



Division of
**Consolidated
Laboratory Services**



Onboarding in the Virginia
Public Health Laboratory

10/31/2023
Fay Kutner Kessler, M.S.



Orientation 2022 - 2023

	Jan 2022 – Dec 2022	Jan 2023 – Oct 2023
# new staff onboarded	~60	~65
# of NEO sessions	22* <i>excluding mini-NEO sessions hosted by LSIT</i>	19* <i>excluding mini-NEO sessions hosted by LSIT</i>
~ # of hours providing live training	~304 (includes 12 hours/NEO plus 4 hours/Lab Safety Skills)	~248 (includes 12 hours/NEO plus 4 hours/Lab Safety Skills)
# of staff offboarded	~74	~25





Previous NEO Agenda

DCLS NEW EMPLOYEE ORIENTATION

Dates:

Day 1: 8:15-
4:30PM
Location: T23

TRAINER AGENDA

8:15 - 9:15	Admin and Parking Information	Mary Rodriguez (118) Administration
9:15 - 10:30	Director's Welcome	Denise Toney (282) Laboratory Director
10:30 - 11:00	DCLS Videos and Break	
11:00 - 11:30	Security	Christina Lambert - Mosley (156) Security
11:30 - 12:00	Lunch	
12:00 - 1:00	Bloodborne Pathogens	Deanna Powell (130) Biosafety Officer Cayla Lythgoe (319) Registered Nurse
2:30 - 3:50	Safety	
4:00 - 4:30	Training Overview	Fay Kessler (Ext. 349) Training Coordinator
4:30	Adjourn to Group	Training Coordinator (Ext. 349) will direct everyone to their Gaining Supervisor

Dates:

Day 2: 8:15-12:00

Location: T23

TRAINER AGENDA

8:15 - 9:15	ISS	ISS Staff (Rotates)
	Data/IT support and LIMS overview	Karen Fones (153)
9:30 - 10:30	Quality Assurance	QA Officers (Rotate) Jennifer McGee (Ext. 400) Brittany Meyer (Ext. 121)
10:30- 10:45	Break	
10:45 - 11:45	Qualtrax	Jennifer McGee (Ext. 400)
	Close out and next steps	Fay Kessler (Ext. 349) Training Coordinator
11:45 - 12:00	Lunch	
12:00 - 1:00 PM		

12 hours of training over 1.5 days (9 presenters)





Onboarding Statistics

- Per the Society for Human Resource Management (SHRM)
 - Costs a company 6-9 months of a staff member's salary to replace them. For an employee making \$40,000/year that equals \$20,000 - \$30,000 in recruiting and training costs
- 44% of new staff decide in the first week that they have made the wrong decision
- Only 12% of staff say their organization does a good job of onboarding
- Great employee onboarding can improve employee retention by 82%



2018 VCU Capstone Project

Problem Statement

Turnover causes chronic fiscal drain and a loss of knowledge, professional relationships, and time invested in training.

Current Onboarding: Details without Structure





Orientation vs Onboarding

- Terms are not interchangeable
- Per SHRM –
 - Orientation is necessary for completing paperwork and other routine tasks while onboarding is a comprehensive process involving management and other employees and can last up to 12 months
- The end goal of onboarding is to empower a new employee in their role and as part of your organization



Approach to Onboarding





Feedback – Managers & Staff

- Lack of retention on key areas
 - Compliance
 - Safety, QA, Security, IT/ISS, Parking, etc.
 - Culture
 - Who we are, vision/mission, team and group dynamics
 - Connection
 - Engagement, professional identity, belonging, values
 - Clarification
 - How to, who to, where to, etc. - what leads to success beyond first week, how to fulfill their role
- Firehose Approach
 - Difficult to identify and retain critical information





Opportunities for DCLS

- Reduce amount of information related to compliance delivered at orientation (what needs to be delivered on day 1)
 - Goal - increase retention by providing just in time instructions and more in-depth learning throughout the next 90 days via hands on events
- Reduce amount of time being spent by each group trainer at the twice monthly NEO
 - Goal - provide a dedicated time for deeper comprehension, offered longer (if needed) but less frequently (i.e., Safety, QA, Qualtrax, LIMS, etc.)



