include acclimating the new employee into the larger organization.

We have recently learned that the Human Resources Department has notified Administrative Officers that starting in September 2019, the NEO will be conducted on the last Tuesday of every month from 8:00 am to 12 pm in the new Civic Chamber. We believe this is an excellent first step in addressing this issue.

To determine if new employees also found the NEO useful, we included four questions about the presentation in our new employee survey. The survey was sent to 223 City employees who were hired in 2018, and we received responses from 94 employees, or 41 percent, across 19 departments.<sup>5</sup> The results from the survey indicated the NEO was a beneficial component to the City’s onboarding program in a few ways. As shown in Exhibit 2, there were high levels of agreement on the benefits of the NEO from new employees who attended the NEO within their first three months of employment. For example, 80 percent of respondent agreed that the NEO helped them understand the City and their role in it.

EXHIBIT 2. PERCEPTIONS OF SURVEY RESPONDENTS WHO ATTENDED THE NEO WITHIN THREE MONTHS OF EMPLOYMENT

Survey Statement	Percent Agree
The NEO helped me understand the City and my role in it.	80%
The persons presenting the NEO were able to answer my questions.	90%
Information received on key personnel policies was clear.	88%
Information received related to employee benefits was helpful.	75%

<sup>5</sup> Although surveys were sent to employees in all departments, there were no responses received from Airport, Civil Service, or Disaster Preparedness and Emergency Communications. Full summary results of the survey are attached as Appendix A.

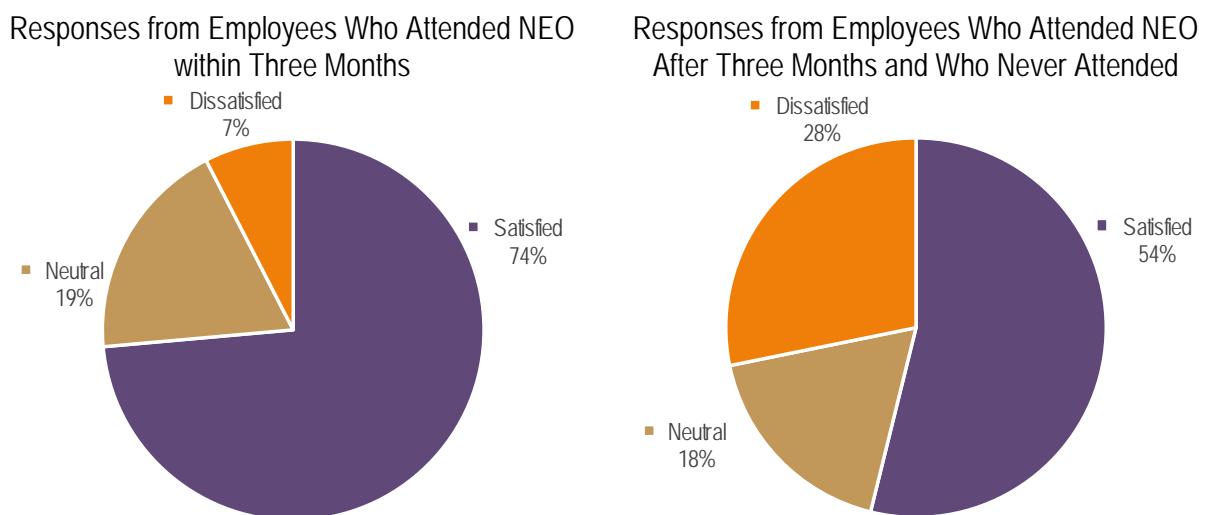
Survey results also revealed a higher rate of familiarity with City policies for employees who attended NEO within three months of employment. Key policies presented at the NEO include the Code of Ethics, Discrimination Complaint Policy, Workplace Threats and Violence Policy, Alcohol and Drug Use Policy, Unlawful Harassment Policy, and the Ethics Guide. Our survey asked new employees to confirm familiarity with each of these six policies. As illustrated in Exhibit 3, on average, 91 percent of survey respondents who had attended the NEO within three months of hire reported familiarity with the City’s key policies. The rate of reported familiarity was lower, 84 percent, for respondents that had never attended. These responses show that the NEO can be important part of communicating key policies throughout the onboarding process.

EXHIBIT 3. SURVEYED EMPLOYEES’ AVERAGE FAMILIARITY RATES WITH KEY CITY POLICIES



Lastly, there was an association of greater overall satisfaction among respondents that attended the NEO within three months of employment compared to those who had never attended. As shown in Exhibit 4, 74 percent of new employees who attended the NEO within three months of employment indicated that they were overall satisfied with their onboarding experience and only 7 percent reported being dissatisfied. Yet, the satisfaction rate was much lower, 54 percent, for respondents that never attended the NEO and the same group of respondents also had a much higher rate of dissatisfaction.

EXHIBIT 4. SURVEY RESULTS FOR OVERALL SATISFACTION WITH ONBOARDING EXPERIENCE, BY ATTENDANCE TO NEO



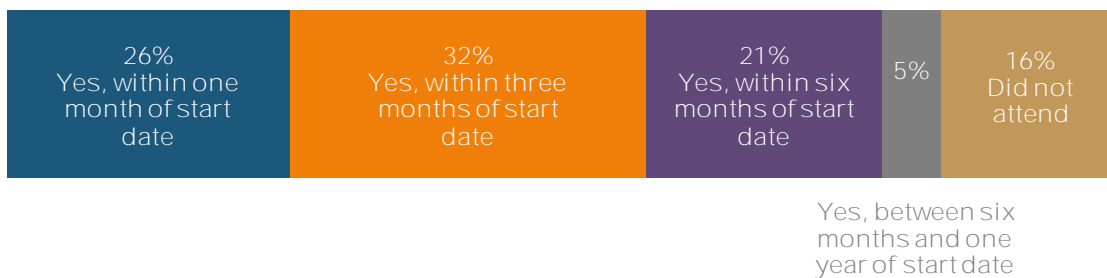
Overall, were you satisfied or dissatisfied with the onboarding process at the City?	Satisfied	Neutral	Dissatisfied
Responses from Employees Who Attended NEO within Three Months	39	10	4
Responses from Employees Who Attended NEO After Three Months or Never Attended	21	7	11

In providing NEO to new employees within a three-month timeframe the City has the opportunity to make the most impact on the onboarding process by supporting and training new employees in their new roles within the City.

City Policy did not Always Require Attendance to New Employee Orientation and Current Schedule May Create Challenges for Some Positions

Best and leading practices indicate that early introductions and consistent information being communicated to new employees increases the likelihood that new employees are engaged and productive early on. As described above, the City's NEO appears to be a valuable tool in communicating to new employees and our survey results of new employee experiences also indicate the importance of attending the NEO early. However, not all employees attend the NEO. As shown in Exhibit 5, 16 percent of respondents never attended the NEO. Further, almost half of the respondents did not attend within three months of employment. Some of those employees who attended later on also left comments in the survey noting that when attending NEO beyond three months, the information was too late to be valuable.

EXHIBIT 5: NEW EMPLOYEES RESPONSE TO SURVEY QUESTION: “DID YOU ATTEND THE NEO?”



Part of the challenge in getting all new employees to attend the NEO promptly stems from changes in City policy. In 2015, the Human Resources Department relaunched the NEO and asked City department AO's to support the NEO—by sending employees hired with less than one-year experience—but it did not require that they do so. We found that many departments had an inconsistent understanding of whether new employees were required to participate. However, starting in January 2019 the City Manager and HR now require departments to enroll and send their new employees to the NEO. With the new requirement, there is a clear expectation for departments to send all new employees.

