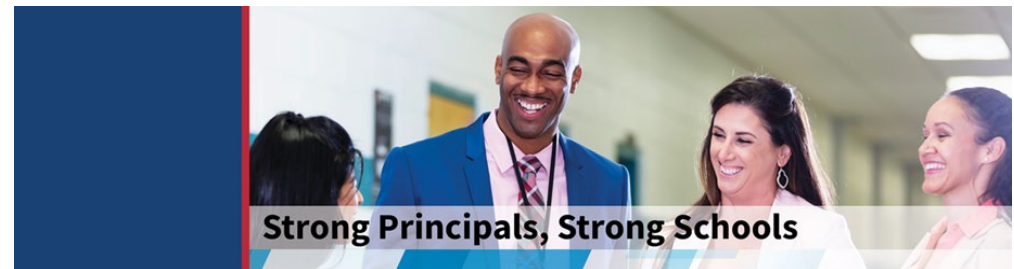




**Department of
Education &
Workforce**

FIRST IMPRESSIONS, LASTING IMPACT: MASTERING STAFF ONBOARDING

May 14, 2025



Please note that State of Ohio and Ohio Department of Education and Workforce policies prohibits the use of external AI tools during our meetings.

FIRST IMPRESSIONS, LASTING IMPACT

Mastering Staff Onboarding



Department of
Education &
Workforce

TODAY'S AGENDA

- Welcome and Updates
- Speaker(s): Experience Management Institute (EXMI)
 - Dr. Naima Khandaker
 - Mr. Stephen Fujii
- Q & A
- Next Chat – September 10, 2025



**Department of
Education &
Workforce**




LEADERSHIP SUPPORTS WEBPAGE


- Administrative Calendar
- Resources
- Schooladmin@education.ohio.gov



Strong Principals, Strong Schools

The Ohio Department of Education is committed to the support of all educators, and Principals and Assistant Principals in particular. A recent report on principal impact from the Wallace Foundation states, “**Principals really matter. Indeed, it is difficult to envision an investment with a higher ceiling on its potential return than a successful effort to improve principal leadership.**”

 Administrative Calendar	 Educator Licenses
 Professional Development	 Associations
 Higher Education	 Resources



Be among the first to explore Ohio's new Human Capital Dashboard, to be released later this year. This powerful tool offers key workforce insights—including turnover, retention, mobility, and staff counts. Learn how the Workforce Planning and Current Workforce Profile reports can support data-driven decision-making.

Ask Department of Education & Workforce presenters Stephanie Fojas and Mary Rose your questions and discuss how this dashboard can drive strategic workforce planning and retention.



Virtual Networking Session | Jun. 4, 2025 (10 –11 a.m.)

Unlocking Insights—Ohio's New Human Capital Dashboard



**Department of
Education &
Workforce**
Human Capital Resource Center

NEW PROFESSIONAL LEARNING FROM OLAC



OHIO LEADERSHIP
ADVISORY COUNCIL

New Sessions Added

January-June 2025

Professional Learning Series

Register Now



MESSAGE FROM OAESA AND OASSA

Now is the time to join your professional organization!

- [OAESA Membership](#)



- [OASSA Membership](#)



OAESA Events: <https://oaesa.org/events/>



OASSA Events:
<https://oassa.org/conferences/>





LEVELING UP FOR KIDS

**HILTON COLUMBUS AT EASTON
JUNE 16-17, 2025**

Put your game face on and join your colleagues at OAESA's 2025 Professional Conference, Game Changers: Leveling Up for Kids. Designed to enhance your skills and enrich student learning, this is your opportunity to dive into innovative strategies and learn more about the latest trends in PK-8 education — all while forging valuable connections to help you achieve your professional and personal aspirations.

Featured Keynotes

Meet our keynote speakers — game changers in educational leadership, empowering educators with innovative tools and insights for today's educational landscape.



Dr. Nicole Law
Innovative Educators: Game
Changing the Future



Jamie Meade
Cultivating Hope
in Education







Eric Curts
EdTech Specialist and
Control, Alt, Achieve Creator



Registration is Open



OHIO STANDARDS FOR PRINCIPALS | 2018

 Leadership	Standard 1: Mission, Vision and Core Values	The effective educational leader develops, advocates and enacts a shared mission, vision and core values.
	Standard 2: Ethics and Professional Norms	The effective educational leader acts ethically and according to professional norms.
	Standard 3: School Improvement	The effective educational leader implements collaborative structures and shared leadership to analyze data and causality, align evidence-based strategies to deliberate goals, develop the capacity of staff, and partner with internal and external supports to improve teaching and learning conditions and outcomes.
 Learning	Standard 4: Curriculum, Instruction and Assessment	The effective educational leader fosters an environment of effective and rigorous personalized instruction by ensuring each student has equitable access to effective teachers, leaders and learning supports.
	Standard 5: Professional Capacity of School Personnel	The effective educational leader supports all staff by promoting and organizing an environment focused on continuous improvement and personal growth to achieve positive outcomes for each student.
 Culture	Standard 6: Equity and Cultural Responsiveness	The effective educational leader models, supports and cultivates a school culture characterized by equity and inclusiveness.
	Standard 7: Community of Care and Support	The effective educational leader develops and sustains positive partnerships with and among students, staff and stakeholders to create a safe and caring school environment.
	Standard 8: Meaningful Engagement of Families and Community	The effective educational leader develops and sustains partnerships with families and the community by acknowledging the school as a community resource and understanding the context of its existence within the larger community.
 Management	Standard 9: Strategic Staffing	The effective educational leader is integral to the recruitment, hiring and assignment of staff to ensure representation of diverse expertise and skill sets are aligned to the priorities of the focused plan while also promoting staff professional growth, cultural competence and opportunities for leadership.
	Standard 10: School Operations	The effective educational leader develops and implements structures to maximize learning through relationships, management, fiscal responsibility and adherence to district and state laws, policies and procedures.