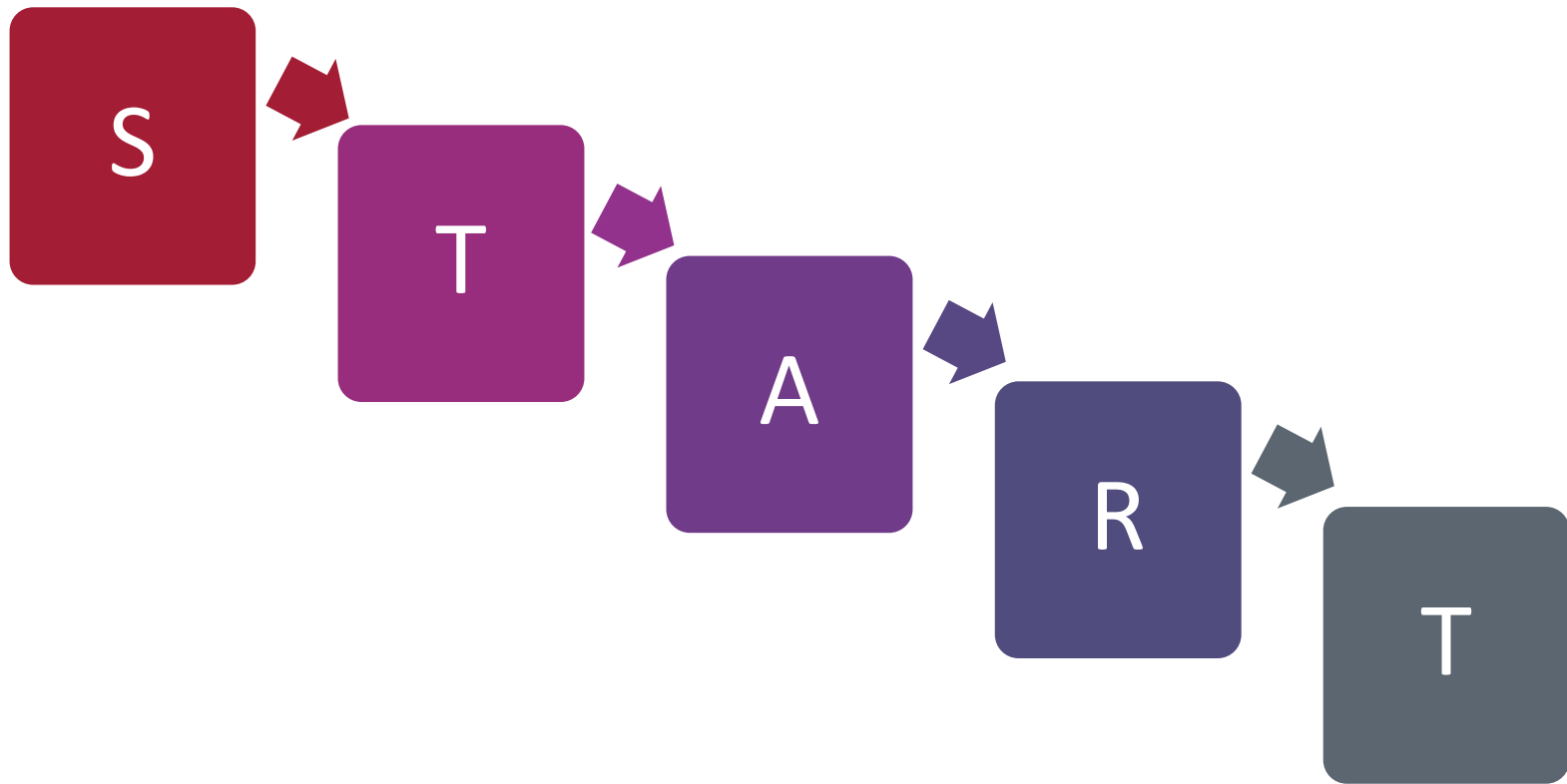


Opportunities for DCLS

- Reduce confusion and information overload
 - Goal - Increase the specificity of training provided to each staff member based on their role and responsibility
- Reduce new staff “buyer’s remorse” around joining a new organization
 - Goal - increase staff retention by providing multiple positive interactions that increase connection, culture and clarity to foster belonging and reconfirm decision to join DCLS



Capstone Recommendation





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Square One

- All communications and paperwork, processes etc. related to
 - Preboarding
 - Onboarding
 - Orientation (Cs the Day)

= Connection (Employee Engagement)
= Compliance (Employee Empowerment)



"Cs the Day"

Proposed new model for a one-day onboarding session which focuses on the 4 essential C's:

- Compliance
- Culture
- Connection
- Clarification





Training

- Takes place over the first 90 days as part of the START program
- Delivered just in time, closer to the actual event or time of need
- 30, 60, 90-day touchpoints
- Dedicated sessions for in-depth learning with trainers who previously all presented in 1.5 days

= Culture (Employee Engagement)

= Compliance (Employee Empowerment)





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Employee Engagement





Administration

- Systems access (email, LIMS, etc.)
- Personnel files and paperwork
- Roles and responsibilities, role clarity
 - Qualtrax (Document control software)
 - Packaging and Shipping
 - Visual Color Discrimination
 - Evidence Handling
 - BSL2 vs BSL3

= Compliance (Employee Empowerment)



Review

- Buddy program
- Building Tour
- Coffee chats
- Engage with team
- Engage with committees
- Manager check ins
- Surveys (“pulse checks”)

