

Transforming the Hiring and Onboarding Experience

June 18, 2024

Equal Employment Practices Commission Symposium

The Road to Transformation

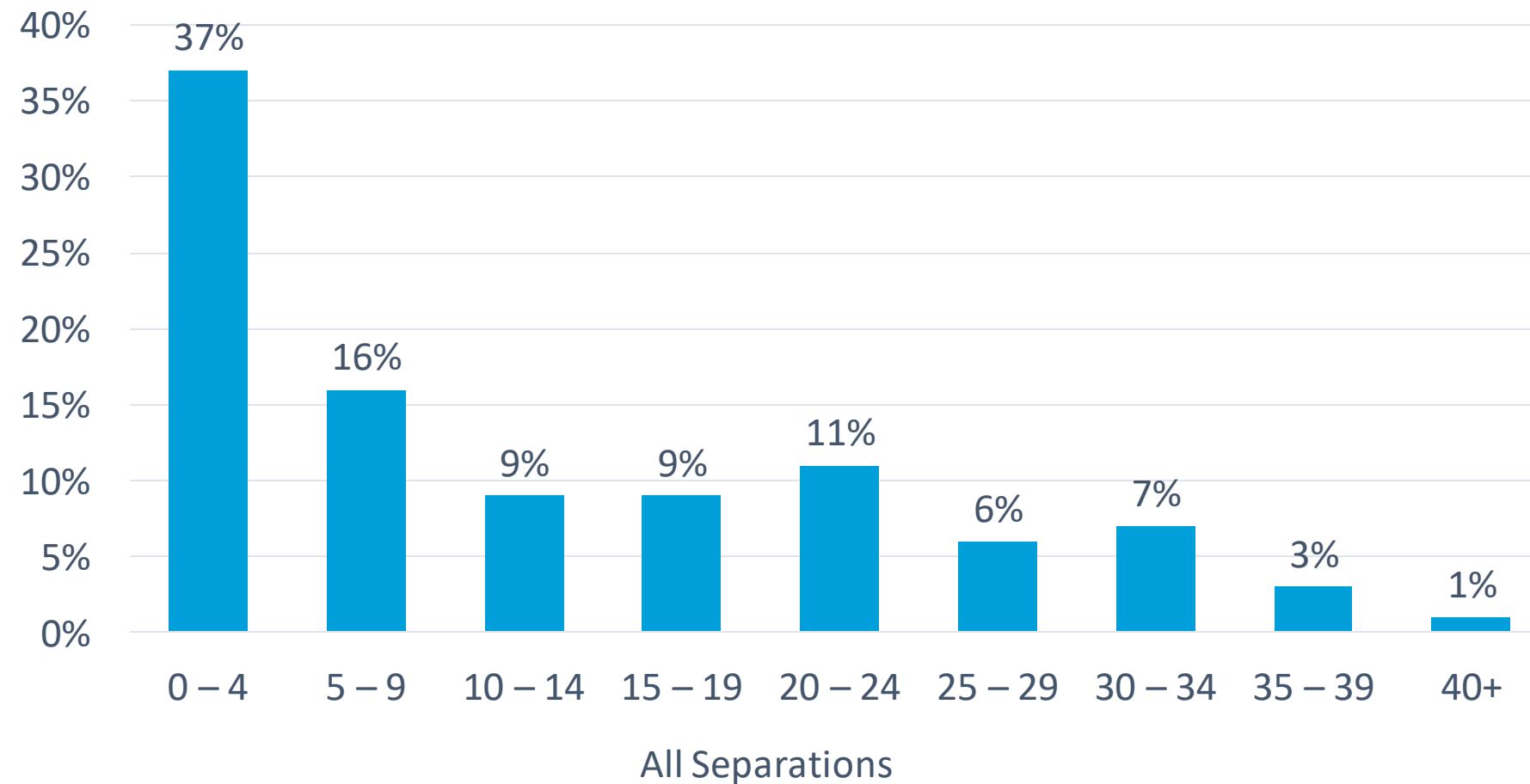
Catalysts for Change

- **Post COVID-19 Realities**
- **The Great Resignation¹:**
 - Government employers are competing for workers in a super-tight labor market, and they have less to offer
 - Government budgets set pay bands, which are hard to change in a competitive environment
 - While private-sector employers offer hybrid and remote options, government work isn't typically as flexible
 - There's an unusually high number of government job openings at all levels
- **Mayor Adams' commitment to fortifying the City's workforce**
- **Adoption of a multipronged approach to transforming and modernizing the hiring process**

