Onboarding Program

EASTERN BAND OF CHEROKEE INDIANS FAMILY SAFETY PROGRAM

During the needs assessment process facilitated by the Quality Improvement Center for Workforce Development (QIC-WD) three areas of need were discussed for possible intervention at Eastern Band of Cherokee Indians (EBCI) Family Safety Program (FSP): 1) team cohesion across the various agency units, 2) unhealthy levels of employee stress and work overload, and 3) inconsistent onboarding practices. For each area, a problem statement was developed, and in-depth root cause analysis and theory of change discussions were conducted. Ultimately, one theory of change was developed to step through the "if, then" logic for implementation of an onboarding program to improve worker retention and performance.

The theory of change development process was informed by various data examined throughout the needs assessment, input from the implementation team, and relevant onboarding research and best practice. The theory of change for EBCI FSP's intervention demonstrated how the collective components of the onboarding program were designed to influence the new hire experience by enhancing:

1. understanding of the agency, their assigned role, and Cherokee history and culture,

2. social connections with colleagues across the agency, and

3. a supportive relationship with their supervisor.

These conditions were designed to help new staff:

- understand how their role fits within the larger agency structure,

- feel confident performing their job well,

- become socially integrated into the agency, and

- ultimately experience job satisfaction and organizational commitment.

In turn, the QIC-WD and FSP hypothesized that new staff would be retained, resulting in higher morale for all agency staff, continuity of effective case practice, and improved outcomes for children and families.

The following image depicts the theory of change beginning with a problem statement followed by a series of steps that lay out the logic on how that problem will be addressed.

Incoming staff complete an onboarding program that includes:

- Information about the history, values, structure, and philosophies of the Family Safety Program
- Structured review of the FSP Policies and Procedures Manual with knowledge and reflection questions
- Use of a training FSP case that incorporates case practice expectations as outlined in Policies and Procedures and Signs of Safety
- Structured shadowing of all of the Family Safety units
- Shadowing of multiple members of the new staff's assigned unit
- Content about Cherokee history and culture, implicit bias, and the EBCI communities and implications for effective case work
- Connection to a Cultural Ambassador Team consisting of enrolled members who can answer questions about Cherokee Culture
- Structured weekly meetings with their supervisor to discuss what they are learning in onboarding & additional supports needed

SO THAT

- New staff understand the history, values, structure, and philosophies of the Family Safety Program
- New staff understand their job expectations and practice guidelines
- New staff understand and appreciate the role that all units play in fulfilling the goals of the Family Safety Program
- Staff develop connections with colleagues in all team units
- New staff understand history and culture of the Cherokee people and practice cultural humility
- Staff develop connections with enrolled members who can serve as resources and provide guidance
- New staff develop a habit of meeting with their supervisor and receiving feedback regularly and feel comfortable openly discussing ideas

SO THAT

- New staff understand how their values align with the organizational culture and how their role fits within the organizational structure
- New staff experience role clarity and self-efficacy
- New staff are socially integrated
- New staff interact with families in a way that is culturally humble and respectful
- New staff develop a supportive relationship with their supervisor

SO THAT

SO THAT ⬇   ⬇

New staff are motivated and prepared to perform the job well

New staff experience job satisfaction and feelings of organizational commitment

SO THAT ⬇   ⬇

New staff have good job performance

New staff are retained

SO THAT ⬇   ⬇

There is continuity of effective case practice

SO THAT ⬇

Safety, permanency, and well-being outcomes are achieved for families

THEORY OF CHANGE 🔺