



Commonwealth of Virginia Employee Onboarding

CLA Spring 2025



Team 4

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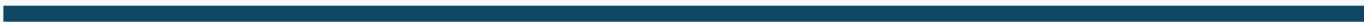
Virginia Museum of Fine Arts

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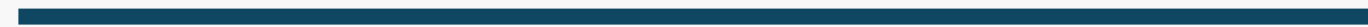
Virginia Department of Labor and Industry



Introduction



Our project aims to support state employee onboarding as a foundational element that enables agency success, reinforcing its strategic importance and more effectively connecting it to Governor Youngkin's vision for excellence in public service



Challenges

Current Issues:

- Increased Turnover
- Lower Productivity
- Confusion and Frustration
- Weak Agency Culture
- Negative First Impressions
- Missed Opportunities
- This project aims to specifically support the Virginia Department of Labor and Industry, with the potential for other agencies to implement improvements as standard DHRM policy.



DOLI Employee Onboarding



Existing Process

Offer letter through second day
\$3,600 / new hire

Inefficiencies/Weaknesses

- Access to centralized information
 - Short notice start dates
 - Field office inconsistencies
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HR Insights:

A modernized and innovative process will enhance organizational capabilities and workplace culture, which are two of the five agency guiding principles.



CLASSIFIED STATE WORKFORCE RECRUITMENT & RETENTION

FY24 Recruitment		FY24 Retention	
Vacancy Rate	22.4%	Turnover Rate	14.4%
Average Time to Hire*	78 days	Turnover - Probationary	21.7%
Total Recruitments	16,088	Turnover - < 5 Years Service	6.5%*
Promotions	13.8%	Eligible Retirement Today	5.2%
Demotions	1.4%	Eligible Retirement Within 2 Years	8.5%
Transfers	20.9%	Retirement Rate	1.4%
New Hires/Rehires	64.0%		
Average Age of New Hires/Rehires	37.7 years		

*Includes Recruitments in Pageup only

Source: Based on available Cardinal data FY24

*Based on calendar year 2023 5-year survival rate

DOLI Retention

Q4 2024

Turnover by Length of Service	FY 2022	Turnover %	FY 2023	Turnover %	FY 2024	Turnover %	FY 2025	Turnover %	Month
<i>Length of Service</i>	57	28.1%	51	25.1%	58	28.6%	33	22.2%	0
<i>Tenure less than or equal to 5 years</i>	37	18.20	23.0	11.33	24.00	11.82	18.00	12.08	
<i>Tenure more than 5 years and up to and including 10 years</i>	4	2.00	10.0	4.93	15.00	7.39	6.00	4.03	
<i>Tenure more than 10 years up to and including 20 years</i>	9	4.40	11.0	5.42	11.00	5.42	7.00	4.70	
<i>Tenure more than 20 years</i>	7	3.50	7.0	3.45	8.00	3.94	2.00	1.34	

Opportunities



Existing Procedures



Sponsor/Buddy System



Third Party Software

Existing Procedures

Specifics:

- In accordance with DHRM policies and procedures
- Conduct a SWOT analysis of existing onboarding processes
- Implement "First Week" surveys
- Implement "30- Day" checklists for the supervisor and the new hire
- Develop COVLC course pathways
- Use existing technology (Teams) to develop an Onboarding Portal
- Low to No Cost option