¹[The government is having a hard time hiring \(axios.com\)](https://www.axios.com)

The Importance of Onboarding

NYC Government Workforce Distribution of Separations by Years of Service (FY22)



Within NYC government, nearly **40%** of separations occur within the **first four years of service.**

HR Transformation Working Group Vision



Job seekers and agency staff experience a streamlined, standardized, and engaging hiring and onboarding process that offers:

- Increased transparency and predictability
- A decreased cycle time, and
- An amplified "One-City" employer image

HR Transformation Project Timeline



HR Transformation Partners

25 agencies joined the transformation:

- **HR Transformation Working Group**
 - Pre-Hiring Team led by Melissa Hester (ACS)
 - Onboarding Team led by Crystal Monge (DCAS)
- **Content Developers**
- **Agency Adoption Pilot Group**



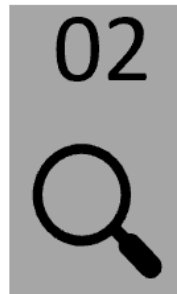
Transformation Deliverables

Pre-Hiring Deliverables



01

Reduce pre-hire cycle times



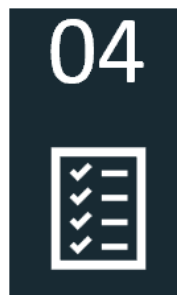
02

Streamline documentation requirements (including the CPD-B)



03

Identify ways to improve equity & accessibility



04

Develop Pre-Hire Checklists for HR staff & new hires

Onboarding Deliverables



01

Create a 2-day New Hire Orientation & "One-City" experience



02

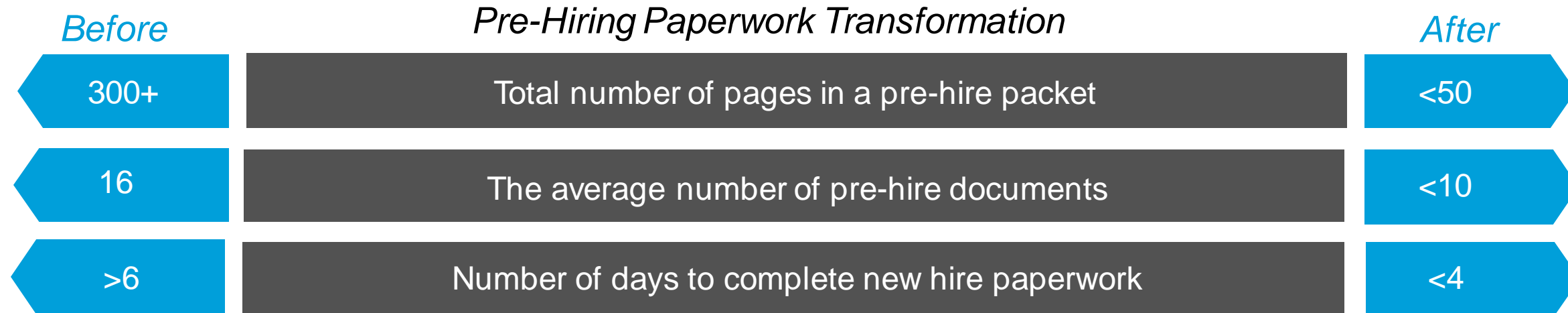
Revise new hire surveys



03

Identify ways to engage and promote ongoing learning

Streamlined Documentation Requirements



| CPD-B (Before) | CPD-B (After) |
|--|---|
| Report work history starting from high school | ✓ The last 10 years of experience (or greater to meet MQRs) |
| All traffic violations must be disclosed | ✓ Camera violations do not need to be included |
| Appeal process was not clear | ✓ Instructions align with the New York City Fair Chance Act |
| Instructions did not include definition of terms | ✓ Military service definition expanded |

The Comprehensive Personnel Document (CPD-B) is a pre-employment background investigation form required of all applicants for employment with the City of New York, including former City employees with a break in service of more than one year, to determine whether they meet the qualifications for their positions. The CPD-B was released in 1994 – 30 years ago!

