**Solution:** Employee On-boarding: Hiring for a Better Organizational Fit

**Organization:** The Johns Hopkins Hospital  
**Type:** Acute Care

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**IDENTIFICATION:**
In 2007, the termination rate for all new hires in the Johns Hopkins Hospital General Services Division was a staggering 41%. Comprised of Environmental Services, Materials Management, Linen, Mail Services, Patient Transport, Nutrition, and Materials Distribution the General Services Division provides services essential to the safety and wellbeing of Hopkins’ patients. This high turnover rate not only impacted daily operations, but it also decreased the quality of customer service each department was able to provide to the hospital.

**PROCESS:**
Seeking to change the culture of General Services, departmental leadership from all seven General Services departments and a Career Services Specialist came together to examine the current hiring system and discover possible solutions. The efforts of this collaboration produced a new-hire process called *Employee On-boarding: Hiring for a Better Organizational Fit*.

**SOLUTION:**
Implemented on July 9, 2008, this new process utilizes an online application process, panel interviews consisting of one hiring manager from all seven General Service’s departments, departmental share days that allow applicants and management to evaluate organizational fit, pre-employment health screenings and background checks, Division orientation that focuses on retention and customer service, and a unique tracking system that allows the departments to follow applicants through each stage. Since its inception, there has been a 48% reduction in new-hire terminations from the previous six-month period. Other results include decreases in departmental costs related to hiring new employees, number of interviews, and time from interview to effective hire date. The efficiency of this program has produced more new hires within a five-month period than the entire 2007 calendar year. General Services is constantly monitoring the on-boarding process to identify areas for improvement and employing changes where needed. With continued dedication, the division aspires to exceed the short-term success that this program has yielded.