Sponsor/Buddy System

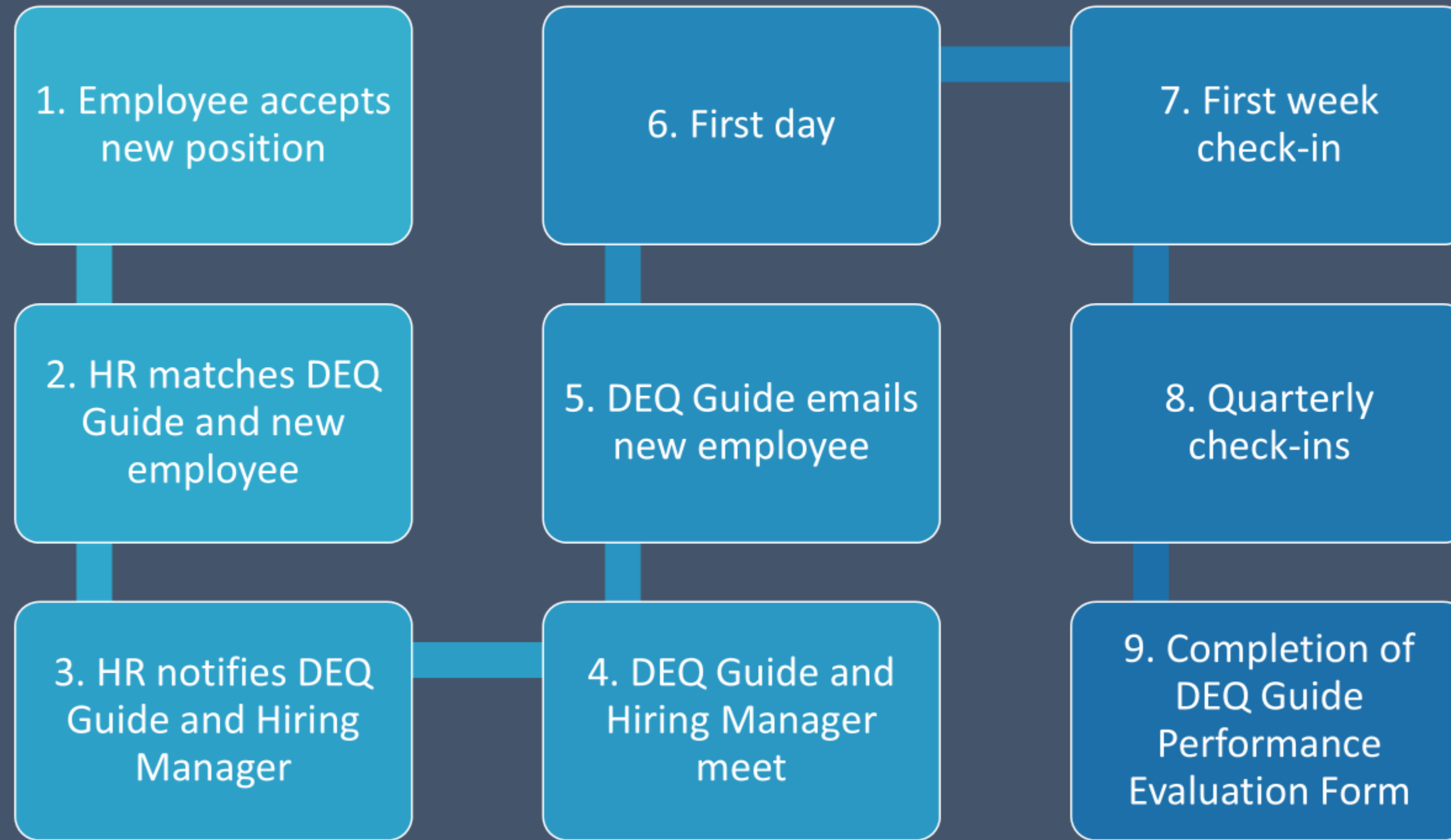


What is it?

How does it work?



12 Month Overview



Sponsor/Buddy System

Specifics:

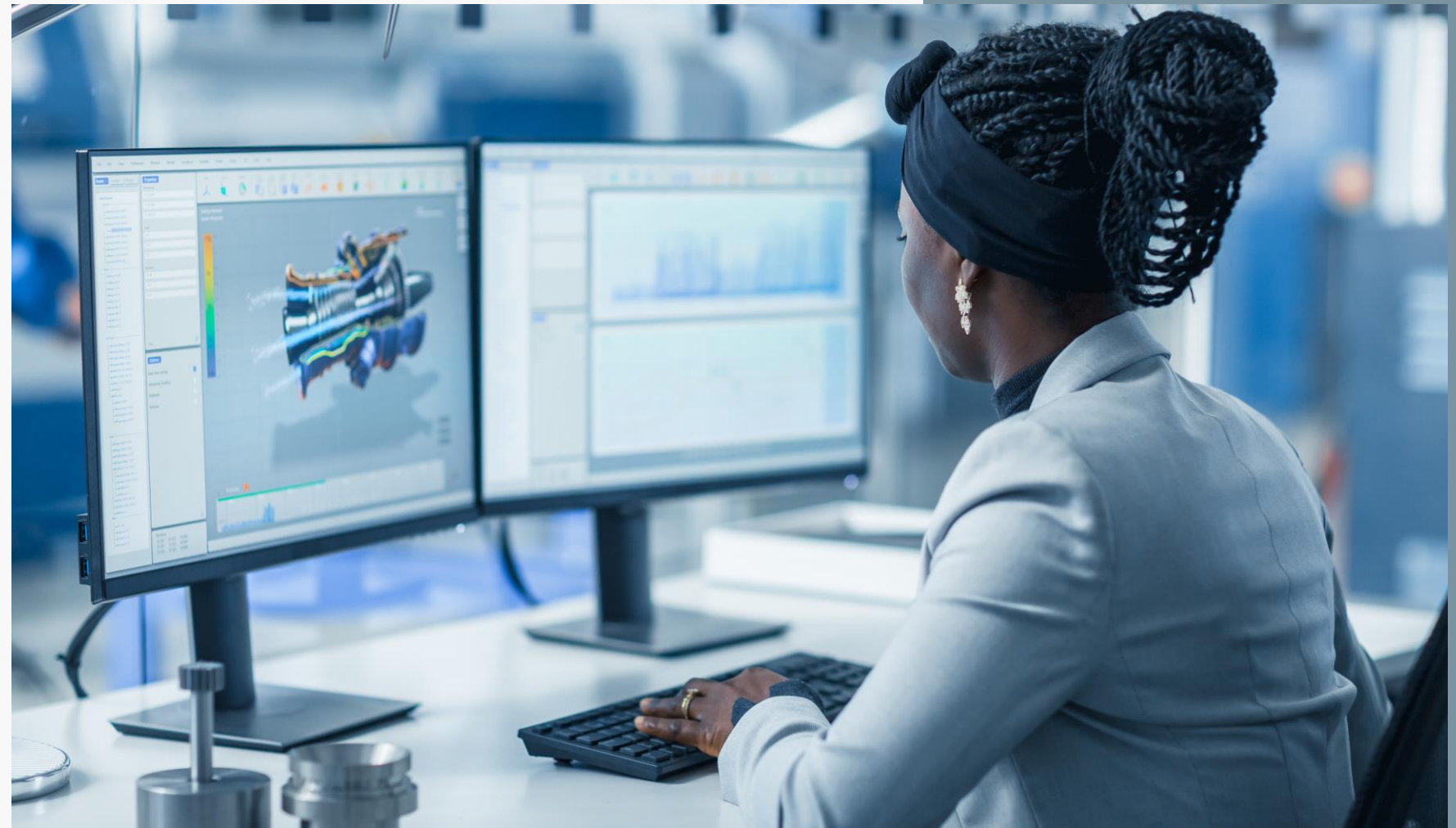
- Cost-effective Onboarding
- Faster Onboarding
- Improved Retention
- Increased Confidence
- Stronger Social Connection
- Improved Communication
- Increased Employee Engagement
- Better Employee Development

Onboarding



Third Party Software

- WHAT IS IT?
 - Off-the-shelf Solutions such as NeoGov, Workday, PeopleSoft, and Others
 - Self-Service Portals & Apps for Mobile Devices
 - Integration with HR Systems
 - Most Expensive Option
- HOW DOES IT WORK?
 - Automated Onboarding
 - Training Management
 - Compliance & Risk Assessment
 - Replace Existing Systems



Recommendation

Buddy System

- After evaluating all three options—existing procedures, third-party software, and the buddy system—we recommend implementing a structured Buddy System as the optimal solution.

Key Advantage

- **Balanced Investment, High ROI:** Offers mid-range cost with maximum return in employee retention and engagement.



Expected Outcomes



Organizational Impact

Enhanced Retention:

- Improved onboarding processes reduce early turnover, especially within the first five years—aligning with DHRM goals and boosting institutional knowledge.

Increased Productivity:

- New employees will contribute more quickly and effectively, thanks to clearer expectations, resources, and role alignment from day one.

Strengthened Agency Culture:

- Consistent and welcoming onboarding fosters early connection to values, colleagues, and mission—improving morale and engagement.

Expected Outcomes



Impact on the Commonwealth

Elevated Public Service Performance

- New hires become fully operational faster through structured orientation, buddy systems, and digital onboarding tools.

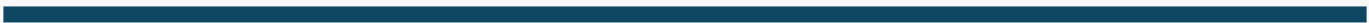
Increased Government Efficiency

- By reducing early turnover and accelerating time-to-productivity, agencies will optimize limited resources.

Strengthened Public Trust in Government

- A consistently positive onboarding experience fosters employee satisfaction and retention—translating to higher quality service delivery and renewed public confidence in state government operations.
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Conclusion



By implementing innovative employee onboarding processes, DOLI can ensure new hires feel supported, quickly become productive, and are more likely to stay long-term.