Pre-Hiring Impact

Scaling Down the CPD-B
Reducing the information required to be submitted will ease new hire pain points & reduce cycle times



Agency Accountability

Agencies and Human Resources Personnel will take on more ownership of adherence to the ideal cycle times



Documents Reduction

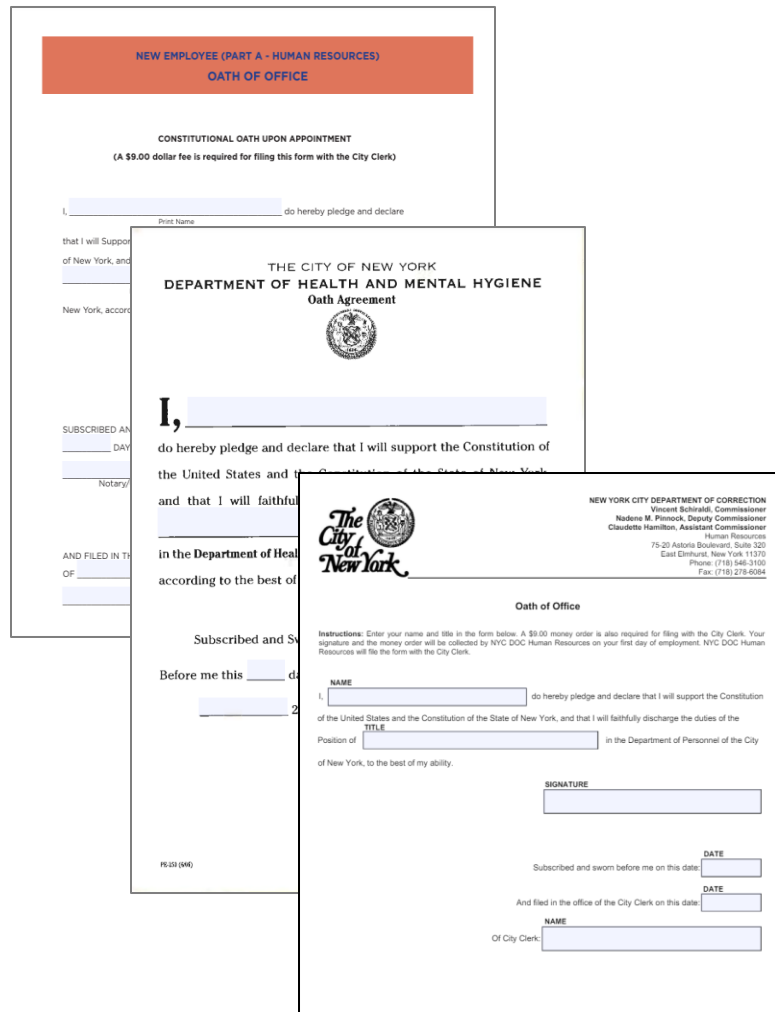
Decreasing the number of critical pre-hiring documents will reduce cycle times



