

Training Working Group Monthly Learning Opportunity

July Learning Opportunity Meeting

Monday, 11 July 2022

Shayne Eyre (INL) | Suzanne Rollinson (LLNL)

Eric Meakins (HNF-COCCo) | David Yakonich (NNSS)



Webex meeting recording: EFCOG TWG July Learning Opportunity-2022-07-11

Password: JulyTWG2022-07-11

Recording link: <https://nnss.webex.com/nnss/ldr.php?RCID=c726e4f0466a1bb5235da16cb5a605db>



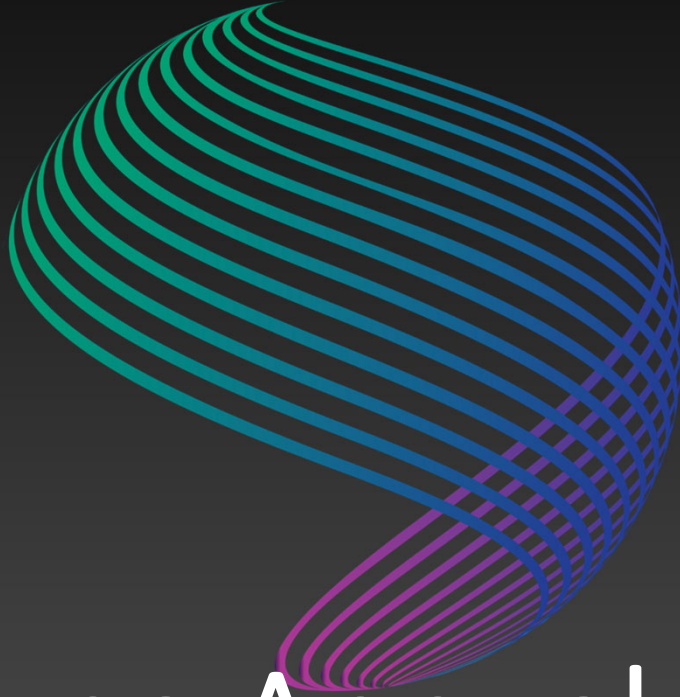
Agenda

EFCOG June Annual Meeting TWG Awards (Shane Eyre)

A New Onboarding Experience (Suzanne Rollinson)

Making Connections (Eric Meakins)

Preview Monthly Opportunity Calls (David Yakonich)



EFCOG June Annual Meeting TWG Awards & Recognition

Shayne Eyre, (INL) EFCOG TWG Chair

Training Working Group Teamwork Award

For outstanding contributions in the major update to the DOE Laser Safety Training Course to ensure it remains the standard to which government, academia, and industry train their workers.

Jamie King, Joanna Casson, Alex Lindquist,
Mike McGuigan, Dr. Michael Woods, Erica Lee,
Ezra Sandoval, Don Deluca, Aaron Berger,
Brady Rigg, Ted Giltz

Training Working Group Teamwork Award

For keeping work progressing by going the extra mile to build DOE expertise in virtual training. This greatly reduced the time to competency for site training organizations during the COVID-19 pandemic.

Michelle Wendt, Heather Fleming, Caroline Brain,
Leslie Positeri, Phil Weiss, David Yakonich,
Danielle Kokulis, Katrina Knight, Terry King,
Michelle Roach, Melissa Walker, Shayne Eyre



Training Working Group Teamwork Award

For above and beyond diligent and detailed work in organizing and producing the 2022 Training Working Group Annual Meeting and establishing the standard for future meetings.

David Yakonich, Kathy Hibbs, Sam Peterson,
Dorian Newton, Fallon Holloway, Guia Gonzalez,
Angi Blehi, Candice McDaniel, Katrina Knight,
Daniel Denton, John Hunter, Ted Giltz



Training Working Group Award

APPRECIATION AWARD

For exceptional leadership and personal effort in rejuvenating the TWG Training Collaboration Subgroup and planning the 2022 TWG Annual Working Meeting.