**Department of
Education &
Workforce**

Human Capital
Resource Center

FIRST IMPRESSIONS, LASTING IMPACT

Mastering Staff Onboarding

May 14, 2025 | Principal Chat

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AGENDA

May 14, 2025



-
- 1** Welcome & Objectives
 - 2** Onboarding Level-Set & the Critical Role of Principals
 - 3** The 4Cs: Design Guide, Checklists, and Toolkit
 - 4** Onboarding Phase Details & Examples
 - 5** Closing
-

OUR TEAM



Dr. Kimberly Pietsch Miller
Chief of Leadership Development



Stephanie Fojas
Ed. Program Specialist



Kristen Blazzik
Ed. Program Specialist



Steve Fujii
Vice President,
Experience



Dr. Naima Khandaker
Vice President,
Strategy



Professional Development

- HC trainings
- Networking meetings
- Online courses

Resources & Information

- HCRC website
- Talent Pipeline newsletter
- Blog posts & success stories
- Teacher demand data

Coaching & Support

- Professional Learning Cohort
- Train-the-trainer for ESCs



Resources to Attract, Hire, and Support Excellent Educators in Ohio

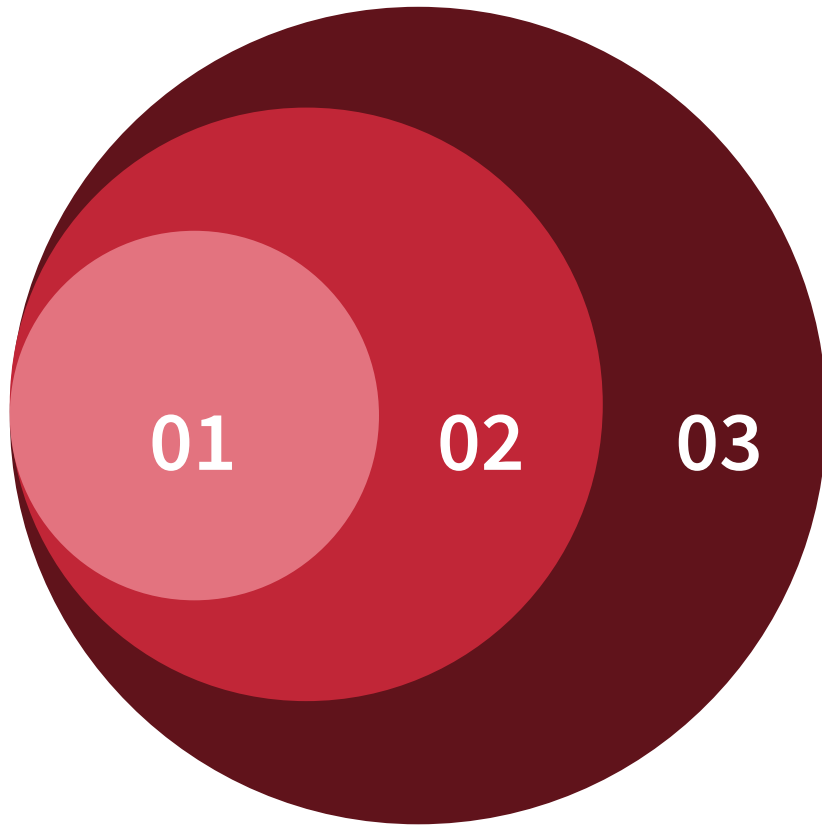
LEARNING OBJECTIVES

You will be able to:

- Understand why onboarding is critical to educator retention
- Move beyond compliance to culture-based onboarding

ONBOARDING LEVEL-SET & THE CRITICAL ROLE OF PRINCIPALS

PRE-BOARDING, ORIENTATION, & ONBOARDING



01

PRE-BOARDING

Initial phase of welcoming employees after offer acceptance

02

ORIENTATION

One-time event held before an employee's first day

03

ONBOARDING

Ongoing process of helping new employees acclimate

WHY IS ONBOARDING IMPORTANT?



Quality onboarding has a positive relationship with retention.

SOURCE: Brandon Hall Group, 2015



A negative onboarding experience makes new hires twice as likely to look for other opportunities

SOURCE: Digitate, 2018

SAMPLE DIVISION OF ROLES

Central Office	School Leaders
Acclimate new hires to the culture of the district , including vision, mission, values	Acclimate new hires to the culture of the school , including norms, values, traditions, and the community served
Plan and lead orientation to the district	Help orient new hires to the school and learning their way around the campus
Communicate district-wide policies	Communicate school-wide policies
Introduce district leaders and resources (e.g., HR)	Facilitate connection between new hires and their colleagues
Provide logistical or other support for onboarding activities, like mentoring	Facilitate school-level onboarding activities such as mentoring, check-ins
Paperwork: Legal documents, benefits enrollment	Ensure access to equipment, classroom materials, etc.