Based on survey results, new employees who did not attend NEO indicated that they were either not told about or invited to the NEO and some who knew about it didn't know how to sign up for it. According to information learned during the various management and AO interviews, supervisors are responsible for signing up and sending their new employees to the NEO. The City should develop a means to closely monitor departmental compliance in assuring new employees are signed up and scheduled to attend the NEO sessions early on.

Another challenge the departments encounter in ensuring attendance of all new employees is that the NEO is only offered once every other month, from 12:00 pm until 4:00 pm. The NEO's current schedule may not be adequate to ensure that all employees can attend within three months of hire. Some of the challenges described to us were primarily related to the shift availability of certain field positions and for those

departments and new employees located offsite. Not all department personnel are located at City Hall—where the NEO is often held—making it difficult for new employees to break early enough for lunch and to get across town on time.

Further, the current NEO schedule poses challenges to departments who have large hiring groups. Some managers were concerned in not having coverage for the entire group of new employees to take the same day off to attend the NEO. If the department was not able to send all new employees together, some employees would have to wait an additional two months.

Some solutions the City should consider is to offer NEO more frequently and have alternate schedules were some NEOs are offered during morning shifts. Another improvement the City can consider is capturing the information at the NEO on video to be available for new employees on demand. Presenting the same topics as offered during NEO can introduce them to City culture, mission and values, but these videos should not be a complete replacement for the live interactions and interpersonal relationships that the NEO can foster.

### **City's Current Post-Employment Onboarding Policies and Procedures are Inconsistent across Departments, but Some Best Practices were Followed**

Through our interviews with 20 division and bureau managers and 10 Administrative Officers, we identified several best and leading practice onboarding steps already implemented throughout the City. However, we found these practices were not consistently performed across departments and that even within the same department's divisions or bureaus the onboarding approaches varied since the good examples were driven by individual managers, and not department-based. Further, many of these examples were ad hoc rather than emanating from a central source, such as citywide onboarding framework, or were not well documented.

A new employee onboarding program is a key element for any organization in engaging and retaining employees. There are various methods in which an organization can implement an onboarding program and we identified a few key post-employment onboarding practices that should be used consistently in all departments. Specifically, onboarding activities should include a friendly welcome on the first day, prepared working area and necessary resources to perform job duties, workplace tours and meet and greets with management and co-workers, orientation to department culture, and regular check-ins with supervisors for performance feedback. These first impressions communicate to the new employee that they are valued and that the department has a strong sense of integrity in its methods, encourages teamwork, and conveys consistent organizational norms and culture in its activities and processes. We found some good but inconsistent onboarding practices being followed, for example:

- ✓ First Day and First Week—Some departments held a formal gathering to welcome staff, some just have the direct team and supervisory staff greet the employee, and sometimes the executive team will welcome new hires as well. In addition, a resources checklist, and agenda or schedule is helpful to guide them through the first day and first few weeks. Although infrequent, some departments developed weekly schedules or agendas with specific training activities, and



scheduled informational meetings with key personnel to ensure new employees were provided guidance from day one.

- ✓ Resources and Working Area—Best and leading practices stress the importance of new employees receiving a personal working area that is set-up and ready on the first day. In addition, employees should have access to resources and tools necessary to be engaged and productive. Many managers described that new employees were provided a checklist ensuring they had the necessary resources and tools such as uniforms, boots, and other safety gear needed to perform their job. In addition, according to some managers, work areas—office, cubicle, desk or a locker—were prepared and sometimes decorated as a gesture to help employees feel welcomed. However, we heard from several managers that computer access was not always ready on the employees first day and they had to find filler work until access was ready.
- ✓ Workplace Tour—Depending on the onboarding practices implemented among and within departments managers shared, new employees are provided a comprehensive tour with various introductions to other staff and management in the bureaus and divisions within the department. Some departments coordinated a walking tour or ride-a-long to familiarize new staff with a certain route, or show them where other departments or facilities within their job territory are located, yet others did not offer such tours.
- ✓ Buddy Program/ Mentorship—Best practices highly recommend pairing new hires with experienced staff such as through mentorship and buddy programs. Some of the departments indicated that a buddy or mentor program was a part of the onboarding process, but implemented at a supervisor's discretion and not part of a department requirement. Further, some departments described that the pairing of senior staff with new hires required the right fit, specifically that the senior buddy was experienced in the job and welcoming of the task.
- ✓ Administrative Orientation—One area that appears to be more standardized is the process of new employees meeting with the department AO or a Payroll Personnel Analyst to review and sign the City policies. This meeting allows the new employee to ask questions related to payroll, benefits, timekeeping, dress code and other department-related activities, but it is simply up to the employee to do so. This process was consistently described as being done within one to three days and it is a citywide requirement to complete within the first week; however, the depth of detail provided to the new employee is highly dependent on the person providing the information and the employee asking questions. Many AO's agreed that this activity is not geared towards acclimating and assimilating new hires into the culture, but could be a way to do so.
- ✓ Department Orientations—Another good example we found was that some departments hosted a department-specific orientation for new employees, which covered department culture, job expectations, and introductions to management team and executive team. Such efforts to foster interpersonal connections and information networks within the department is a valuable onboarding tool, and a highly recommended best practice. However, this department level orientation should not be a replacement for the citywide NEO as each has a different level of focus and provide the new employee with information that may not be present in the other orientation.
- ✓ Performance Feedback—Supervisors should provide frequent one-on-one meetings and track 30/60/90-day milestones to guide new employees as recommended in best and leading practices.

Some of the good, but inconsistent, examples described by managers included "Tailgate Talks" and "All Hands" meetings and morning huddles to set daily expectations and discuss safety and other hot topics with the team.

While the City requires probationary performance evaluations at six months each department determines an informal process where some provide additional evaluations to new employees. Managers described that some departments schedule regular performance reviews between one month and five months to ensure new employees understand job duties and related expectations, while other departments did not perform evaluations prior to the six-month probationary evaluation. Best practices recommend that new employee performance evaluations be conducted early and often, in addition to informal check-ins within 30/60/90 days. Performance reviews can be used to check in with new employees and provide regular feedback.

- ✓ Exit Interviews—Our research found that exit interview practices and policies vary according to an organization's size and type of work conducted, but human resource professionals agree on at least three points:
  - The organization should have a formal policy regarding exit interviewing.
  - Exit interviews should be reserved for voluntary separations, because issues raised by layoffs and terminations for cause will require a special approach.
  - Exit interviews should be extended to all departing employees—not just key performers or long-timers.

At least one department has developed an exit interview survey that is sent by email to departing employees. However, the City does not have a policy or standard form for conducting exit interviews. Many of the 30 City managers we spoke with stated that most staff left for better paying jobs, but that information was anecdotal and not obtained from a formal exit interview. Although there is consensus regarding the value of exit interviews to help an organization address any systematic reasons for employees' departures, we found that opinions vary on whether it should be delivered face-to-face with the employee or via an email or survey. No matter the delivery method used, most human resource professionals agree that the process should be structured and consistently delivered.

## City did not Consistently Provide Clearly Documented Job Expectations and Training Materials to Ensure that New Employees Understood their New Jobs

As described previously, we found there is inconsistency among City departments' post-employment onboarding procedures. In addition, results of our new employee survey revealed areas where the City can improve the work experience of employees during their first year of employment. Generally, new employees expressed an overall satisfaction and support for the City and onboarding process. However, there were a few responses that suggest the City could improve certain areas such as functional job training and professional development.