David Yakonich



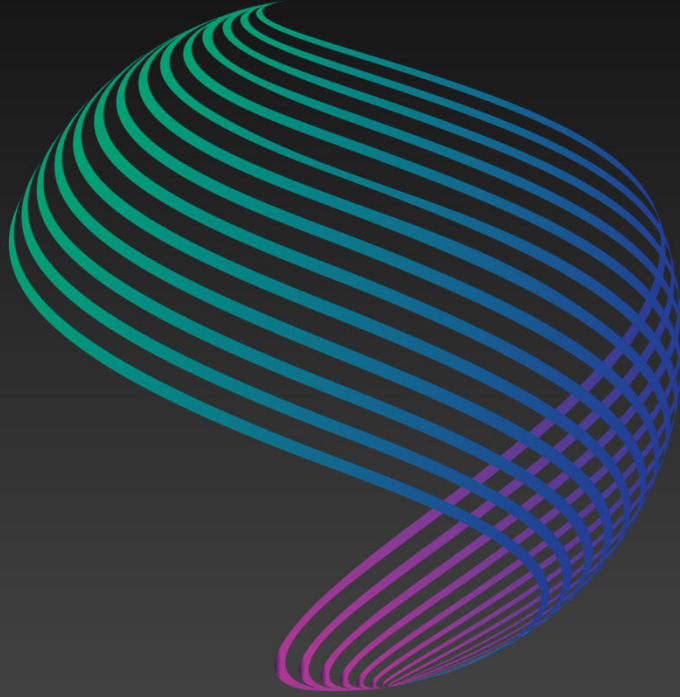
Training Working Group Award

APPRECIATION AWARD

For key initiative, creativity and leadership in organizing and pioneering the use of the virtual platform for the 2021 TWG Annual Working Meeting.

In-person: Amy Loevy





A New Onboarding Experience

Suzanne Rollinson (LLNL)



ONBOARDING

A NEW ONBOARDING EXPERIENCE

HR ONBOARDING TEAM

July 2022

A LLNL PRESENTATION

LLNL-PRES-837173



Search



To-do's 3

Requests 2

Knowledge

LLNL Employee Onboarding Center

Welcome to the new employee centralized onboarding portal. Assisting you from pre-start through your first few months at LLNL.

Agenda

- Why Onboarding?
- The Onboarding Experience
- Best Practices
- New Employee Orientation
- Community Cohorts

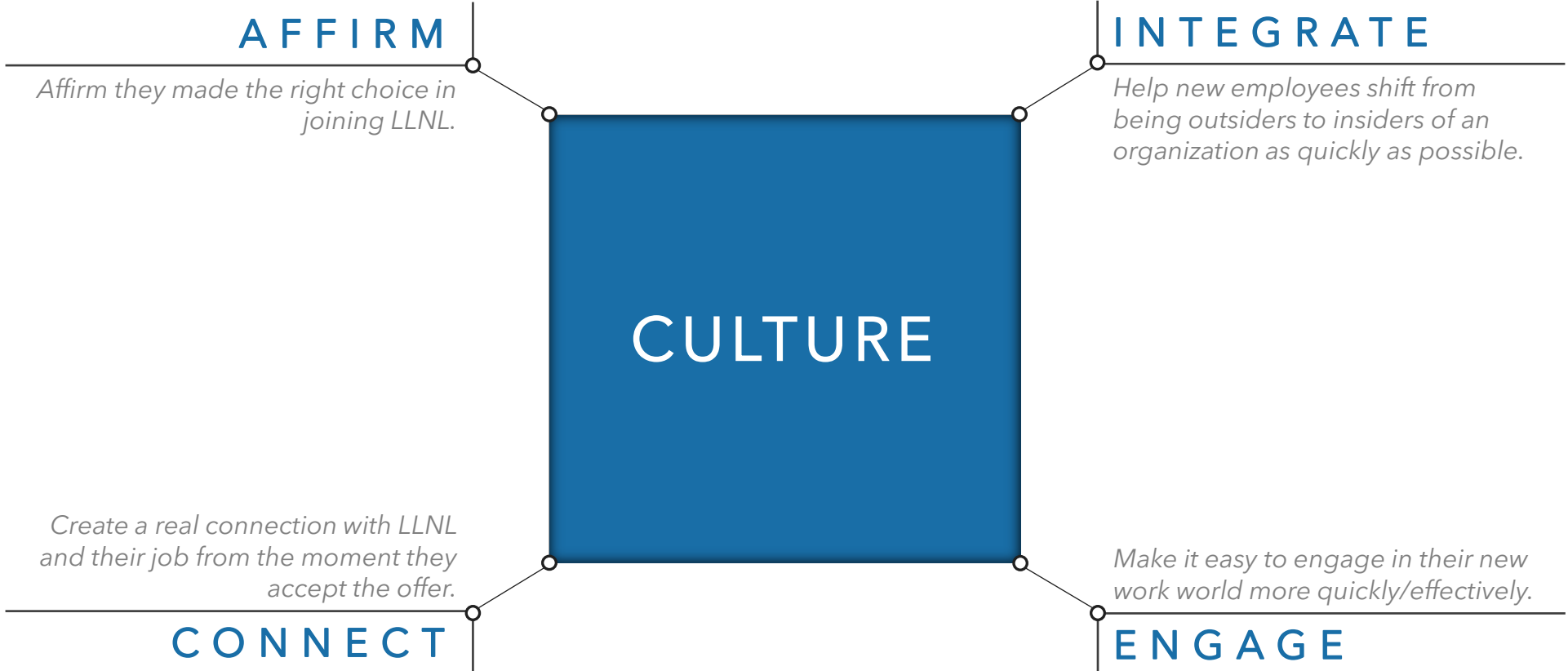


Why Onboarding?