Did You Know? Onboarding



Only a small number of employees believe their employer does a good job of onboarding.

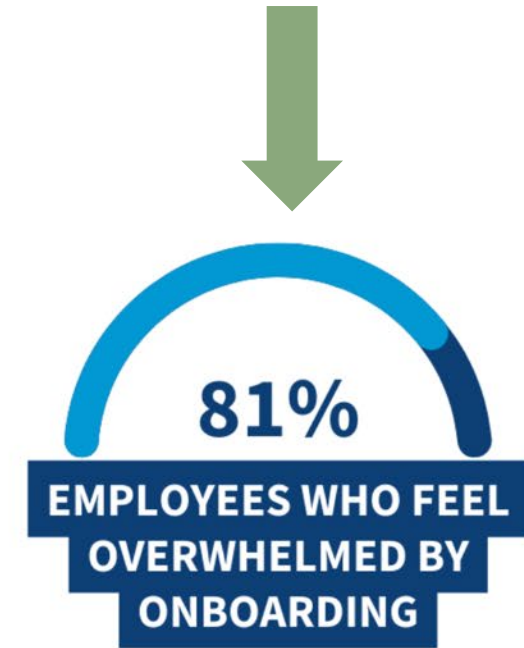
SOURCE: Gallup, 2021



COMPLIANCE

Most onboarding programs focus on paperwork and processes instead of people, performance, and culture.

SOURCE: Human Capital Institute, 2019



Most new hires feel overwhelmed with information throughout the onboarding process.

SOURCE: Glean, 2023

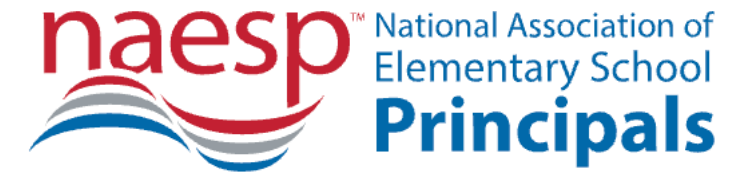
Principals play a pivotal role in making onboarding less overwhelming—and welcoming new employees into the school culture.

AMANDA RIDLEY: THE SMARTEST KIDS IN THE WORLD

“The leader in a school matters more than any other factor when evaluating schools. Yes, teachers are critically important, too, but you can’t pick your child’s teacher in the American Education system.

So, you have to rely on the principal to set the culture and hold educators accountable to what is best for students.”

ONBOARDING TIMELINE



	Spring	Summer	Fall	Spring	Summer
Hiring					
Communication					
Engagement					
Culture Building					
Orientation					
Onboarding Support					

Wills, N. (2022, Jan. 13). Invest in onboarding. *Principal Magazine* (Jan./Feb. 2022). <https://www.naesp.org/resource/invest-in-onboarding/>

THE 4Cs: DESIGN GUIDE, CHECKLISTS, & TOOLKITS

BAUER'S 4Cs OF ONBOARDING

Compliance

Policies, procedures,
paperwork



Clarification

Job requirements,
performance expectations



Culture

Vision, mission, values,
norms, customs



Connection

Building relationships,
sense of belonging



Bauer, T. N. (2010). Onboarding new employees: Maximizing success. *SHRM Foundation's Effective Practice Guideline Series*, 7.

ASSESS & REDESIGN YOUR ONBOARDING

Onboarding Design Guide

COMPLIANCE

Ensuring new employees understand workplace policies and procedures.
Completing paperwork and training required by law.

Onboarding Activity/Information	Step 1: Who is currently responsible for each onboarding activity? Mark "N/A" for any activities that do not apply or are not currently part of your onboarding program.						Step 2: Who should be responsible each onboarding activity? Mark "N/A" for any activities that do not apply or that you do not want to be part of your onboarding program.						Step 3: When should each onboarding activity occur? Consider both the importance of the information as well as how to avoid overloading new employees.				
	CURRENT STATE						FUTURE STATE						TIMELINE				
	Human Resources	Hiring Manager	Orientation	New Employee	Other	N/A	Human Resources	Hiring Manager	Orientation	New Employee	Other	N/A	Before 1st Day	On 1st Day	1st Week	1st month	After First Month
Tax paperwork																	
Salary schedule/Step increases																	
Benefits sign-up																	
Direct deposit paperwork																	
Dress code policy																	
Workplace safety/Emergency procedures																	
Mandatory training																	
Time off policies																	
Employee handbook																	
Social media guidelines																	
Technology acceptable use guidelines																	
Professional conduct standards																	
Progressive discipline policy																	
Transportation/Parking																	
Printing procedures																	
Ordering supplies																	
Building and room/office keys or fobs/access																	
Badge/School ID																	
Signed offer letter																	
List of required documents (I-9, W-4, direct deposit, background check authorization, emergency contact info)																	
Office/room with chair(s), desk(s), supplies																	

COMPLIANCE



- Goal: To have new employees ready to go from day 1
- Identified core knowledge and skills for employees related to safety, compliance, and essential procedures
- Used Google classroom to organize learning in a central location

“This has saved us from the tyranny of emails...this is the spot where they go.”

