



Beyond Benefits

Advancing the Employee Onboarding Process in Municipal Workplaces

AGENDA

- Improving Processes
- Addressing Barriers
- Case Study
- Q&A

Neptune COACHING



Anthony Neptune

Co-Founder and Executive Coach



Betsy Neptune

Co-Founder and Executive Coach

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Our Team

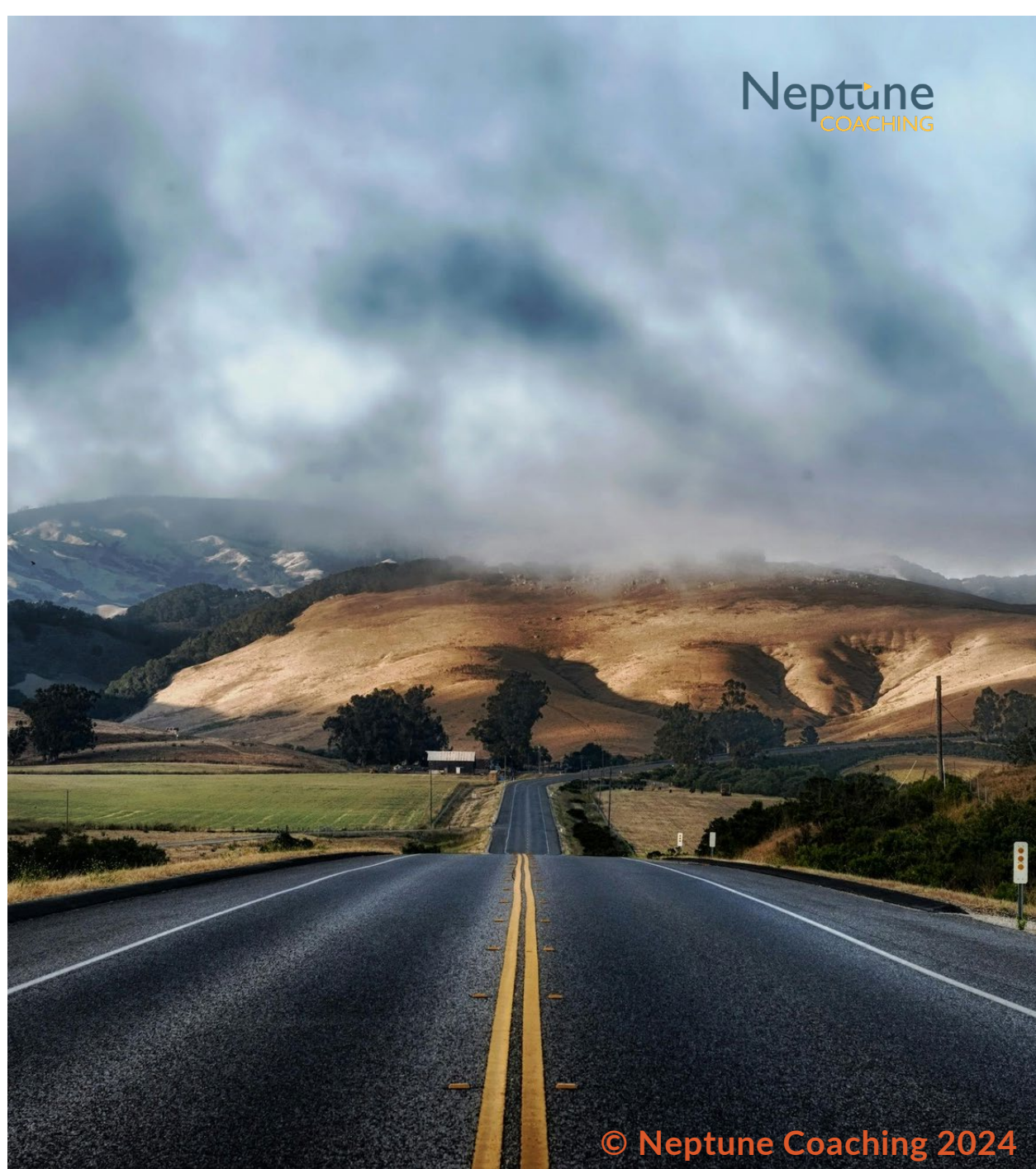


Anthony Neptune has 15 years of management experience in social services, specializing in staff development and leadership. As a coach and trainer, he helps managers create high-support, high-challenge environments, set clear expectations, and provide honest feedback. Starting as direct support staff, Anthony advanced to management roles in residential and school settings, earning certifications in trauma-informed crisis intervention and effective supervision. He brings practical insights from high-stress environments to his coaching, empowering teams to deliver exceptional service. Anthony is pursuing graduate studies in Organizational Psychology at William James College, integrating real-world experience with research-based frameworks to enhance his leadership approach.

Our Team



Betsy Neptune has over 20 years of experience in entrepreneurship, public sector leadership, and non-profit management. She equips leaders to maximize their impact through responsive coaching, thought partnership, and practical tools. As Executive Director of BUILD Boston, Betsy rebuilt the team and achieved 70% growth in individuals served. Her prior roles include leading small business programs for the City of Boston and serving as the Chief of Economic Development for the Metropolitan Area Planning Council. She has taught on entrepreneurship and leadership, and served on multiple boards, including the HKS New England Alumni Association. She holds an MPA from the Harvard Kennedy School and certifications in mediation, facilitation, and non-profit management.