Document Standardization and “One-City” Image

Before

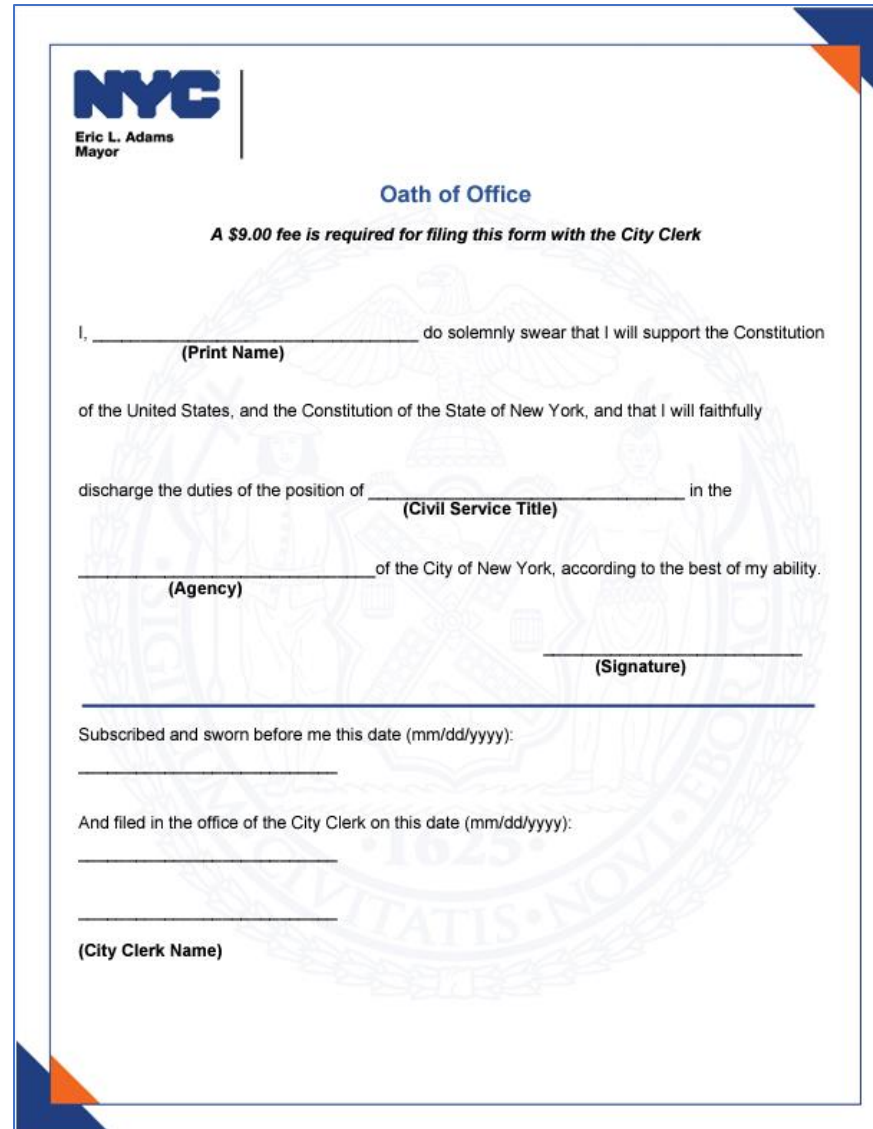
Required citywide documents varied by agency user experience, design, font, etc.



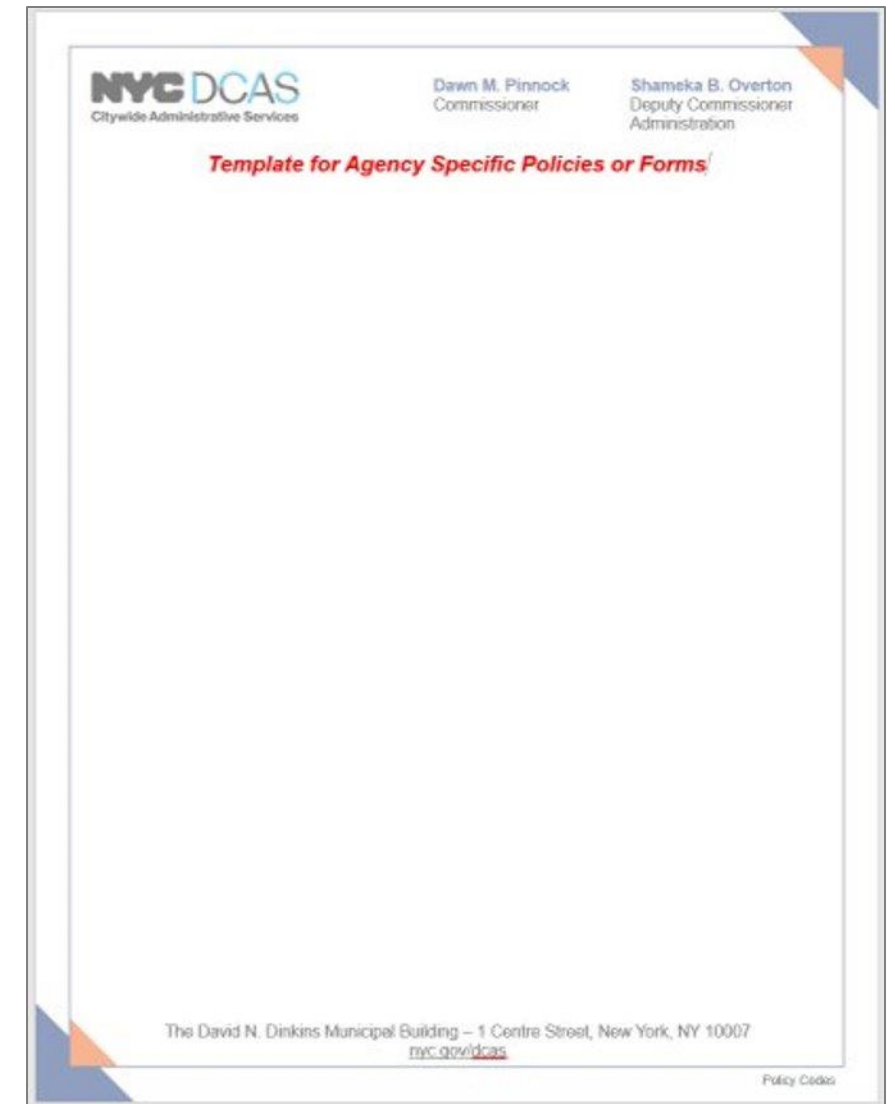
Oath of Office forms from various agencies

