Strategic Employee Onboarding…Are You Onboard?

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Presented by

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Adopted from the SHRM
Onboarding New Employees Study

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Overview

- Review statistics and perspectives on onboarding.
- Learn four essential components of an effective employee onboarding program: **1) Compliance**; **2) Clarification**; **3) Culture**; **4) Connection**.
- Discuss the short-term effects (i.e., new employee adjustment) and the long-term effects (i.e., attitudes and behaviors) of onboarding.
- Understand how to utilize new tools and provide coaching to support onboarding.

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Statistics

- **50%** of all senior outside hires fail within 18 months. *-Leadership IQ*
- **50%** of all hourly workers leave new jobs within the first 120 days. *-SHRM*
- **89%** of new hires don't have the knowledge needed to "hit the ground running". *-AIRS*
- **39%** of managers are satisfied with their organization's integration efforts. *-RHR Consulting*

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What New Employees Say

- "On-boarding was great, but then I went to my work area and realized none of it mattered now."
- "My manager was so busy, I didn't even see him until my second week on the job."
- "I was handed four product manuals and told to start reading—after two days I wondered if I had made a mistake taking this job."
- "I had to figure everything out on my own—no one showed me how to access voicemail, email, where the restrooms were, etc."

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How Can We Improve?

- **Increase Job Satisfaction**—jumpstart employee relationships.
- **Increase Performance**—clarify delivery expectations and objectives.
- **Eradicate Turnover**—provide support though feedback, coaching, and follow-up.

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Exercise

- Get into groups of two or three.
- Discuss the onboarding program where you work.
- Prepare to share.

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Strategic Onboarding…

Surpasses basic employee orientation and takes a forward-thinking approach:

- To review basic legal and policy-related information; acclimate employees to company processes as they relate to these areas.
- To equip new hires with the knowledge, skills, tools, and training necessary to be successful in their new positions.
- To review company values, behaviors, and performance objectives.

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Strategic Onboarding…

Surpasses basic employee orientation and takes a forward-thinking approach:

- To introduce company culture/organizational norms.
- To immerse new hires into the organization's personality.
- To establish a solid employee relationship by welcoming new hires and creating an environment of mutual trust and respect.
- To minimize the amount of time it takes new hires to fully contribute to their workgroups.

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The Four C's of Onboarding

Connection

Culture

Clarification

Compliance

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The Four C's

Compliance

- Is the foundation and includes actions such as:
  - ✓ A review of basic legal and policy-related rules and regulations.
  - ✓ A review of the employee handbook and any other supplemental material.
  - ✓ The completion of new-hire forms and benefit enrollment.

Clarification

- Educates employees by providing:
  - ✓ An understanding of the job and all related expectations.
  - ✓ An overview of job performance standards explaining how performance will be measured.

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The Four C's

Culture

- Is a broad but important level that includes activities such as:
  - ✓ An overview of the organization's mission, vision, and values and how they link directly to the new hire's job.
  - ✓ An introduction to formal and informal organizational norms—including any unspoken company rules/policies.
  - ✓ The providing of resources/guides to assist in the understanding of the business/organization.

Connection

- Addresses interpersonal relationships and social integration through:
  - ✓ Introductions to other key employees in the organization.
  - ✓ Discussions about organizational politics, lingo, etc.

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The Four C's

Passive Onboarding 30%	• Addresses Compliance and parts of Clarification.
High Potential Onboarding 50%	• Covers Compliance and Clarification well and includes some Culture and Connection mechanisms.
Proactive Onboarding 20%	• Effectively embraces all four C's systematically in a formal and strategic approach.

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Short-Term Impact

Employee Adjustment

- **Self Confidence**—new hires that are more confident that they are doing well in their new job are more motivated and successful.
- **Role Clarity**—new hires that understand their jobs perform better; poor performance is highly visible.
- **Social Integration**—solid relationships with coworkers fosters commitment and loyalty.
- **Organizational Fit**—alignment with culture and an understanding of how the organization "works" can increase job satisfaction and reduce initial turnover.

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Long-Term Impact

Perceptions and Behaviors

- **Retention**—employees that feel a connection with the organization and have a purpose related to the goals are more likely to stay with the company longer; in many cases up to three years.
- **Productivity**—employees get "up-to-speed" faster and have strong job knowledge; leads to consistent high performance and a focus on quality.
- **Customer Satisfaction**—disengaged employees demonstrate their feelings to customers through a lack of commitment to service; happy employees lead to happy customers.

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Key Players

Manager	Employee	Organization
Drives the process	Takes responsibility	Supports the process
Builds the relationship	Seeks clarity	Enforces accountability
Sets goals and expectations	Takes action	Provides resources
Focuses on dialogue		

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Onboarding Wisdom…

"Companies that can reduce the on-boarding time will find themselves at a competitive advantage because employees will reach full productivity sooner, will have higher morale, and will be more likely to stay on the job."

Derek Moscato
HR Magazine

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Keys to Success

- Begin onboarding during the recruitment process; utilize behavior-based questions that align with organizational culture; discuss culture.
- Provide realistic job previews so that candidates get a sense of expectations and organizational norms.
- Provide support tools and processes (i.e., a written onboarding plan, formal stakeholder meetings, onboarding online).
- Incorporate coaching and support (e.g., mentors, work buddy, development/feedback meetings).
- Train, train, train!

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Best Practices

- Prepare for the first day and make it special.
- Use a formal program, develop a written plan, and make it participatory.
- Be consistent and review the plan regularly.
- Use technology.
- Engage stakeholders.
- Use milestones (30/60/90).

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Planning

- What can you do to make your onboarding program better?
- How can you align onboarding with company culture?
- What is one thing you can implement immediately?

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Questions?

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