Functional job training refers to the training that an employee receives on how to perform their specific job functions or other knowledge required for their specific position. City policies describe that such on-the-job



training (OJT) is to be provided by individual departments. Through interviews with bureau and division managers and a review of available documentation, we found a wide variance in the types of training being provided to new employees.

- ✓ Employee Manuals—Very few managers reported using employee manuals or employee handbooks. Out of the 20 division and bureau managers interviewed there were only two examples of comprehensive employee manuals. An example of a comprehensive manual from one division documented each training module that the new employee would complete and included other departmental information such as an office building floor map, key points of contact, department mission and values statements, etc. However, most departments did not have an organized, formally documented set of training materials.
- ✓ Ad Hoc Written Guidance—There were a wide variety of checklists, “cheat sheets”, and other various loose documents that were not formally incorporated into a comprehensive employee manual, but used in new employee onboarding. Most bureaus reported using some form of written guides. Often, these ad hoc written documents were developed by managers when they assumed the role as there was nothing in place previously. Many managers reported that their supervisors used training checklists to track work performance milestones. Supervisor checklists facilitate training and provide a record of the supervisor giving the training on specific procedures or policies and then another check mark to indicate that the supervisor observed the new employee properly following the procedure or policy. However, these checklists are mainly for supervisors’ purposes, not a resource for the employee nor always available to assure training occurred.
- ✓ On-the-Job Training—Essentially all bureaus reported using on-the-job training, or job shadowing. This method is typically informal—not guided by written documentation or procedure—and usually one-on-one with a supervisor, lead, or mentor. While it is a common training method, it can be more effective when accompanied by written guidance.
- ✓ Group In-person Training—Announcements come from HR and communicated through the AOs in each department, such as training on time management or business writing. According to managers, AOs reach out to the bureau and division managers to see if any employees are interested in signing up for the training.
- ✓ Professional Organizations—There are professional organizations that specialize in the areas relevant to the City’s operations, which hold seminars that City staff may attend at the discretion of the bureau or division manager.

With the inconsistencies identified, there is a risk that the effectiveness of the training may suffer. In our new employee survey, the questions where respondents were asked to agree or disagree with statements about their onboarding experience, adequate training had the lowest agreement percentage. As shown in Exhibit 6, only 60 percent of survey respondents agreed that adequate training is provided to new employees to understand their job duties. In addition, concerns related to training revealed that only 68 percent of respondents believed that job duties and expectations are clearly communicated, and that job training material and resources were provided or easily located or accessed.

EXHIBIT 6. SURVEY RATE OF AGREEMENT RESPONSES FOR ONBOARDING EXPERIENCES

Statement	Percent Agree
Adequate training is provided to new employees to understand their job duties.	60%
The City is dedicated to the professional development of its employees.	63%
The resources necessary to perform job duties are readily available to employees.	68%
Job performance expectations are clearly communicated to employees.	68%
Employee work performance is evaluated fairly.	69%
Information on how to perform job duties is adequate.	69%
The management team is actively involved in the success of new employees.	71%
Supervisors provide recognition for satisfactory employee work performance.	72%
The management team effectively promotes a sense of teamwork.	74%
Supervisors provide helpful feedback to improve employee work performance.	76%
The management team promotes respect for all employees.	80%
The management team makes new employees feel welcome.	82%
There is a sense of pride in delivering the best services to the public.	86%
I know where to go to get additional assistance on personnel matters and benefits.	87%
The City promotes a working environment free from harassment and discrimination.	87%
Ethical behavior is an important part of my work.	92%
My supervisor was available to answer work questions.	94%

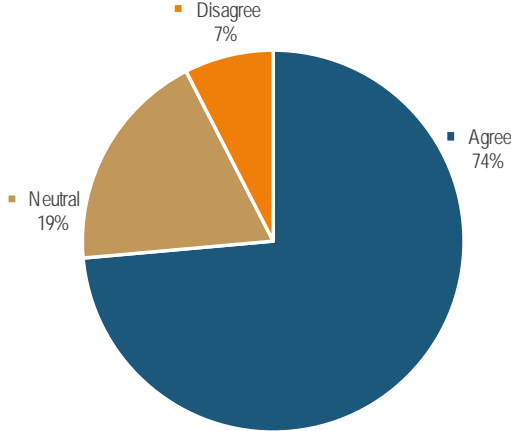
Note: Responses were collected on a five-point scale; Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, and Strongly Disagree. "Percent Agree" includes the combined responses of Strongly Agree and Agree.

Another area that had a low agreement rate was professional development. Only 63 percent of survey respondents agreed that the City is dedicated to the professional development of its employees. While the City does offer tools for professional development and training on the intranet such as free courses offered through the City's Library Card holder services, not all employees may know about these services.

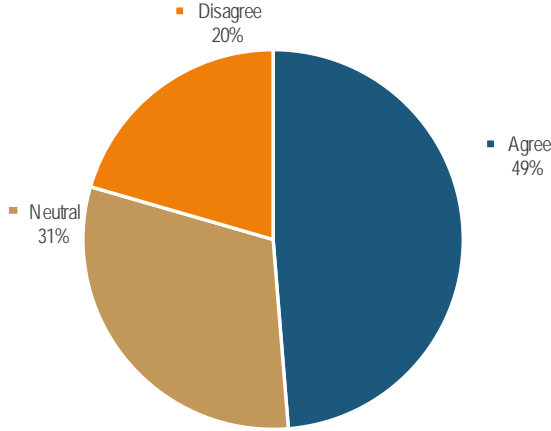
When responses were grouped between those that had attended the NEO within three months of employment and those who attended after three months and who never attended, there was a difference similar to the rates for overall satisfaction. As shown in Exhibit 7 (on the following page), 74 percent of respondents that attended the NEO within three months of employment agreed that the City is dedicated to the professional development of its employees. Yet, the agreement rate was much lower, 49 percent, for respondents that attended after three months of employment or never at all.

EXHIBIT 7. AGREEMENT TO THE STATEMENT “THE CITY IS DEDICATED TO THE PROFESSIONAL DEVELOPMENT OF ITS EMPLOYEES,” BY ATTENDANCE TO NEO

Responses from Employees Who Attended NEO within Three Months



Responses from Employees Who Attended NEO After Three Months and Who Never Attended



The City is dedicated to the professional development of its employees.	Agree	Neutral	Disagree
Responses from Employees Who Attended NEO within Three Months	39	10	4
Responses from Employees Who Attended NEO After Three Months or Never Attended	19	12	8

Not only is the information presented at the NEO beneficial for professional development, but the event also shows new employees that the City is vested in the employee’s success. Waiting until six months or longer may give the impression that new employees’ professional development has a low priority. In addition, management should provide employees with continuous job training opportunities and assist in creating and implementing a career development plan. Job satisfaction and job opportunity are important factors in employee retention and workforce succession planning.

### Section 3: Elected Offices Onboarding

Employees within the offices of the City’s elected officials—including those of the Mayor, nine Councilmembers, City Auditor, City Attorney, and City Prosecutor—hold unclassified exempt positions with the City. Similar to other large California cities we reviewed, employees of mayors and city councilmembers commonly hold non-Civil Service unclassified exempt (at-will) positions. Additionally, the City Auditor, City Attorney and City Prosecutor appoint their staffs following provisions in the Long Beach Charter wherein all of their employees are non-civil servants reporting directly to the elected official.