After

All citywide and agency documents formatted in a new standardized HR Transformation templates inspired from the NYC flag colors



Standardized Citywide Template – modified by oversight agencies only



Standardized Agency Template – for internal agency-specific policies and procedures

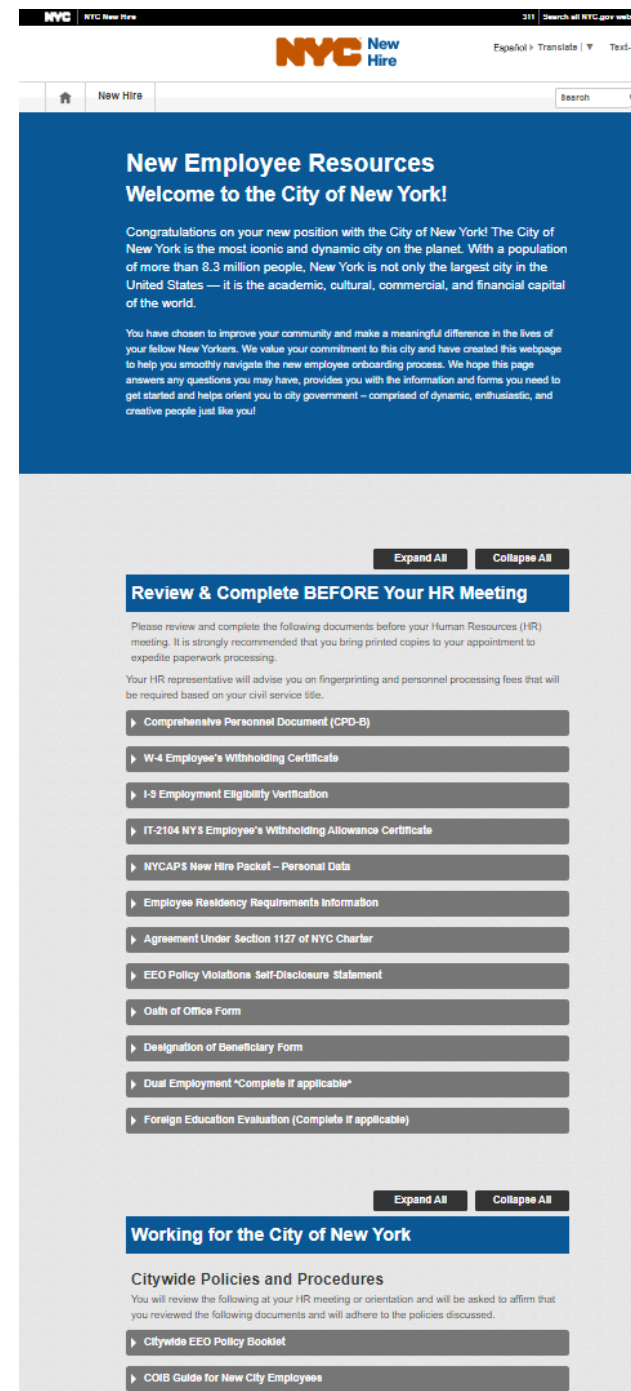


NYC New Hire Webpage (expected July 2024)

- **Purpose:** Webpage will provide new hires with access to materials upon acceptance to expedite onboarding process & accessible any for future reference
- 2 main sections:
 - Items to review & complete BEFORE your HR Meeting
 - Federal forms, oath of office, beneficiary, etc.
 - Working for the City
 - Citywide policies & procedures, benefits and opportunities, retirement planning, and other useful information