--Ed Ingman, Co-Superintendent, TGFS

CONNECTION

Our Story

Our Team

Our Schools

Our Promise

About

Students & Parents

Departments



Calendar

Alumni & Community

Contact

Meet Coach Hill!

All Braves are invited to join the Indian Hill High School Basketball family for a special meet and greet with Coach Hill:

You are invited!

Meet Coach Ricardo Hill

7 p.m. Thursday, May 12

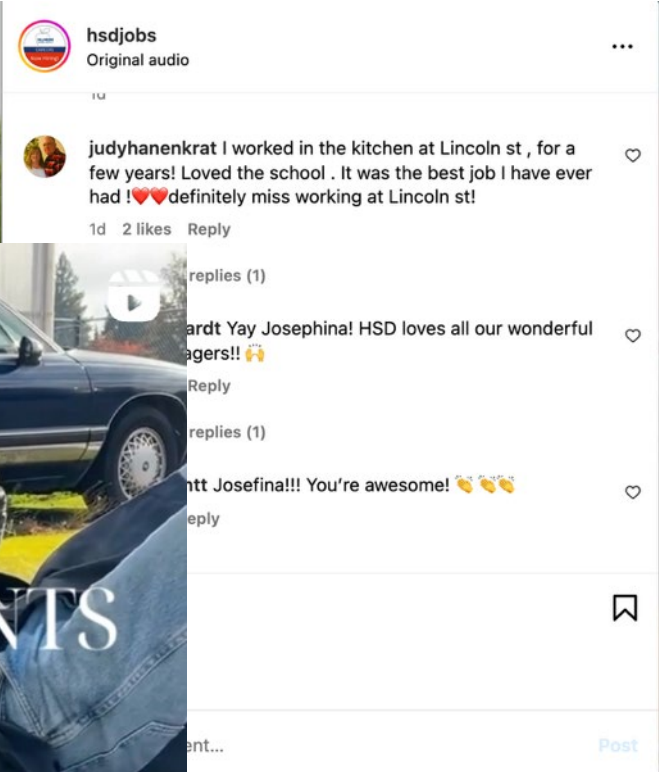
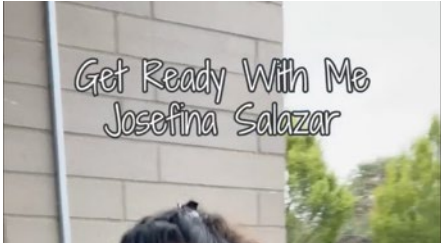
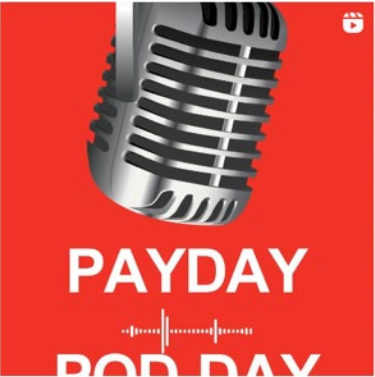
Indian Hill High School Gym



Images: Indian Hill Exempted Village School District, Fuse Project, Keep Indiana Learning



CONNECTION



CLARIFICATION

Timeframe	Task	Things to think about	Person Responsible	Date Completed	Notes
Pre-Employment	Prepare Workspace	<ul style="list-style-type: none"> ♦ Desk, chair, basic supplies ♦ Clean & organized 			
	Technology Prepared and Set Up	<ul style="list-style-type: none"> ♦ Computer & peripherals ♦ Phone ♦ Added to Google groups ♦ Access to correct drives & software 			
	Pre-Start Welcome	<ul style="list-style-type: none"> ♦ Swag (branded gear, goodies) ♦ Email that includes: <ul style="list-style-type: none"> - contacts - information for the first day (hours, where to report, dress code, contact person, parking) 			
First Day	First Day Welcome	<ul style="list-style-type: none"> ♦ Celebrate their arrival ♦ Spend time to get to know them <ul style="list-style-type: none"> - likes/dislikes - communication preferences - learning style ♦ Let them get to know you 			
	Site Tour	<ul style="list-style-type: none"> ♦ Tour of campus/building(s) Key stops: breakroom, restrooms, copiers/printers, assistance, workspace 			
	Introductions	<ul style="list-style-type: none"> ♦ Leadership ♦ Support Staff ♦ Team ♦ Key Helpers 			
	Provide a Peer Advisor	<ul style="list-style-type: none"> ♦ Peer advisor should be: <ul style="list-style-type: none"> - knowledgeable about the role - accessible to new employee - positive role model - willing and able 			
	Explain Responsibilities	<ul style="list-style-type: none"> ♦ Job description ♦ Define "other duties as assigned" ♦ Schedule ♦ Expectations ♦ How to report absences 			



CLARIFICATION: DEEPER DIVE



First Day	Introductions	<ul style="list-style-type: none"> ♦ Leadership ♦ Support Staff ♦ Team ♦ Key Helpers
	Provide a Peer Advisor	<ul style="list-style-type: none"> ♦ Peer advisor should be: <ul style="list-style-type: none"> - knowledgeable about the role - accessible to new employee - positive role model - willing and able
	Explain Responsibilities	<ul style="list-style-type: none"> ♦ Job description ♦ Define "other duties as assigned" ♦ Schedule ♦ Expectations ♦ How to report absences