Under the City Charter, the City Manager does not have administrative authority over employees of elected officials. Therefore, these employees are hired by and report to the elected official. Because the Civil Service rules do not apply to these employees, their employment is “at-will” under California Labor Code and either the employer or the employee may terminate employment at any time, with or without cause or prior notice.<sup>6</sup> Consequently, individual elected officials follow their own onboarding processes for recruiting, hiring and developing employees, with or without seeking input from the City’s Human Resources Department.

<sup>6</sup> Per Section 2922 of the California Labor Code

Even though most of the rules for classified employees do not apply to at-will staff members, these unclassified exempt employees do go through several of the same pre-employment steps. For example, employees in elected offices undergo pre-employment Live Scan background checks and medical screenings. Further, under State laws and City policy, these employees are required to complete ethics, harassment, and discrimination training. We also found that some employees of elected officials attended the City's New Employee Orientation, but that is left to the discretion of the elected official.

Onboarding activities of the Mayor and City councilmembers vary based on each individual elected member's chosen approach. Currently the City Council does not have an onboarding policy manual, although a few councilmembers we spoke with thought pre- and post-hiring guidance would be helpful for newly elected councilmembers. Although the Mayor's office assists newly elected councilmembers with onboarding processes upon request, we believe that the Mayor, as the CAO of the Legislative Department, should develop two key sets of guidance materials for councilmembers – the first should be a comprehensive orientation document describing councilmember duties and responsibilities in their elected roles when interacting with the City's management, staff, administration, operations and activities. Other large cities have created detailed orientation and procedure guides or board packets that provide councilmember's information on a wide range of subjects to assist them on issues they may face in their elected positions. Clearly, this process allows councilmembers to make better and more informed decisions.

The second set of materials should contain a guidance outlining onboarding procedures for councilmember employees as a ready reference if they have any questions or need input on hiring, leading or managing council at-will employees. This guidance should address the laws, regulations, protocols, procedures and best practices in hiring at-will employees, and the Mayor's and City's staff members to contact to answer any questions.

As mentioned earlier in this report, we found that the City's Onboarding Program follows many best practices, and once it implements the recommendations presented herein, it will be one of the best onboarding programs we have reviewed. Consequently, the Mayor can utilize the City's onboarding manual as a model for a City Council program by mirroring the processes that apply for at-will employees and modifying areas that are not relevant for the Council's staff. This would also be in the interest of citywide administrative uniformity and generate the benefits of an already existing and successful onboarding program.

The three other directly-elected officials currently follow a range of onboarding policies that include many of the onboarding best practices we identified, but not necessarily all of the City's onboarding program steps which understandably exclude those unrelated to pre and post-employment of at-will staff. Requesting the Human Resources Department to apprise them of onboarding policy changes or modifications would assure that the elected officials can consider whether to apply them to their own onboarding program.

## Section 4: Recommendations:

As described throughout the report, the City of Long Beach onboarding program includes a range of policies, procedures and processes to recruit, interview, select and hire qualified employees, and to train,

develop and retain them once hired. We have identified areas, however, where the City can improve its onboarding program as it goes forward. Some of our recommendations are based on memorializing and standardizing a few of the City's current practices, while others are opportunities to achieve additional benefits by implementing best and leading onboarding practices we have identified. We believe implementing our recommendations can be done without substantial budgetary or operational impacts. For the City's classified and unclassified onboarding program, the City Manager should take the following steps regarding pre- and post-employment onboarding:

#### Pre-Employment Onboarding

1. Improve Human Resources Department communications with the City's hiring departments and clarify the range and specific areas considered when reviewing a potential employee's Live Scan results and making a hire/no hire decision.
  - a. Offer similar briefings planned for the AO Academy to the Mayor, City Council and elected officials.
2. Determine the current relevance and purposes of the City's pre-employment medical examinations for all employees irrespective of the position being sought including its impact on hiring timelines and results, and make changes that benefit the City's represented and non-represented employees.
3. Expand the recent hiring department interview guidelines to address the City's important culture and work environment, such as defining the City's culture to the potential candidate and including interview questions to assess cultural fit similar to information shared during New Employee Orientation presentations.

#### Post-Employment Onboarding

Using an approach similar to the recent City Hiring Report in which the City Manager, Human Resources, Civil Service, and small and large departments collaborated on identifying and addressing challenges, the following steps areas should be taken:

1. Develop a written onboarding game plan, template and/or onboarding roadmap wherein onboarding roles, responsibilities and expectations are defined and communicated to department managers, administrative officers and other key players. Consideration should be given to the impact on both represented and non-represented City Manager department employees focused on ensuring these steps provide greater employee retention, job satisfaction and productivity.
2. Continue the City's new approach of hosting the citywide New Employee Orientation (NEO) monthly at a time and location that accommodates the schedules of all new employee positions and departments to assure that new employees attend within their first few months of employment.
3. Develop a feedback process that reports to Human Resources when a new employee attended the NEO and reasons for any non-attendance within two months.
4. Standardize the represented and non-represented employee evaluation processes for all departments for performance reviews and informal check-ins within 30/60/90 days to ensure new employees are provided with sufficient feedback.

5. Document job expectations and other work-related materials and maintain them in an easy to access format, such as a comprehensive manual or reference library, to ensure that employees know where the resources are located and can consult them at any time.
6. Develop and offer various career development and training opportunities for represented and non-represented employees to enhance the professional development of staff, such as an individual career plan, attendance at professional conferences, achievement of professional certifications, and/or cross-training or adding new skill sets to broaden job opportunities.
7. Develop a standard employee exit survey, determine delivery method, and require that results are provided to Human Resources for trend analysis in order to improve onboarding and employee retention.

#### Elected Offices Onboarding

1. As CAO of the Legislative Department, the Mayor, in consultation with Councilmembers, should develop comprehensive orientation materials for councilmembers describing the City's administration, operations, activities, and detailing the who, what and where in dealing with management and staff to obtain critical information or guidance.

The Mayor should also create a new employee onboarding document that describes the steps to be taken when hiring, leading and managing at-will employees, including the Live Scan and pre-employment medical examinations, and ethics, harassment and discrimination training. Modeling the Council's onboarding guidance materials for its at-will employees by tracking the applicable City Manager Onboarding Program policies and procedures would provide citywide administrative uniformity and generate the benefits of an already existing and successful onboarding program.

2. The City Attorney, City Auditor and City Prosecutor should determine if following several relevant provisions of the City's onboarding program would be valuable to their respective offices, and request that the Human Resources Department inform them of any citywide onboarding program changes made.