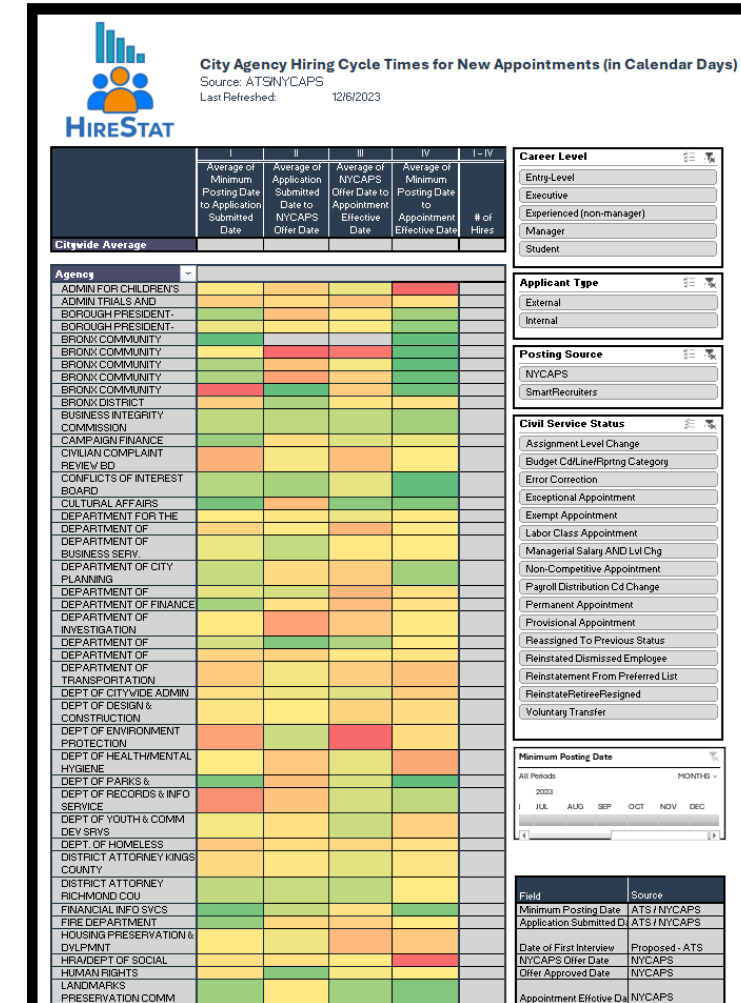
HireSTAT Dashboard (expected July 2024)

- **Purpose:** Agencies can develop strategies to address bottlenecks in the hiring process
- Agencies will be provided with hiring cycle time metrics to compare with citywide averages