- The 2019 culture survey, employee comments, and focus groups identified the value of a constructive culture and the need for focused action to enhance the LLNL culture.
 - Improve outreach to and integration of new employees
- New Hire focus groups told us things were good but there was room for improvement
 - A better preboarding experience from when the offer is accepted to their first day
 - A more interactive, engaging New Employee Orientation program that provides balance between affirming LLNL as their employer of choice, and the compliance type topics/information needed to start their employment
 - A roadmap with best practices for each organization to adopt to ensure a consistent onboarding experience across directorates given our highly matrixed environment.

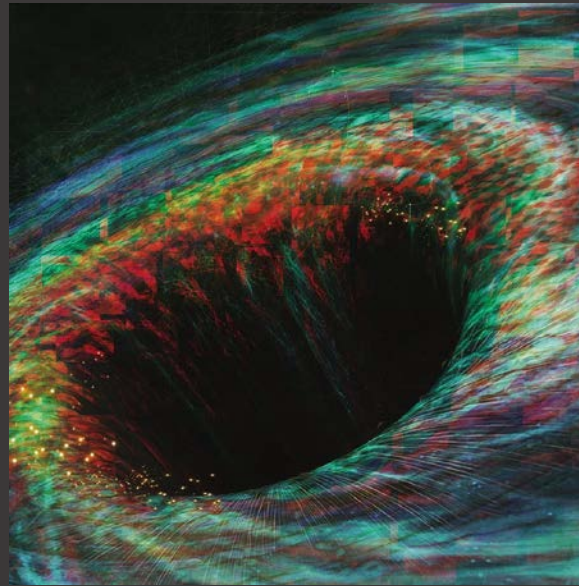
CULTURE IS OUR **BIGGEST** ASSET

Our people are the key to creating the culture we want!



OUR FORMER ONBOARDING EXPERIENCE

ACCEPTED OFFER



BETWEEN OFFER &
FIRST DAY

NEW EMPLOYEE
ORIENTATION



DAY 2 & BEYOND

THE NEW ONBOARDING EXPERIENCE

A fully consistent, integrated process from acceptance through the first year.



AUTOMATION

BEST PRACTICES

NEO

COMMUNITY COHORTS



Complete



Complete



Complete

Under
Development

Preboarding

Engaging New Hire Portal

- Director welcome message to new hire.
- Important contacts and resources.
- Task list to help guide activities.
- Perks and Benefits to explore before Day 1

Automated Workflows

- Secure I-9 process pre-hire
- IT Provisioning (RSA, equipment, passwords)
- Task assignment and tracking for Supervisors and Administrative support
- Telecommuting agreements for students

The screenshot displays the LLNL Employee Onboarding Center. At the top, there is a 'Fun Fact' section about the National Ignition Facility (NIF) construction. Below this is a search bar and navigation links for 'To-dos', 'Requests', and 'Tours'. The main header reads 'LLNL Employee Onboarding Center' with a welcome message. The content is organized into several sections: 'Videos' featuring a video titled 'S&TR Preview: Preparing to Scale Sierra' with a play button; 'Start Date' showing '10-26-2020' and a 6-day countdown; 'What to Expect at LLNL' with progress indicators for 'My First Day at LLNL', 'New Employee Orientation (NEO)', and 'What to Expect at LLNL'; 'Perks and Benefits' with progress indicators for 'Education Assistance', 'LLESA', 'Medical Plans/Benefits', and 'Voluntary Self-Identification of Veteran Status'; 'Navigating the Lab' with a link to 'Navigating the Lab Map'; and 'Valuable Points of Contact' listing 'Matrixed Supervisors: Marc Stearman', 'Administrators: Jennifer Clark', 'Time Coordinators: Jennifer Clark', and 'NEO Onboarding Team: NEO@llnl.gov'.

Onboarding Best Practices

Streamlined Roadmap for the Manager, Administrative Staff and that recommends best practices for a world-class onboarding experience

- Onboarding Guide with instructions for managers and administrators to provide a **consistent and positive** onboarding experience for all new hires.
- Templates, resources and supporting materials to make the onboarding experience easy for everyone involved.