= Connection (Employee Engagement)

HOW PERSONAL-IDENTITY SOCIALIZATION WORKS

When onboarding emphasizes new employees’ authentic best selves, new hires get more satisfaction and meaning from their work, which also benefits employers.





Transition of Duties

- Completion of competencies
- Recognize non-conformances
- Identify safety issues
- Engage with DCLS in new, more meaningful ways

= Clarification (Employee Empowerment)





START Timeline

- Preboarding
- Cs the Day (1 day Orientation twice a month)
- Self paced learning due within 14 - 30 days through SPOT, Qualtrax, SAP Litmos, COVLC
- 30-60-90 days with
 - Regular check ins with Manager, Buddy and LSIT
 - Pre-scheduled deep learning time with essential Subject Matter Experts (SMEs). What would you want staff to know if you had the time to tell them?
 - Lab Safety Skills
 - Case studies for Quality Assurance, Ethics, HIPAA
 - Hands on LIMS “how to”
 - Procurement best practices





START Timeline - Pilot

8:15 AM – 4:00 PM Welcome, safety & security orientation DCLS Mission, Values Director Welcome	9:00 AM – 11:30 AM Bloodborne Pathogens Safety, HazCom, Evacuation	9:00 AM – 10:30 AM Quality Assurance Intro and logging in to Qualtrax Information Security (ISS)	9:00 AM – *10:30 AM *Qualtrax hands-on (once/month) *LIMS (once/month) *Open Computer/Library	*9:00 AM – 12:00 PM *Lab Safety Skills (once/month) *Open Computer/Library
Day 1	Day 2	Day 3	Day 4	Day 5

- Compliance – Days 1-5
- Culture – Days 1-5
- Connection – Days 1-5
- Clarification – Day 1-5





Contact Information

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Thank You

- Sr. Leadership –
 - Dr. Denise Toney, Director
 - Dr. Marilyn Bibbs Freeman, Deputy Director
- Leadership Team
 - Managers
- LSIT Team
- Crystal Barrett