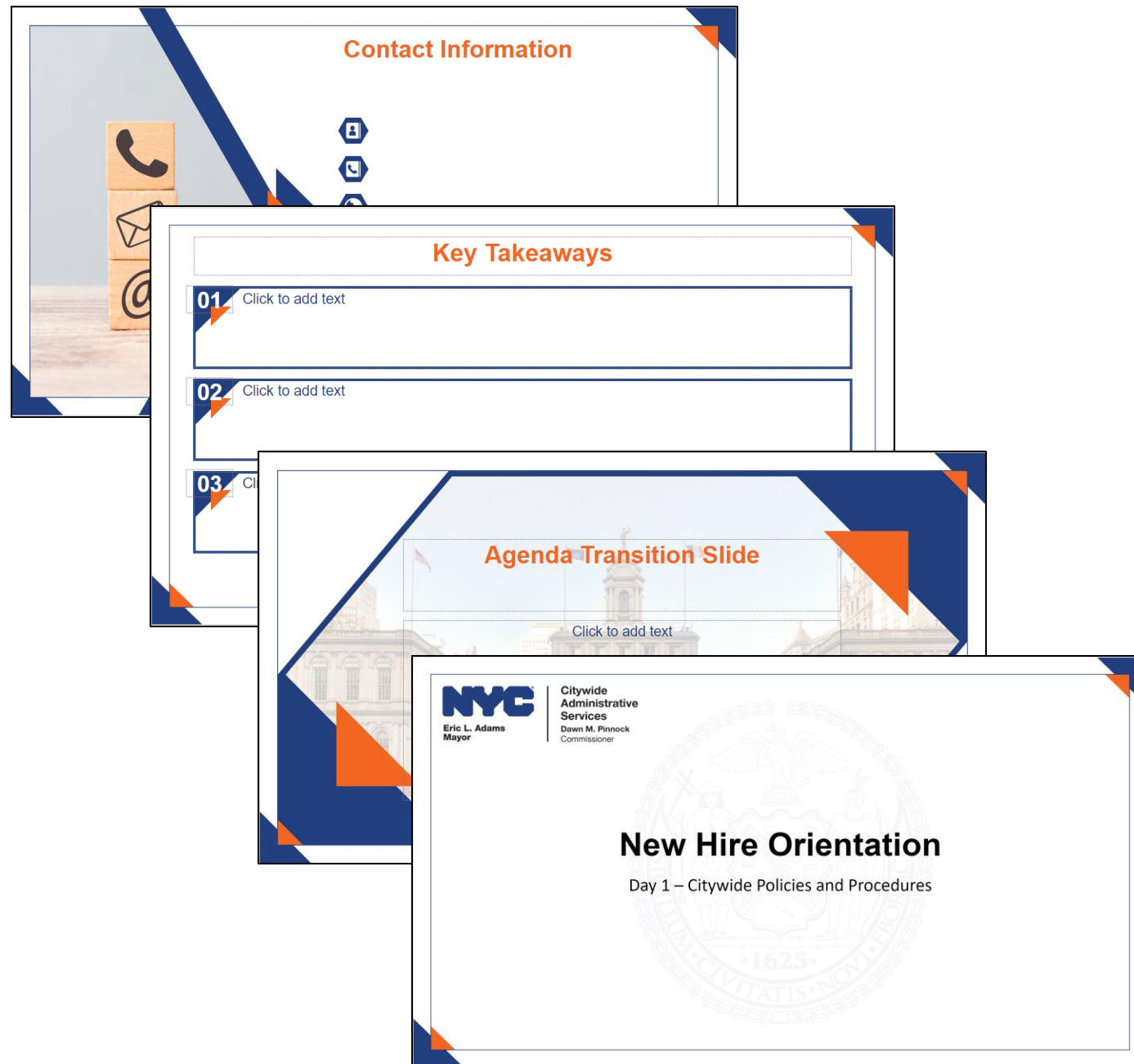
Mock-Up of New Hire Webpage

- 01 Reduce pre-hire cycle times
- 02 Streamline documentation requirements (including the CPD-B)



Mock-Up of HireStat Dashboard

Creating a “One-City” Onboarding Experience



Overview

The standardized 2-day new hire orientation has been created with this template

- *Day 1* addresses key citywide policies, procedures and benefits
- *Day 2* showcases agency overview and culture

Content

All content is shared in an engaging and digestible way from our partner subject matter experts through powerpoint slides, videos, script, FAQs, and talking points for HR staff to present materials consistently citywide to reinforce the One-City image

2-Day New Hire Orientation Agenda

Day 1. Citywide Policies and Procedures

Agenda

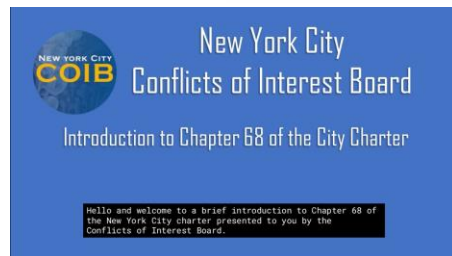
| | |
|---------------------------|---|
| 9:00 AM – 9:30 AM | Welcome! <ul style="list-style-type: none"> • Introductions and Agenda Review • Introduction to Civil Service |
| 9:30 AM – 12:00 PM | Citywide Policies and Procedures <ul style="list-style-type: none"> • Diversity & EEO • Conflicts of Interest Board • Department of Investigation <li style="color: #0070C0;">• 15-minute break • Payroll & Timekeeping |
| 12:00 PM – 1:00 PM | Lunch |
| 1:00 PM – 2:30 PM | Citywide Policies and Procedures (continued) & Employee Resources <ul style="list-style-type: none"> • Citywide Occupational Safety and Health • Our Shared Cybersecurity Responsibility <li style="color: #0070C0;">• Mindful Breathing Break • Citywide Policies & Procedures • OLR Employee Benefits Program and Wellness Services • NYCAPS/ESS |
| 2:30 PM – 4:15 PM | Employee Benefits & Wrap Up <ul style="list-style-type: none"> • Understanding Union Benefits/MCU Enrollment • Professional Development for City Employees • City Government Taboo • Swearing In Ceremony |
| 4:15 PM – 5:00 PM | Agency IDs |