Overview of Roles

Payroll Supervisor

- Also known as hiring manager, line manager or payroll manager

Matrix Supervisor

- Also known as program manager or PI

Administrative Support

- Also known as administrator, onboarding admin or admin
- Could be payroll and matrix

Technical Mentor

- Also known as PI

Ambassador

- Also known as onboarding buddy

The payroll and matrix supervisor should be in communication when determining the new hires expectations, training, and impact.

What is an ambassador?

An ambassador is the new hire's connection to the org or group, primarily for non-technical matters.

The Onboarding Ambassador can expect to serve as a nontechnical mentor and should be prepared to give advice related to bay-area life, career, or anything else the new hire may be curious about.

Onboarding Roadmap

- What it is
 - A full guide for all roles to successfully onboard the new hire.
- How it is used
 - Should be used from the time the offer is accepted through the first year; includes action items through the first year of employment
- Why it is important
 - Fosters payroll and matrix program (if applicable) engagement and integration with new hire



Designed to engage and integrate your new hires



Supervisor Guide

The Onboarding Roadmap has been developed to guide supervisors and mentors on what tasks should be done while onboarding a new employee. This Supervisor Guide is meant to supplement the Onboarding Roadmap with the motivation for completing the tasks. Feel free to visit LLNL's Training webpage for guidance on Performance Management, Career Development, Employee Development Resources, and much more.

Why is it important to communicate with your new hire before they start employment?

When a new hire accepts their offer, typically there is a gap in time before they begin employment. This gap has often been referred to as the "black hole"; new hires feel disconnected and are unsure of what is next, what to look forward to, who their new team is, and what their new project is about. This is a crucial time to ensure the new hire feels connected to LLNL and their new project/team. It is important to show them we are excited to have them join our team.

Connect With New Hire Before They Start

You can connect with your new hire by phone, email, video conferencing, etc.. It is important you are not giving your new employee work during this time (as they are not yet being paid), but you are communicating with them.

Welcome Packet

The [Welcome Packet](#) will be your new hires main reference point for training, resources, responsibilities, etc.. A template has been provided, be sure to complete it in its entirety as it is expected you and your new hire will revisit the Welcome Packet several times within their first year.

Feel free to add organization charts or any other documents your organization would like to include for each new hire.

Training Review and Resources

It is imperative to LLNL's retention efforts new hires have a positive onboarding experience. New hires are often inundated with new training, information, and resources which can feel overwhelming. When meeting with the new hire, it is important to provide training guidance as well as information and resources to help them feel integrated into their project team but avoid giving an overwhelming amount of information up front; moreover, focus on "need to know" items during the first week and continue to provide training, information, and resources over their first month/three months/first year. A template for this information is in the Welcome Packet and can be referenced with the employee over multiple meetings during their first week.

Resources:

[Self Directed Learning](#)

[LTRAIN](#)

Supervisor Guide

- What it is
 - A supplement to the Onboarding Roadmap that includes definitions and resources
- How it is used
 - Should be used in tandem with the Onboarding Roadmap and referenced when an action on the Roadmap is unclear
- Why it is important
 - Provides clear definitions to assist in the onboarding process

Welcome Packet

- What it is
 - A packet of vital information for the new hire
- How it is used
 - Should be used for communicating expectations, training and role impact
- Why it is important
 - Provides clear expectations to the new hire to ensure consistence and successful integration to the team, the organization and LLNL



New Hire Quick Guide

Employee Name _____ Payroll _____

Official Username _____ Matrix Program _____

Building/Office Number/L-Code _____ Organization/Division _____

Project Name _____ Project Name _____ Project Name _____
Project Task Project Task Project Task

<u>Payroll Contact</u>	<u>Matrix Contact</u>
1 st Level Supervisor _____ Title: _____ Phone: _____ Ext/Email: _____	Matrix Supervisor 1 _____ Title: _____ Phone: _____ Ext/Email: _____
2 nd Level Supervisor _____ Title: _____ Phone: _____ Ext/Email: _____	Matrix Supervisor 2 _____ Title: _____ Phone: _____ Ext/Email: _____
Administrator _____ Title: _____ Phone: _____ Ext/Email: _____	Program Administrative Contact _____ Title: _____ Phone: _____ Ext/Email: _____
Administrative Support _____ Title: _____ Phone: _____ Ext/Email: _____	Ambassador Contact _____ Title: _____ Phone: _____ Ext/Email: _____

Additional Resources



New Hire Quick Guide

- What it is
 - A quick resource for new hires to reference for vital information
- How it is used
 - Should be completed by the payroll administrative support and provided during the first week to the new hire
- Why it is important
 - Provides contact info for important contacts, the p/t(s) for time charging, office location, etc.

Administrative Overview

- What it is
 - A resource for administrative staff
- How it is used
 - It is used as a guide for the administrative staff to use when conducting their Administrative Overview
- Why it is important
 - Ensures the administrative staff has discussion topics to cover when meeting with new hires. Also ensures that the new hire is provided many resources within their organization.