First Week	Supervisor Check-In	<ul style="list-style-type: none"> ♦ How's it going? ♦ Determine if support is needed
	Professional Learning	<ul style="list-style-type: none"> ♦ LISD Culture ♦ Policy & Procedure ♦ Campus/Dept Mission, Vision, Goals ♦ Systems to Perform Job
First Month	District Survey	♦ Auto-generated; reviewed monthly
	Supervisor Check-in	<ul style="list-style-type: none"> ♦ What has gone well? ♦ What has surprised you? ♦ What support do you need?
	Professional Learning	♦ Evaluation Orientation/Review
First 90-days	District Survey	♦ Auto-generated; reviewed monthly
	Supervisor Listening Session & Feedback	<ul style="list-style-type: none"> ♦ Acknowledge/celebrate the contributions they have made to the campus/department ♦ Get their feedback <ul style="list-style-type: none"> - what supports do they feel they need to be more successful? - how could the team supported better? - what ideas do they have for the campus/department to improve student/employee experiences?
	Professional Learning	♦ Position-based & Needs-based

CLARIFICATION: SCHOOL-BASED ONBOARDING KIT

Principal Toolkit

- Onboarding Checklist: Hiring Supervisor/Principal To-Dos
- Day One Building Tour Checklist
- Check-In and Follow-Up Conversation Guide

New Employee Toolkit

- Welcome Letter
- New Employee Resources
- Mentoring
- Day One Agenda
- Our Culture
- Workplace Norms



Newburgh Enlarged City School District. (n.d.). *New Goldback onboarding process.*

https://www.newburghschools.org/files/departments/hr/documentcenter/ONBOARDING%20toolkit_New%20Employee.docx

SAMPLE TEACHER 30-60-90-DAY PLAN FOR SCHOOLS

30 Days

- Complete all required training
- Pay walkthrough
- Study curriculum guides
- Practice using technology platforms
- Weekly mentor check-ins
- Observe mentor in their classroom
- **Deliverable:** Classroom readiness and first unit plans

60 Days

- Send weekly parent communications
- Collaborate on lesson planning
- Receive bi-weekly classroom observations with specific feedback
- **Deliverables:** Implement differentiated small groups, develop assessment tools, conduct parent conferences

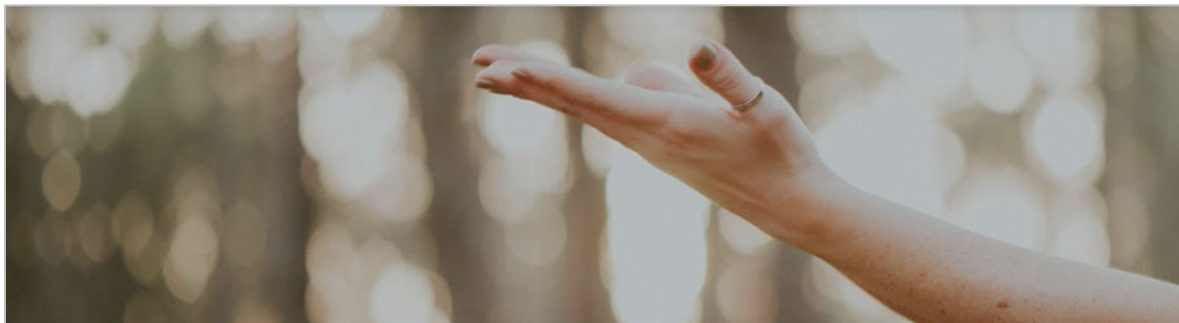
90 Days

- Identify 2-3 specific growth areas
- Share teaching resources with department
- Prepare specific questions for monthly mentor meetings
- Conduct peer observations
- **Deliverables:** Create data tracking system for student growth, develop personalized professional development plan

CULTURE

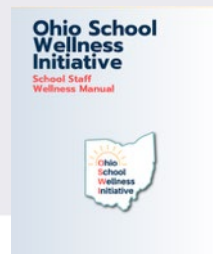


CULTURE: WELL-BEING



Educator wellness is key to overall school and district success and can be overshadowed by other staff responsibilities in schools.

Educator wellness impacts resilience, motivation, and job satisfaction ([Ohio School Wellness Initiative School Staff Wellness Manual](#)). A focus on educator well-being and wellness is one approach for improving school culture and climate and increasing educator retention.



Who is Responsible for Educator Well-being?