# Appendix A: Summary Results of New Employee Survey

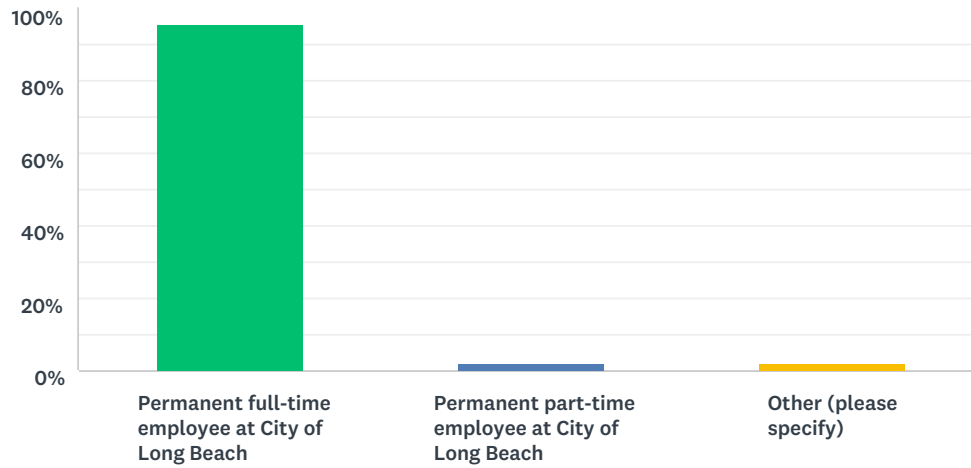
---



New Employee Onboarding Experience Survey

## Q1 What is you current employment status?

Answered: 94 Skipped: 0



ANSWER CHOICES	RESPONSES	
Permanent full-time employee at City of Long Beach	95.74%	90
Permanent part-time employee at City of Long Beach	2.13%	2
Other (please specify)	2.13%	2
<b>TOTAL</b>		<b>94</b>

#	OTHER (PLEASE SPECIFY)	DATE
1	Admin Intern non career	4/19/2019 10:08 AM
2	Non Career part-time	4/10/2019 9:54 AM

# New Employee Onboarding Experience Survey

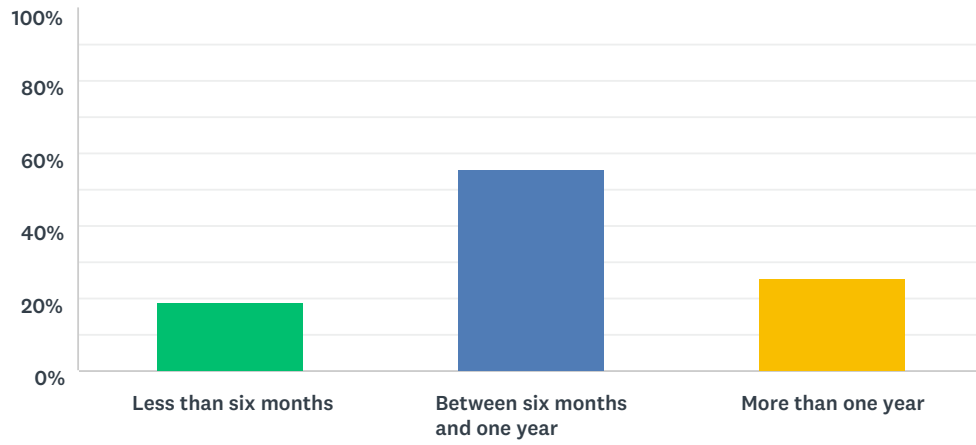
## Q2 Which department do you work in?

Answered: 94 Skipped: 0

ANSWER CHOICES	RESPONSES	
Airport	0.00%	0
City Attorney	3.19%	3
City Auditor	3.19%	3
City Clerk	0.00%	0
City Manager	4.26%	4
City Prosecutor	1.06%	1
Civil Service	0.00%	0
Development Services	3.19%	3
Disaster Preparedness	0.00%	0
Economic Development	10.64%	10
Energy Resources (Gas & Oil)	3.19%	3
Financial Management	9.57%	9
Fire	1.06%	1
Harbor	12.77%	12
Health and Human Services	19.15%	18
Human Resources	6.38%	6
Library Services	3.19%	3
Mayor or City Council	2.13%	2
Parks, Recreation & Marine	2.13%	2
Police	2.13%	2
Public Works	7.45%	7
Technology & Innovation	4.26%	4
Water	1.06%	1
<b>TOTAL</b>		<b>94</b>

## Q4 How long have you been in your current position?

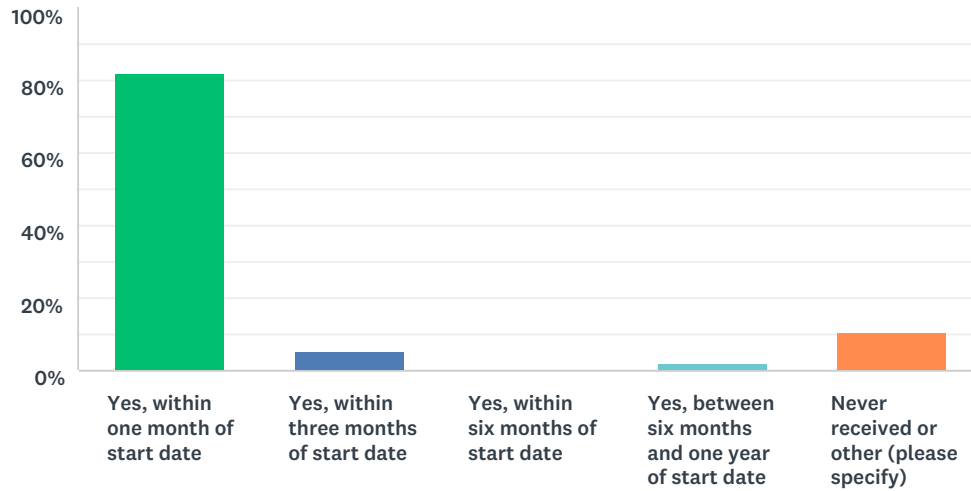
Answered: 94 Skipped: 0



ANSWER CHOICES	RESPONSES	
Less than six months	19.15%	18
Between six months and one year	55.32%	52
More than one year	25.53%	24
TOTAL		94

## Q5 Were you provided any written guidance on department policies and procedures?

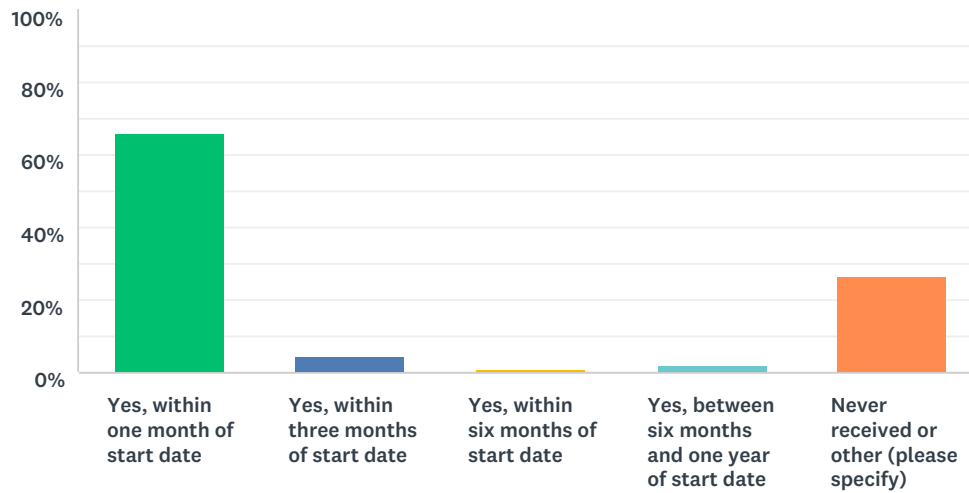
Answered: 94 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes, within one month of start date	81.91%	77
Yes, within three months of start date	5.32%	5
Yes, within six months of start date	0.00%	0
Yes, between six months and one year of start date	2.13%	2
Never received or other (please specify)	10.64%	10
<b>TOTAL</b>		<b>94</b>