Administrative Overview

Audience: Administrative Support/Onboarding Administrative Contact

Below is a list of items to cover with the new hire when meeting with them during their first week for the administrative overview. When meeting with the new hire, be sure to bring any division or organization specific handouts.

Review Specified Websites

- Review MyLLNL internal website
- Organization and Division internal webpages
- Review Office of CFO Calendars webpage for payroll and holidays
- Additional websites/webpages

Review Features within MyLLNL

- Trending News
- Director Updates
- LLNL Event Calendar
- Search Tool
- PI Workbench
- Additional

Review TIME

- How to access TIME
- Provide Time and Absence Coordinator (TAC) Name
- Provide day of the week that timecards are due
- Ensure that project/task for their time was provided by supervisor
- Additional



Best Practices Recommendations



- Welcome email from Manager
- Assign an Ambassador (formal or informal)
- Create a New Hire Welcome Packet
- Meet with manager/team on Day 1
- Administrative Overview
- Meet-up with DL/DDL
- Meet-up with PAD/AD



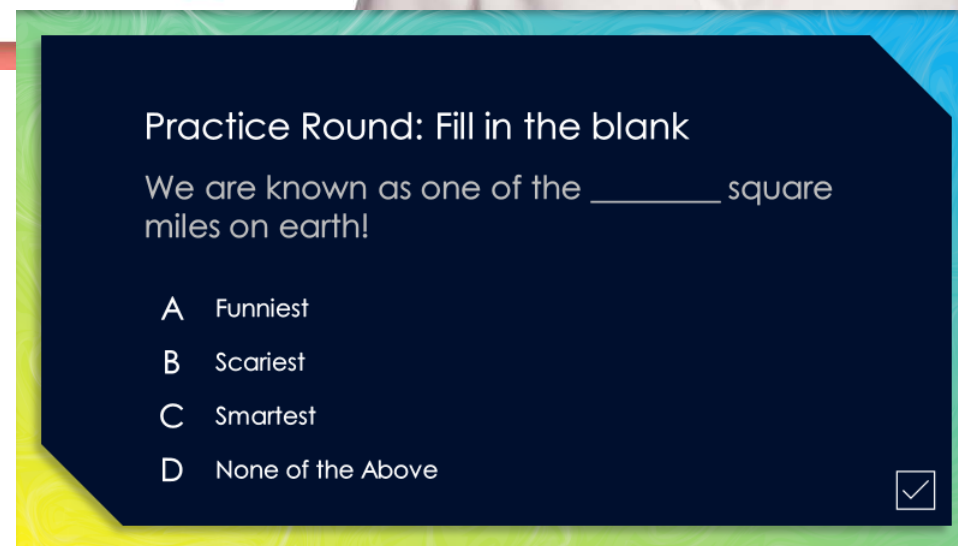
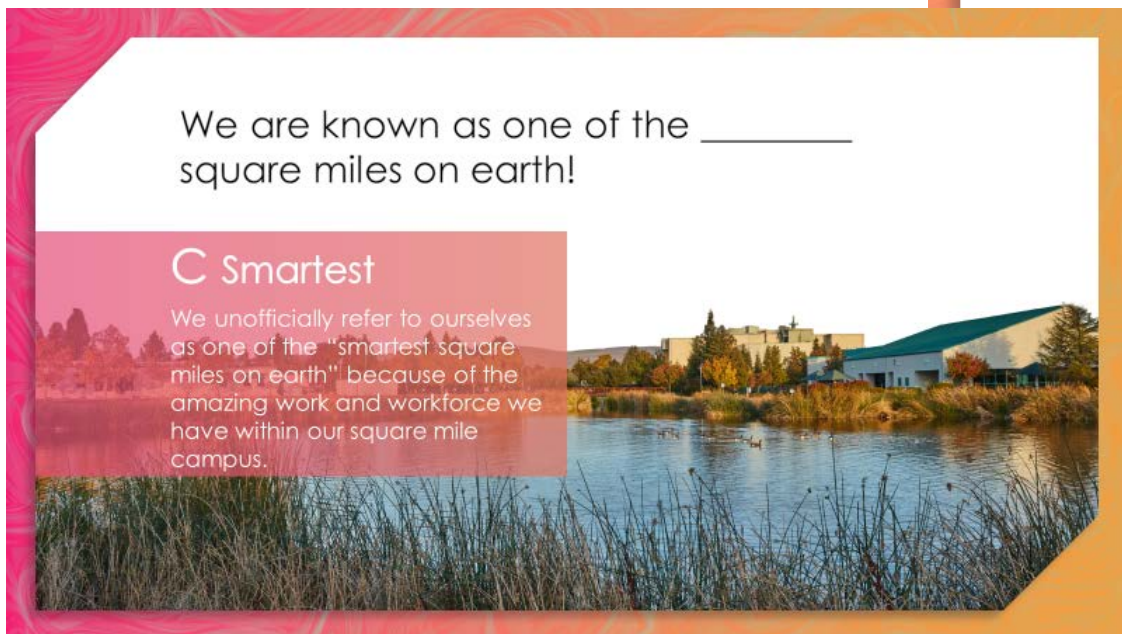
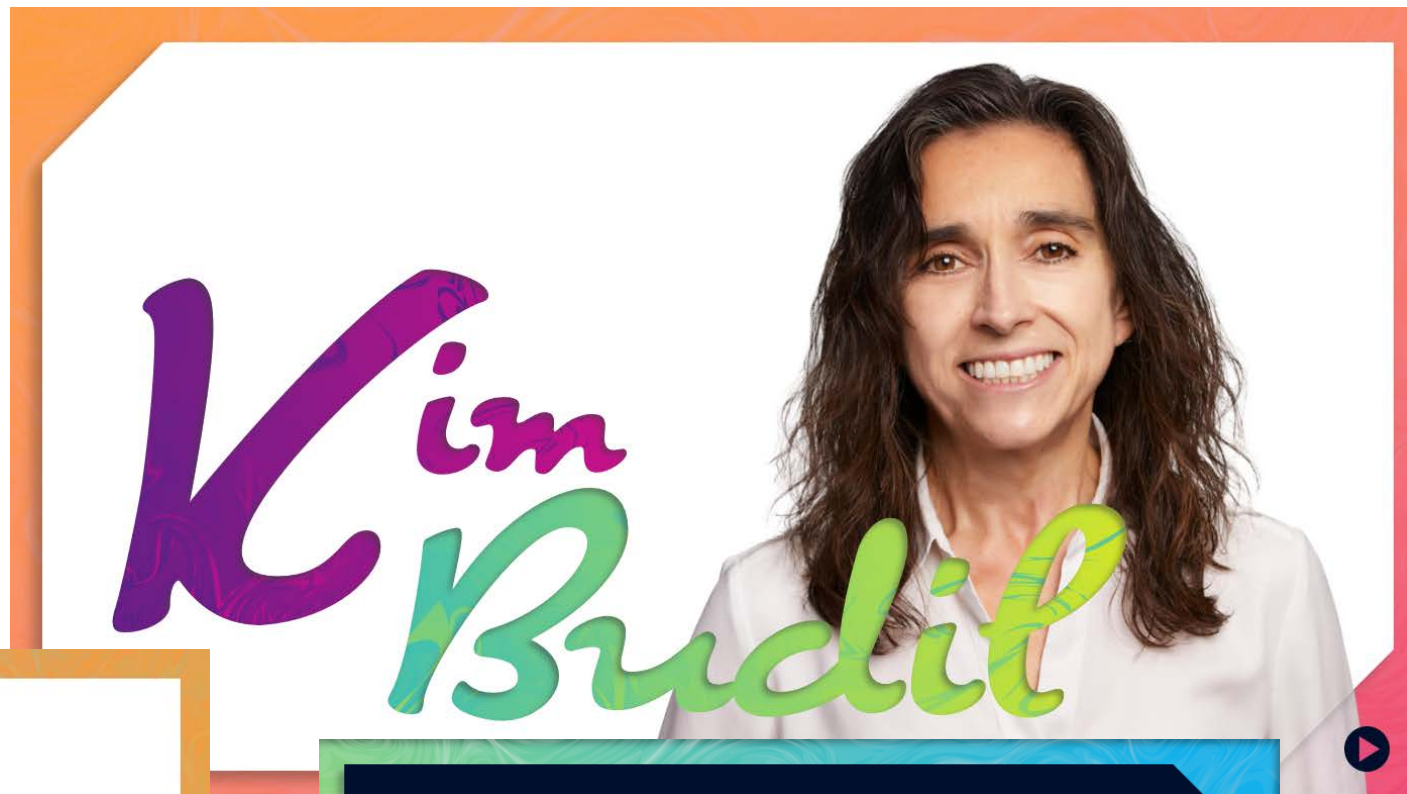
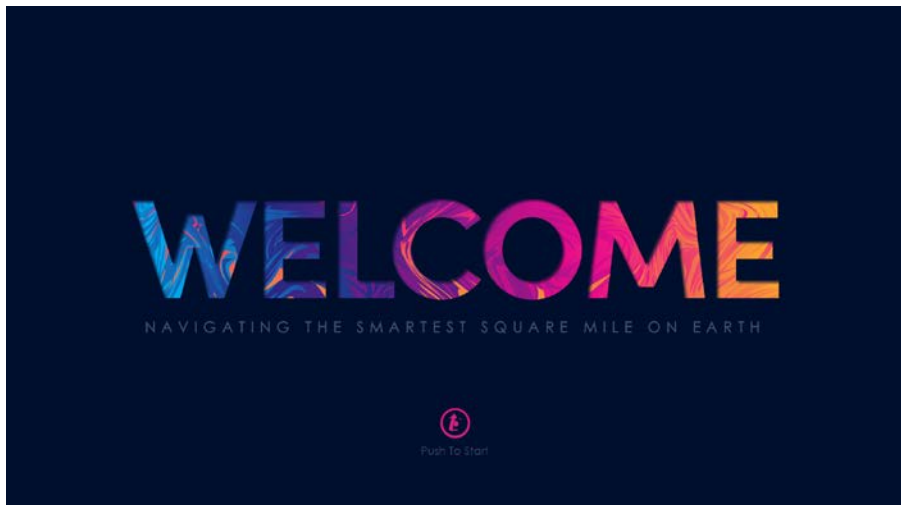
NEW Employee Orientation