While there are steps individuals can take to improve their own well-being (e.g., completing training on stress management techniques), district and school leaders can utilize comprehensive and targeted approaches to reduce teacher stress and burnout. As entities strive to create workplaces where educators thrive, it is important to implement well-being strategies at these three intervention levels:

- **Organizational interventions:** Related to systems, procedures, and policies. These interventions address the root causes to mitigate stress in the workplace.
 - Example: leadership training and support
- **Organizational-individual interface interventions:** Focused on cultivating coworker skills and social support to foster trusting and respectful relationships. These interventions help educators manage stress in the workplace.
 - Example: mentoring and induction programming
- **Individual intervention:** Addresses educator well-being at the individual level and includes mindfulness-based, psychological-based, and physical-based interventions. These interventions offer support to recover from stress in the workplace.
 - Example: providing relaxation and meditation sessions to staff



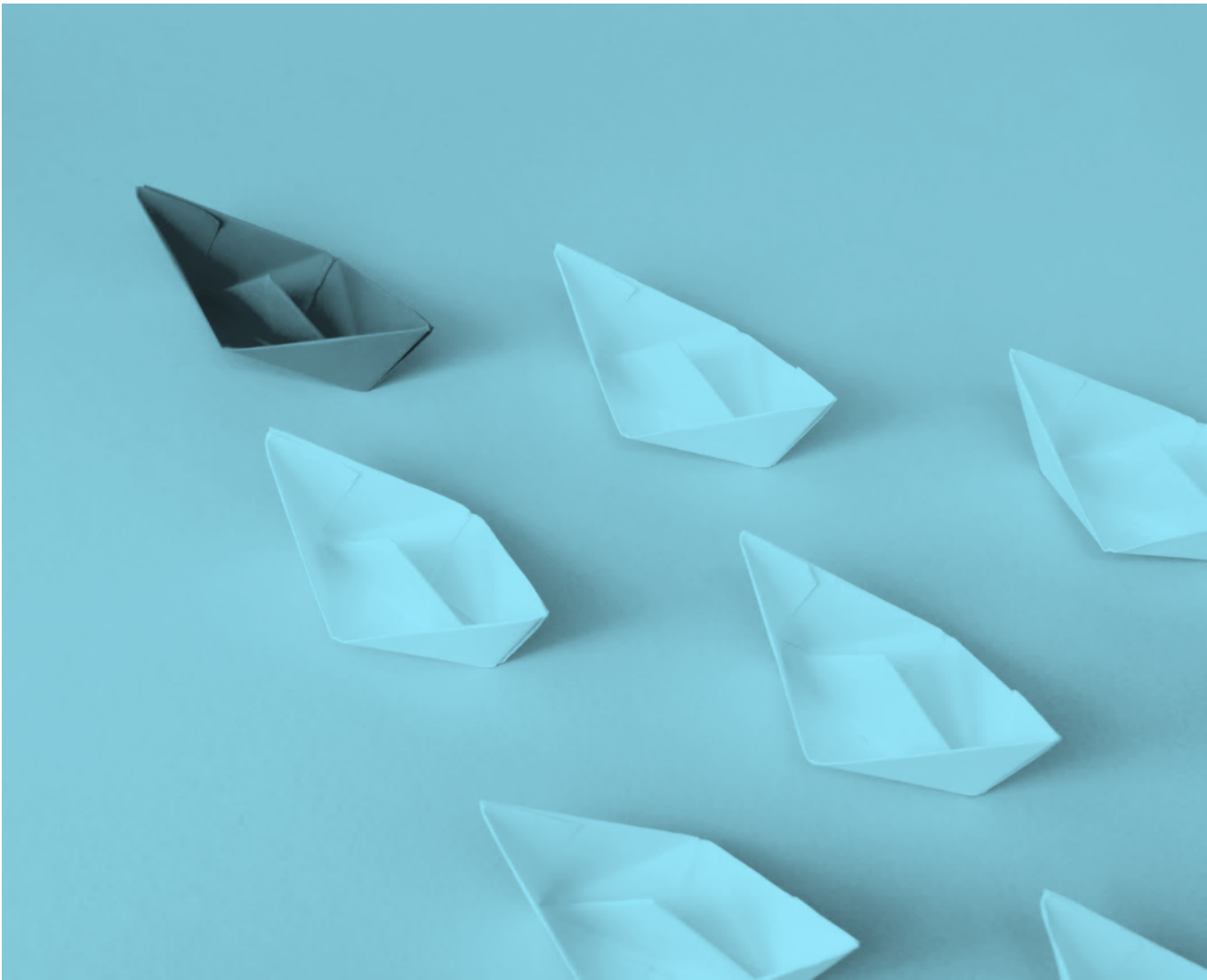
Learn more about the three levels of intervention for educator well-being.

Educator Well-Being: An Overview of
Tiered Interventions

Featuring These Resources

- School Staff Wellness Manual
- Educator Well-Being: An Overview of Tiered Interventions
- Wellness Program Inventory
- Promising Practices to Address Teacher Wellbeing
- DEW, EAP, and Other Resources

ONBOARDING CHECKLIST TEMPLATE



Onboarding Checklist

HOW TO USE THIS TEMPLATE

After using the Onboarding Design Guide to plan your future-state onboarding program and define a timeline for onboarding activities, create a separate checklist for each person who has a role in your onboarding process (e.g., HR staff, hiring manager, new employee, etc.). Transfer the checklist to a branded template with your organization's logo and consider personalizing the introduction for your school or district.

Onboarding Checklist for (Insert Role/Title)

Onboarding takes place over an extended period of time and sets up new employees to be successful. Onboarding is a team effort that not only lets people know what they need to do in their new role, but also welcomes them to our culture so they know they are a valued member of our organization. This checklist is a guide to help you understand your role in ensuring new employees have a positive onboarding experience.