## Q6 Were you provided any written guidance on your specific job duties and expectations?

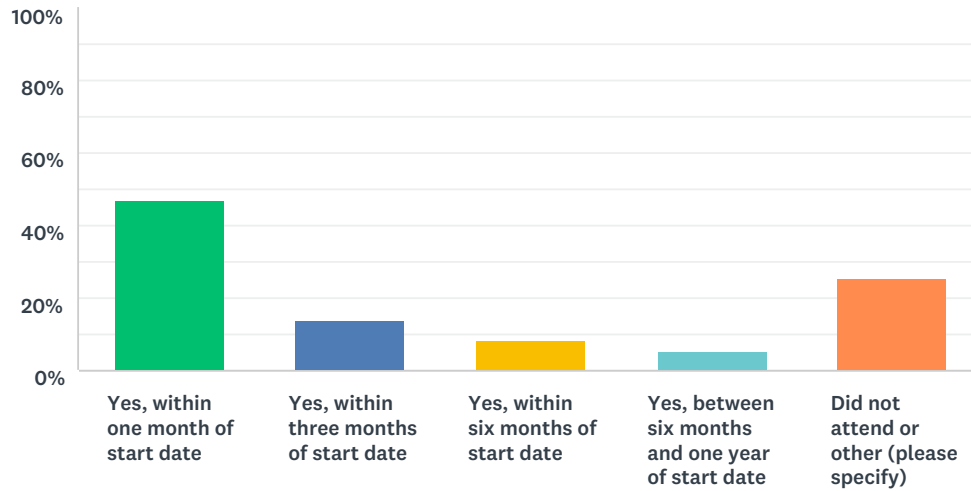
Answered: 94 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes, within one month of start date	65.96%	62
Yes, within three months of start date	4.26%	4
Yes, within six months of start date	1.06%	1
Yes, between six months and one year of start date	2.13%	2
Never received or other (please specify)	26.60%	25
<b>TOTAL</b>		<b>94</b>

## Q7 Did you attend a new employee orientation hosted by your department?

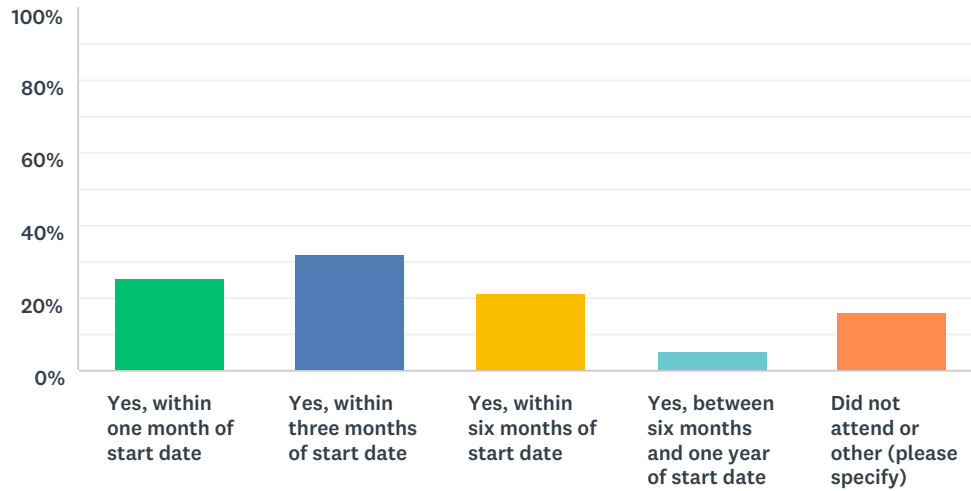
Answered: 94 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes, within one month of start date	46.81%	44
Yes, within three months of start date	13.83%	13
Yes, within six months of start date	8.51%	8
Yes, between six months and one year of start date	5.32%	5
Did not attend or other (please specify)	25.53%	24
<b>TOTAL</b>		<b>94</b>

## Q8 Did you attend the City of Long Beach New Employee Orientation (NEO) provided by the Human Resources Department?

Answered: 94 Skipped: 0



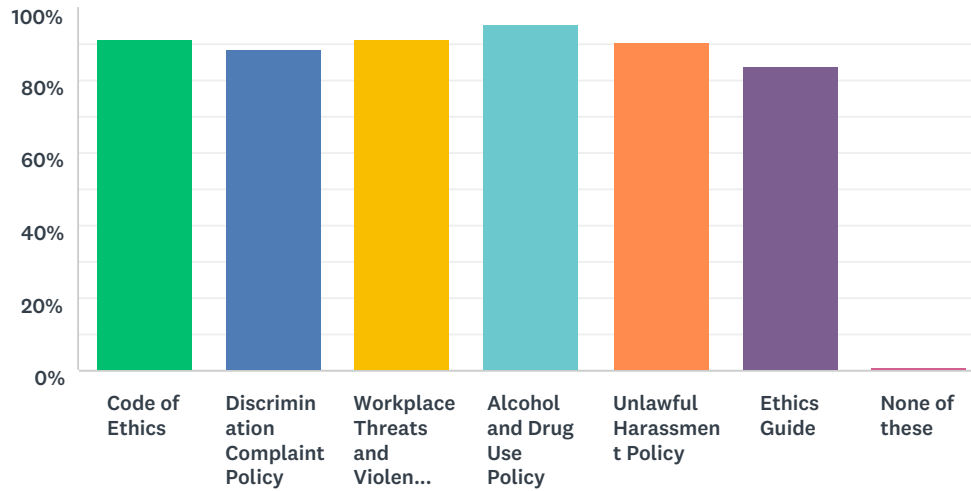
ANSWER CHOICES	RESPONSES	
Yes, within one month of start date	25.53%	24
Yes, within three months of start date	31.91%	30
Yes, within six months of start date	21.28%	20
Yes, between six months and one year of start date	5.32%	5
Did not attend or other (please specify)	15.96%	15
<b>TOTAL</b>		<b>94</b>



New Employee Onboarding Experience Survey

### Q9 Which of the City’s policies and procedures are you familiar with? (check all that apply)

Answered: 94 Skipped: 0

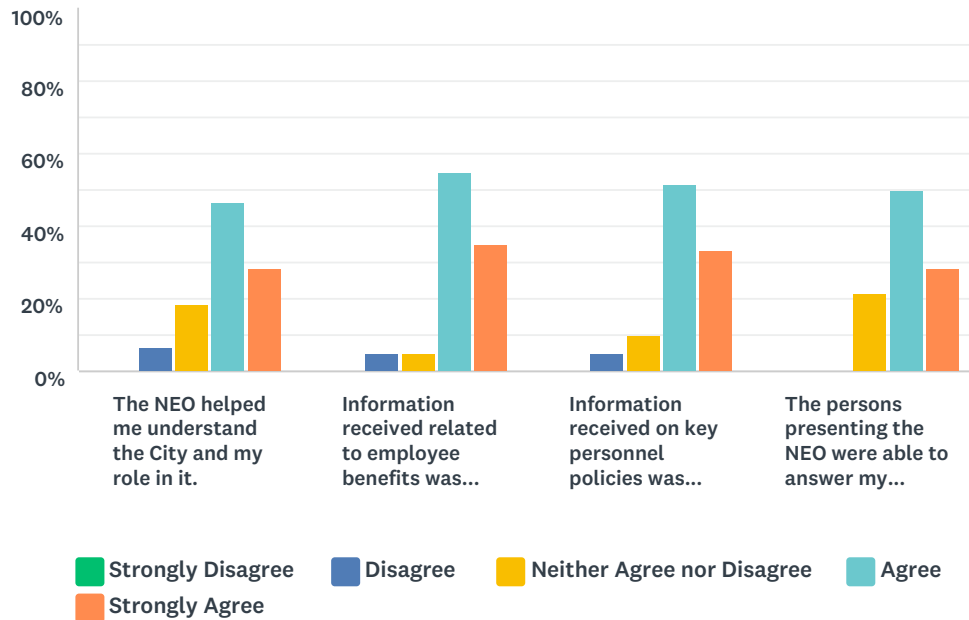


ANSWER CHOICES	RESPONSES	
Code of Ethics	91.49%	86
Discrimination Complaint Policy	88.30%	83
Workplace Threats and Violence Policy	91.49%	86
Alcohol and Drug Use Policy	95.74%	90
Unlawful Harassment Policy	90.43%	85
Ethics Guide	84.04%	79
None of these	1.06%	1
Total Respondents: 94		