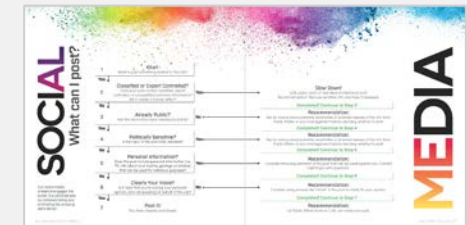
- Create a memorable, engaging experience that affirms their choice and excites them to begin their new career
- Set the stage for what it means to work at LLNL in service to our nation
- Begin to build their network from the first day!
- Finish in time to allow them to meet their new team

New Employee Orientation Virtual First Day Agenda

- 9:00-9:30am Welcome & Introductions
- 9:30-11:30am Lab History & Overview, Public Affairs, Policies & Security
- 11:30-1:00pm *Break (can connect with your new hire)*
- 1:00-3:00pm Health Services, Learning & Development, Safety, LLESA, Diversity, Equity & Inclusion, Wrap up
- 3:30pm *NEO Ends*
- 3:45-5:00pm Manager/Administrator/Ambassador Team Virtual Meet & Greet





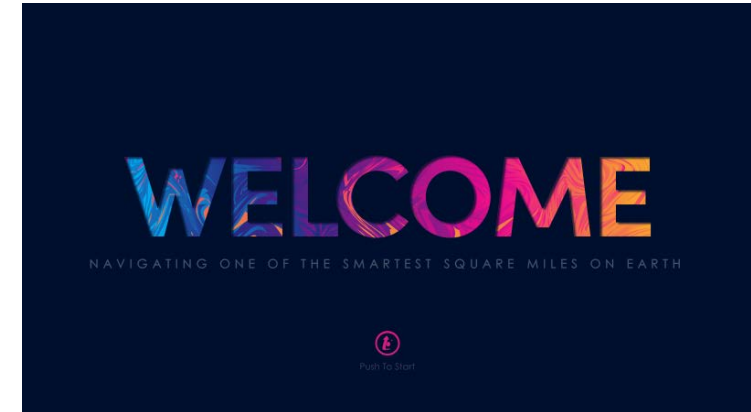




COMING SOON

Community Cohorts - Program Framework

- Each NEO Group becomes a Cohort Group
 - All hires will be included in the program
- Cohorts meet on a regular basis for the first year
 - Biweekly first 2 months, monthly months 3-12
 - Cohort activities will be grouped into 3 tiers: (1) Specific to each cohort, (2) all cohorts combined and (3) institutional level activities
 - Cohorts can volunteer cohort captain or co-captains to schedule additional get togethers
- New hires are assigned a list of scheduled and self-paced activities
 - Technical solutions are being researched that can create a virtual dashboard to track activities and incentives tied to activity completion
 - Branded swag can be purchased using earned incentive points
- Conclude the cohort year with a “graduation”
 - Every month there is a graduation reception the last week of the month for two-cohorts having completed the 12-month cycle