Citywide Administrative Services
Dawn M. Pinnock
Commissioner

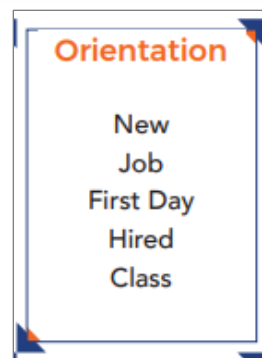
Day 2. Agency-Specific Agenda (DCAS Example)

Agenda

| | |
|----------------------------|---|
| 9:00 AM – 9:25 AM | Welcome to DCAS! <ul style="list-style-type: none"> • Introductions and Agenda Review • Commissioner's Welcome |
| 9:30 AM – 11:55 PM | Agency-Specific Overview and Policies <ul style="list-style-type: none"> • Overview of DCAS Mission, Vision, and Values • DCAS Policies and Code of Conduct • Employee Relations Overview • Special Events and Employee Relations Programming • Stay Connected + Onboarding Buddy Program • Meet DCAS Career Counselor <li style="color: #0070C0;">• 15-minute break • CityTime Deep Dive • Municipal Credit Union • DCAS Jeopardy |
| 11:55 PM – 12:00 PM | Wrap Up/Survey |
| 12:00 PM – 1:00 PM | Lunch |
| 1:00 PM – 5:00 PM | Meet Your Department/Supervisor |



Accessible partner videos



City Government Taboo Game (printable PDF)



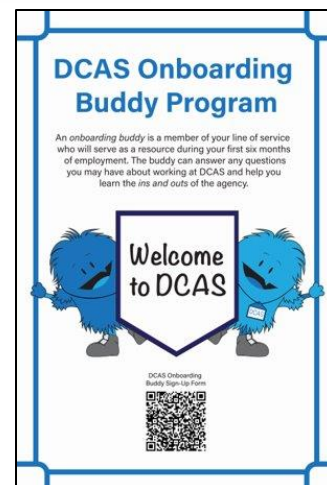
Mayor Adams' video (released Sept 2023)



Commissioner Pinnock's pre-recorded video



DCAS Jeopardy game



Onboarding Buddy program



2-, 30-, and 90-Day Surveys

02 Revise new hire surveys

03 Identify ways to engage and promote ongoing learning

Surveys have been developed to encourage engagement with new hires

- **Day 2 Survey:** Hiring and orientation experience
- **Day 30 Survey:** Productivity hurdles and initial experiences with agency and team
- **Day 90 Survey:** Integration to job and agency culture

What's Next?

- Currently under review (anticipated summer 2024)
- Integration into NYCAPS platform with anticipated roll-out

Citywide Orientation and Pre-Hire Survey

Our goal is to provide a positive experience for you during all your interactions with the City. Please share your feedback regarding your pre-hire and orientation experiences. We will use this information to improve the pre-hire and onboarding processes for future new hires.

* Required

1. Which agency do you serve?

Enter your answer

2. How did you learn about the position?

- Job Fair
- Jobs NYC Website
- Job Search Engine ([Indeed](#))
- Recruiter
- Current or Former City Employee
- Career or Guidance Counselor
- Email Communication / Newsletter
- Print Advertisement
- Civil Service 101 Information
- Hiring Hall
- I do not recall
- Other

City of New York 30-Day Onboarding Survey

It's been one month since you joined the City of New York. We want to hear about your experience so far! Please take a few minutes to complete this voluntary and confidential survey.

Your responses will be kept confidential and will only be shared with your agency in aggregate. This survey is a great opportunity to share your suggestions and concerns and help us improve your experience as a City employee. Thank you!

1. Name

Enter your answer

2. Which agency do you work for?

Enter your answer

3. Please select your level of agreement with the following statements:

Strongly agree

My job duties match the expectations I had when I accepted the position.

City of New York 90-Day Onboarding Survey

Congratulations! You have recently completed 90 days in your current position with the City of New York. To help us improve the onboarding process, we would love to hear about your experience so far. Please take a few moments to complete this confidential survey.

Your responses will be kept confidential and will only be shared with your agency in aggregate. This survey is a great opportunity to share your suggestions and concerns and will help us improve your experience as a City employee. Thank you!

Your answers will remain confidential and will only be accessible to agency HR staff. Your agency's HR will not have access to your responses without your expressed approval.

1. Name

Enter your answer

2. Which agency do you work for? (Acronym is sufficient)

Enter your answer

3. Please select your level of agreement with the following statements:

Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

I am proud to work for my agency.

Q&A

Please raise your hand or put your question in the chat



DCAS

Thank You