## New Employee Onboarding Experience Survey

### Q10 Please rate the following statements based on your experience at the New Employee Orientation (NEO) offered by the Human Resources Department.

Answered: 60   Skipped: 34

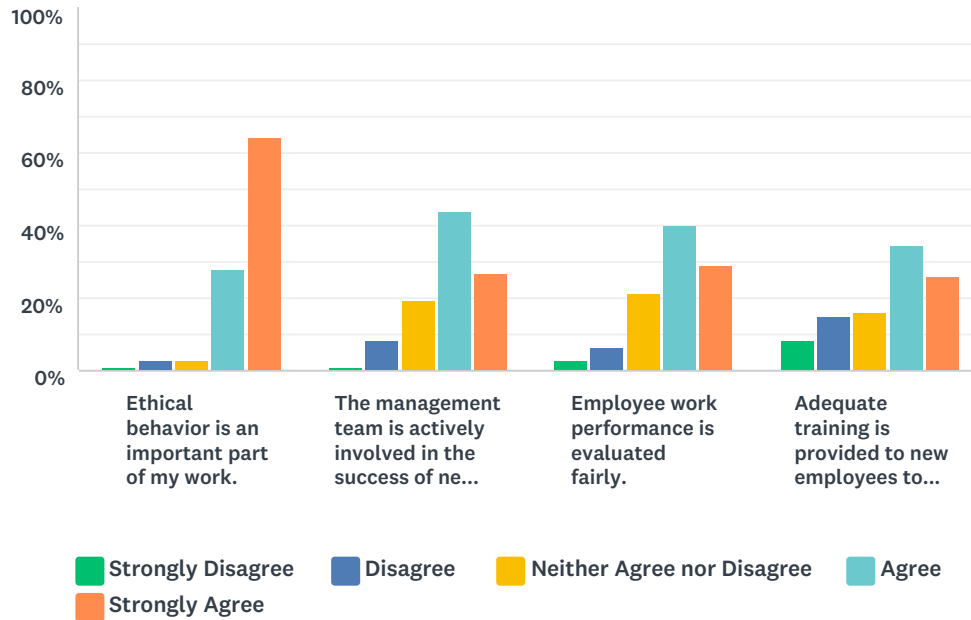


	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
The NEO helped me understand the City and my role in it.	0.00% 0	6.67% 4	18.33% 11	46.67% 28	28.33% 17	60	3.97
Information received related to employee benefits was helpful.	0.00% 0	5.00% 3	5.00% 3	55.00% 33	35.00% 21	60	4.20
Information received on key personnel policies was clear.	0.00% 0	5.00% 3	10.00% 6	51.67% 31	33.33% 20	60	4.13
The persons presenting the NEO were able to answer my questions.	0.00% 0	0.00% 0	21.67% 13	50.00% 30	28.33% 17	60	4.07

New Employee Onboarding Experience Survey

Q11 Please rate the following statements based on your experiences while employed at the City of Long Beach.

Answered: 93 Skipped: 1

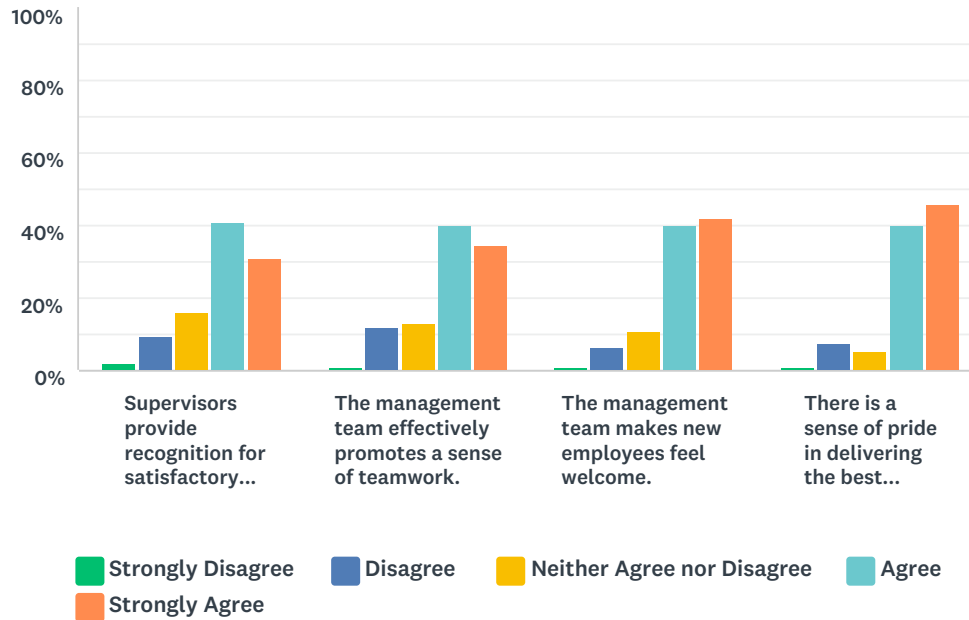


	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
Ethical behavior is an important part of my work.	1.08% 1	3.23% 3	3.23% 3	27.96% 26	64.52% 60	93	4.52
The management team is actively involved in the success of new employees.	1.08% 1	8.60% 8	19.35% 18	44.09% 41	26.88% 25	93	3.87
Employee work performance is evaluated fairly.	3.23% 3	6.45% 6	21.51% 20	39.78% 37	29.03% 27	93	3.85
Adequate training is provided to new employees to understand their job duties.	8.60% 8	15.05% 14	16.13% 15	34.41% 32	25.81% 24	93	3.54