IMPROVING PROCESSES



IMPROVING PROCESSES



Pre-Hiring

Pre-Onboarding

Onboarding



Pre-Hiring Checklist



Review Shared
Expectations



Determine Gap on Team



Coordinate w Dept
Leadership & HR



Align on Definition of
"Heck, Yes!" Candidate



Align on Process & Timeline



Coordinate with Other
Internal Stakeholders



Finalize & Post

Shared Expectations

Agreed-upon practices based on the values that will facilitate the mission

"Grey area" that covers everything that's not in the union contract -- how we interact with each other

Promote personal and team accountability

Allow staff to hold managers accountable as well



"Heck, Yes!" Candidates

Evaluate candidates based on alignment with ideal candidate profile

Focus is on hiring the best candidate, not the best of the AVAILABLE candidates

If none meet that standard, we make difficult decision to reevaluate the JD and repost

This philosophy will ultimately save time and resources in the long run



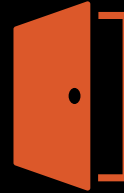
Pre-Onboarding Checklist



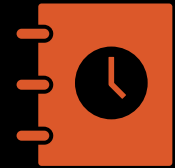
Team Preparation



Role-Specific Preparation



Personal Welcome



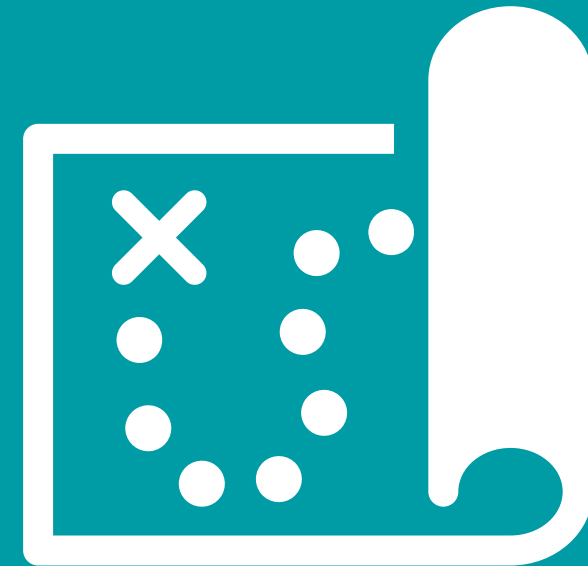
Schedule Creation

Role-Specific Preparation

Create Onboarding Document--this takes time but can set the new hire up for success!

Set initial job-specific goals (30-60-90 day objectives).

Outline the first project or priority task the new hire will own once onboarded

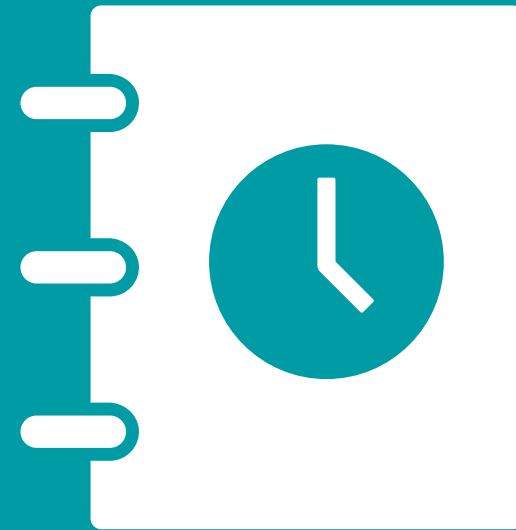


Schedule Creation

Identify individuals whom the hire should meet in first two weeks and schedule meetings

Prepare for regular meetings with the new hire during their first few weeks

Put 90-day evaluation meeting on new hire's calendar



Onboarding Checklist



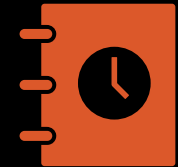
Clarify Key Expectations in
the First Few Days



Reinforce Mission, Values
and Shared Expectations



Integrate New Hire Into the
Team



Pace Knowledge
Development with Task
Completion

Clarify Key Expectations

Communication Channels

Off-Hours Communication and Emergencies

Lunch and Break Expectations

Giving and Receiving Feedback

Managerial Support Expectations

Asking Questions and Getting Answers



Reinforce Mission, Values, Expectations

Understanding of mission and values builds motivation and commitment

Clear expectations help employee understand the culture and know how to integrate themselves into it



ADDRESSING BARRIERS

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Addressing Barriers

Lack of Agreement
about how to address
Competing Priorities



Questions to Ask Colleagues



- What are your current priorities?
- How are those priorities affecting you? Your team? Your new hires?









Developing Shared Accountability

Mission

- The WHY behind our work
- Everything we do is in service of our mission

Developing Shared Accountability

Mission

Values

- Ways of Being
- Fundamental team principles

Developing Shared Accountability



- Agreed-upon practices based on the values that will facilitate the mission
- Promote personal and team accountability
- Allow staff to hold managers accountable as well

People participate in the change
they help to create

Sources: Barak (2018), Ali et. al (2019)



Inclusive process fosters proactive problem-solving and knowledge sharing

Source: Prochaska and DiClemente, 1977



CASE STUDY

The Challenge



- Lack of proactive problem-solving among staff
- Lack of trust between managers and teams
- Executives overwhelmed with questions from their teams

Process



“The training helped us obtain a framework to work off of, opening up the space for difficult conversations in the first place (this space has not always been there or prioritized)”

“**Listening to staff feedback allowed me to make better decisions.**”

“I think our team has a stronger sense of which problems they can solve proactively and which should go to upper management to provide guidance on.

”

“Sometimes by listening you learn that an individual does have feedback and wants to be included in some decision or at least have a voice

”

“This training helped me develop clear expectations for our team so that we could perform at a higher level. It also helped clarify how to hold our team accountable.”

Start Here

1. Speak with Department Heads/Hiring Managers about their priorities.
2. Review and edit templates to fit your needs, leveraging your expertise.
3. Evaluate whether/how to create manager training programs that include onboarding best practices



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Questions?