Before the First Day

Compliance

- ☐ Activity 1
- ☐ Activity 2

Clarification

- ☐ Activity 1
- ☐ Activity 2

Culture

- ☐ Activity 1
- ☐ Activity 2

Connection

- ☐ Activity 1
- ☐ Activity 2

PUTTING IT ALL TOGETHER

SCHOOL-LEVEL CALLOUTS: PRE-BOARDING & DAY 1

Preboarding (Before Start Date)

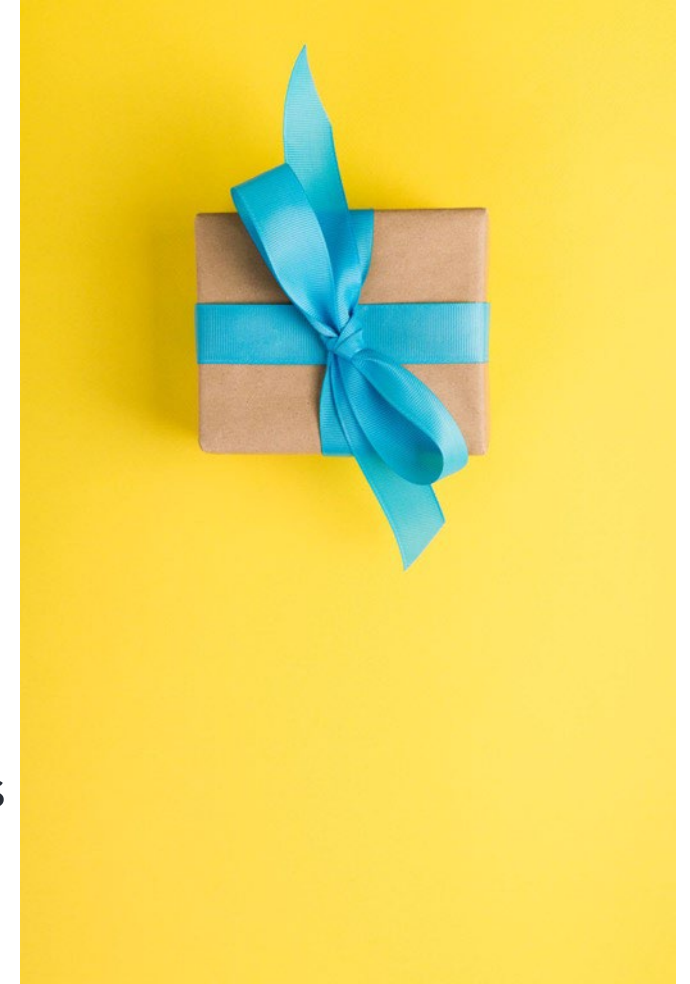
- Provide a welcome email with start date, manager name, and first-day logistics
- Share a list of required documents
- Request completion and submission of necessary documents
- Announce the new hire to staff and/or the school community
- Provide opportunities to shadow a stellar teacher to get a better sense of what to expect
- Host a roundtable for all new staff across roles to come together, or other connection options like open office hours
- Invite new hires to school events
- Bring in mentor teachers, APs, deans, counselors, and others from your school team over the summer for get-to-know-you sessions
- Communicate when teachers can get access to the school to set up their classrooms

First Day

- Provide a warm welcome and introduce the new employee to the school community
- Lead a tour of the school, including key locations (office, cafeteria, gym, restrooms)
- Distribute a welcome package with essential documents, school policies, and procedures
- Set up accounts, email addresses, and access to relevant systems
- Review key policies, procedures, and guidelines, including student code of conduct
- Make sure each employee has a building fob/key and room/office fob/key, office essentials

IDEAS FOR EDUCATOR WELCOME BOXES

- Personalized welcome letter
- School overview and mission statement
- School map and staff directory
- Academic calendar and key dates
- Classroom or office essentials kit (supplies and snacks)
- Employee handbook and policy documents
- Curriculum guides and lesson planning resources / office toolkit
- Technology access instructions
- Mentor/buddy assignment information
- List of support services and contacts
- Invitation to welcome events, games or performances, and staff activities
- School swag (shirt, mug, lanyard)
- Interactive elements (question space, feedback form)



SCHOOL-LEVEL CALLOUTS: FIRST WEEK & MONTH

First Week

- Assign a mentor or buddy for ongoing guidance
- Introduce the people who play key roles (custodians, secretaries, food service)

First Month

- Set up regular check-ins to address questions and support integration
- Assign specific tasks and responsibilities to gradually integrate the employee into their role
- Offer job shadowing or observation opportunities with experienced staff

MID-YEAR HIRES

- Pay careful attention to classified staff and subs
- Who might be hired by another organization (such as an ESC) but still needs that cultural context-setting or your school?
- **Pro Tip:** London City Schools conducts recurring meetings with onboarding specifics throughout the year. These are helpful for mid-year hires and to refresh onboarding info for others!



CLOSING

LISTEN & LEARN

- Ask your employees how you can provide a better orientation and onboarding experience
- “What do you wish you had known?” (Ask new staff from last year)




PACKING UP THE TAKEAWAYS

OhioHCRC.org

- Engage new staff early and often.
- Provide comprehensive and ongoing support—go past compliance!
- Foster a welcoming culture.
- Establish strong mentorship and check-in systems.
- Encourage two-way communication and feedback.
- Set clear expectations and provide essential resources at key touchpoints.
- Ensure educator well-being and wellness are cultivated along the way.