## New Employee Onboarding Experience Survey

### Q12 Please rate the following statements based on your experiences while employed at the City of Long Beach.

Answered: 93   Skipped: 1

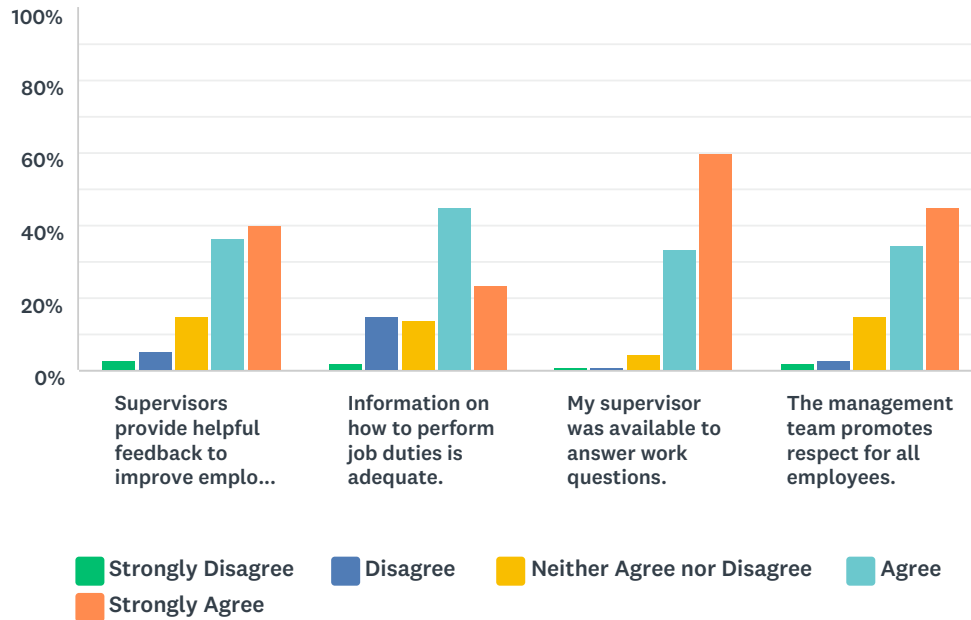


	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
Supervisors provide recognition for satisfactory employee work performance.	2.15% 2	9.68% 9	16.13% 15	40.86% 38	31.18% 29	93	3.89
The management team effectively promotes a sense of teamwork.	1.08% 1	11.83% 11	12.90% 12	39.78% 37	34.41% 32	93	3.95
The management team makes new employees feel welcome.	1.08% 1	6.45% 6	10.75% 10	39.78% 37	41.94% 39	93	4.15
There is a sense of pride in delivering the best services to the public.	1.08% 1	7.53% 7	5.38% 5	39.78% 37	46.24% 43	93	4.23

New Employee Onboarding Experience Survey

Q13 Please rate the following statements based on your experiences while employed at the City of Long Beach.

Answered: 93 Skipped: 1

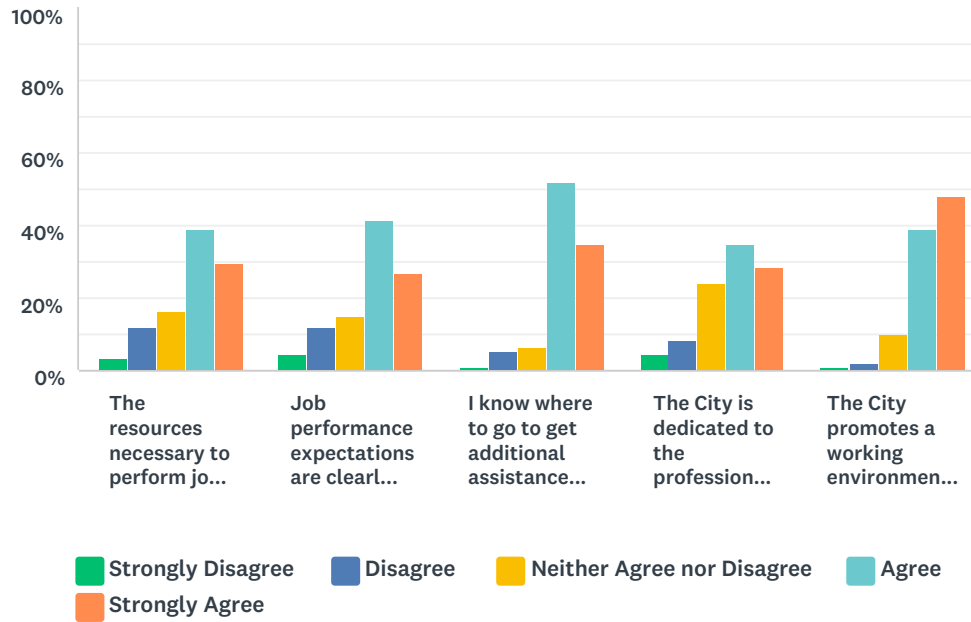


	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
Supervisors provide helpful feedback to improve employee work performance.	3.23% 3	5.38% 5	15.05% 14	36.56% 34	39.78% 37	93	4.04
Information on how to perform job duties is adequate.	2.15% 2	15.05% 14	13.98% 13	45.16% 42	23.66% 22	93	3.73
My supervisor was available to answer work questions.	1.08% 1	1.08% 1	4.30% 4	33.33% 31	60.22% 56	93	4.51
The management team promotes respect for all employees.	2.15% 2	3.23% 3	15.05% 14	34.41% 32	45.16% 42	93	4.17

New Employee Onboarding Experience Survey

Q14 Please rate the following statements based on your experiences while employed at the City of Long Beach.

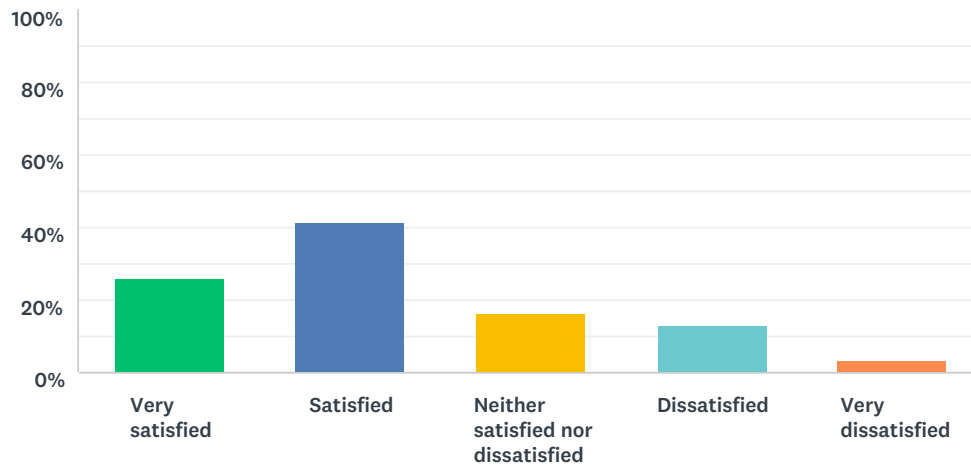
Answered: 92 Skipped: 2



	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
The resources necessary to perform job duties are readily available to employees.	3.26% 3	11.96% 11	16.30% 15	39.13% 36	29.35% 27	92	3.79
Job performance expectations are clearly communicated to employees.	4.35% 4	11.96% 11	15.22% 14	41.30% 38	27.17% 25	92	3.75
I know where to go to get additional assistance on personnel matters and benefits.	1.09% 1	5.43% 5	6.52% 6	52.17% 48	34.78% 32	92	4.14
The City is dedicated to the professional development of its employees.	4.35% 4	8.70% 8	23.91% 22	34.78% 32	28.26% 26	92	3.74
The City promotes a working environment free from harassment and discrimination.	1.09% 1	2.17% 2	9.78% 9	39.13% 36	47.83% 44	92	4.30

## Q15 Overall, were you satisfied or dissatisfied with the onboarding process at the City?

Answered: 92 Skipped: 2



ANSWER CHOICES	RESPONSES	
Very satisfied	26.09%	24
Satisfied	41.30%	38
Neither satisfied nor dissatisfied	16.30%	15
Dissatisfied	13.04%	12
Very dissatisfied	3.26%	3
<b>TOTAL</b>		<b>92</b>