COMING SOON

Cohort Program Activity Tiers

Tier 1 - Cohort Specific Activities

- Attend with cohort
 - ~14 sessions over one year
 - Balance of social and educational activities
 - Directed/*Facilitated* by Cohort Program Manager or identified partner
- *Cohort Orientation*
 - *Fun Facts about the lab (Our Inventions, our facility capabilities; ugly tour, did you know?)*
 - *Joining the Community*
 - Build Connections/Networking at LLNL
 - Community Impact/Volunteer opportunities outside of work
 - CyberSecurity Escape Room
 - Performance Management, Ranking & Pay Raise Process
 - Explanation of the Matrix - difference between payroll/program
 - Employee Development; Training; Career pathing; mentor programs, coaching opportunities
 - 1-2 *Additional social activities to encourage personal connection (happy hour, BBQ, Virtual game)*
 - *Graduation event*

Tier 2 - All Cohort Activities

- All cohorts invited to attend
 - Sessions offered monthly & quarterly
 - Mostly educational activities/tours/events
 - Directed/*Facilitated* by Cohort Program Manager or identified partner
- *First Friday Lunch/Ask an expert*
 - Familiarity w/the complex: DOE; NNSA
 - Supplemental tutorial videos
 - Environmental considerations at
 - LLNL: sustainability story map
 - Employee Culture and Connection Fair with ERGs/LLESA, etc.
 - Working Well @LLNL
 - Designing Your Work Life – Career
 - Planning for the Future
 - Lab Tours
 - 1-2 *Additional social activities to encourage personal connection (happy hour, BBQ, Virtual game)*

Tier 3 - Institutional Activities

- Available to all Lab employees
 - All cohorts receive invitations to the events and information regarding how to participate/sign up
 - Sessions offered monthly
 - Balance of educational and social activities
 - Facilitated by other areas of the Lab
- Lab 101
 - History of the Lab – (Berlin to Berkeley)
 - ERG Monthly Events
 - Volunteer Opportunities
 - Safety, Security and LivIT Fairs
 - LLESA Activities (Music at the Bosque, Author Series, Car show, etc.)

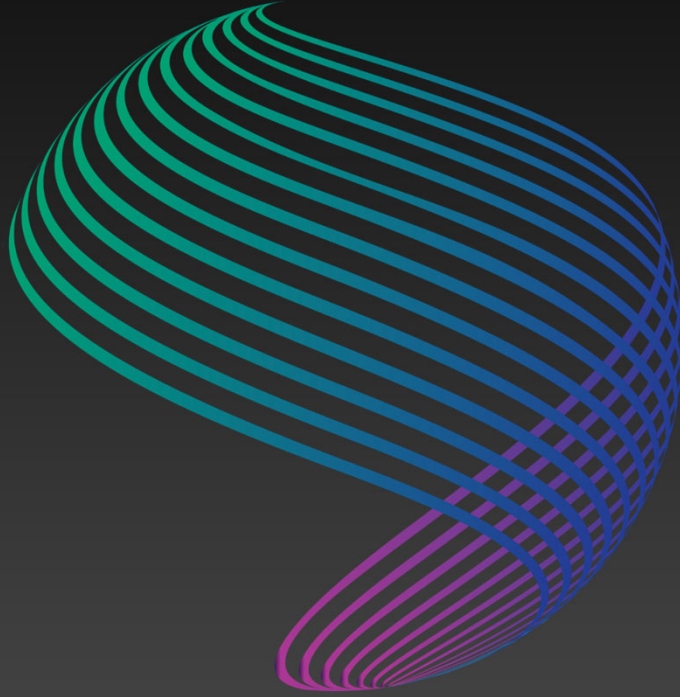


Project Leadership Process

- Identified a Senior Management Sponsor to represent/guide at Senior Business Council
- Created a steering committee of cross-Lab representation at the Deputy Level to provide oversight and guidance
- Created a small project working team to lead the initiatives and then a greater working team to gather resources, provide feedback, pilot new initiatives
- At each stage of the project, we did roadshows and training across the Lab as well as Newsline articles and marketing efforts
- Developed surveys and conducted focus groups to gather feedback after initial launches



Thank
You!



Making Connections

Eric Meakins (HNF-COCCo)



Making Connections Exercise

Breakout Groups of 4-5 participants

- Identify a Group Facilitator to start introductions and lead discussion
- Identify a scribe to use whiteboard (or share their screen) to take notes
- **Very Brief introduction:** Name, Contractor/Site/Lab, Location

Discussion Questions:

- What best practices does your site use in delivering New Employee Orientation?
- How can we best improve our New Employee Orientation?

Group Facilitator should be prepared to share 1 best practice or insight on improving New Employee Orientation during debrief



Making Connections Exercise

Debrief

- What best practices does your site use in delivering New Employee Orientation?
- How can we best improve our New Employee Orientation?



Monthly Learning Opportunities

How to Handle Brain Drain

Monday, 8 August 2022 at 11 am MT

WebEx User Group

Monday, 12 September 2022 at 11 am MT

MS Teams User Group

Monday, 26 September 2022 at 11 am MT