Be among the first to explore Ohio's new Human Capital Dashboard, to be released later this year. This powerful tool offers key workforce insights—including turnover, retention, mobility, and staff counts. Learn how the Workforce Planning and Current Workforce Profile reports can support data-driven decision-making.

Ask Department of Education & Workforce presenters Stephanie Fojas and Mary Rose your questions and discuss how this dashboard can drive strategic workforce planning and retention.



Virtual Networking Session | Jun. 4, 2025 (10 –11 a.m.)

Unlocking Insights—Ohio's New Human Capital Dashboard



**Department of
Education &
Workforce**

Human Capital Resource Center

2025–26 OHIO HUMAN CAPITAL PROFESSIONAL DEVELOPMENT SURVEY

Please provide your feedback on training topics and scheduling for next year!



QUESTIONS OR FEEDBACK?

Contact a team member.



**Department of
Education &
Workforce**

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**Experience
Management
Institute**

Stephen Fujii

SteveF@exmi.org

Dr. Naima Khandaker

NaimaK@exmi.org

NEXT PRINCIPAL CHAT

- Second Wednesday each month at 9:30 – 10:30am
- September 10, 2025

Contact: schooladmin@education.ohio.gov

PRINCIPAL CHAT SURVEY



EXIT SURVEY

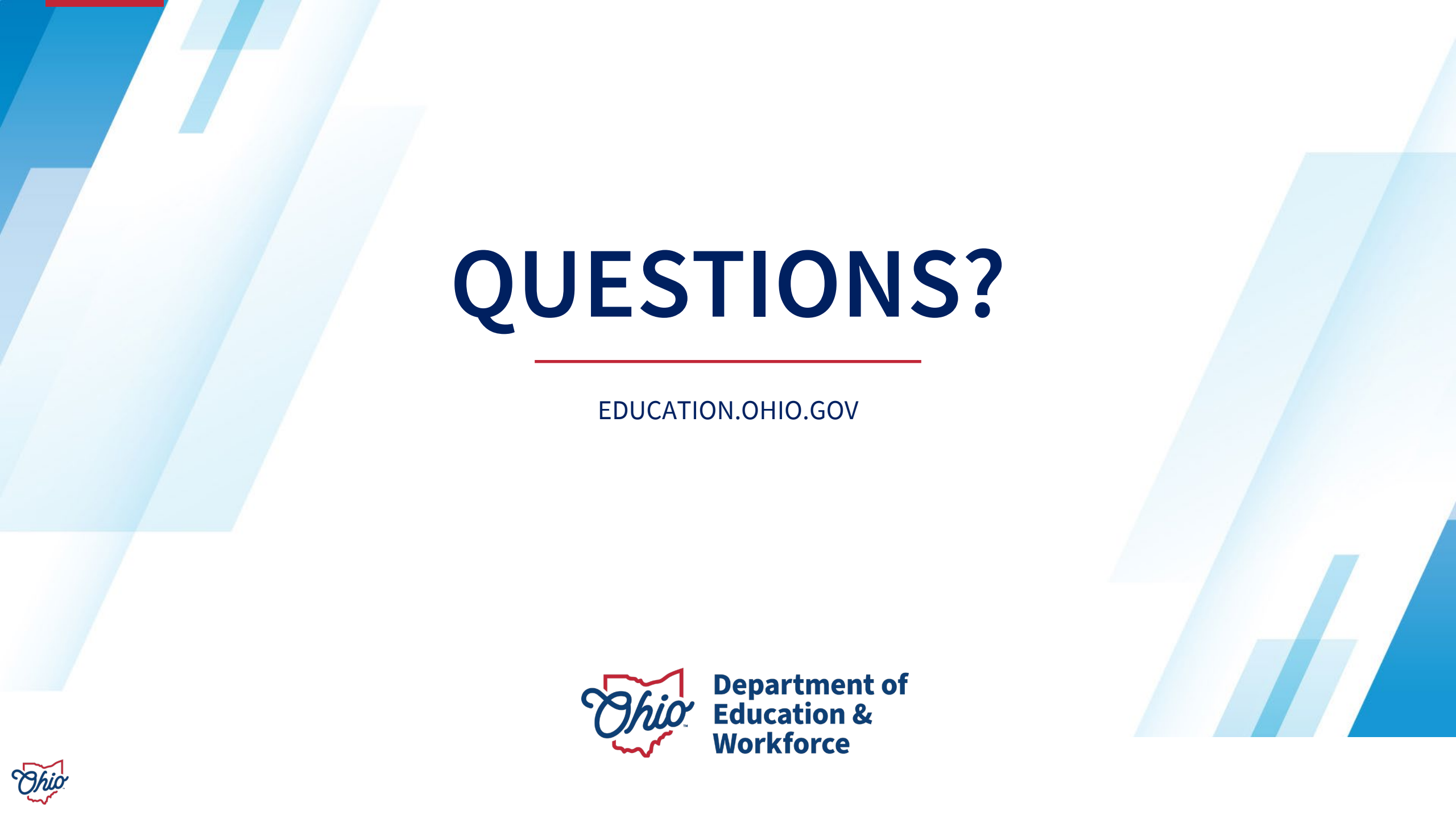


QUESTIONS?

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Department of Education & Workforce

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