Onboarding Tips to Start the Employment Relationship Right

ThinkHR’s Path to Success with Talent
Today’s Webinar:

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Our Focus for Today:

1. Realities of New Hires
2. Defining Onboarding Objectives
3. ThinkHR’s Process
4. Key Takeaways
Realities of New Hires
70%+ of your budget is spent on your people

US employers spend $5.5B annually on onboarding

Goal: maximize return and create amazing company culture

Realities of New Hires

4% of new hires don’t return after day one

16% of new employees leave in 1-3 weeks

31% of new hires leave within 6 months

Average cost to hire: $11k per employee

*Process.st
Top Reasons Why People Leave

» No vision—successful companies sell a vision of the future
» No mission
» Leaders don’t listen—employees don’t feel they have a stake in the organization
» No clear path to progress—employees must see the path to grow, learn and develop skills
» Employment promises not met
Name of the Game: How to Scale

» Onboarding, induction, organization and socialization

» Tools to acquire the knowledge, skills and behaviors to be successful

» Create meaningful connections

» Why do people leave? Listen to the signals

Positive onboarding experience*

- 51% greater productivity
- 50% higher retention
- 69% more likelihood of employees staying 3 years or longer

Drives 50% higher overall retention

*Glassdoor
Coming Together

» Understand the nature of the human experience

» Science and technology have changed our comfort and convenience

» The basic law of thermodynamics applies

» We live in low-trust society

» Need high trust workplaces
“It is impossible to begin to learn that which one thinks one already knows.”
- Epictetus

What Assumptions Have You Made?

Must have cauliflower moments
Common Assumptions Leaders Make

» Employees know what we want from them

» Employees aren’t watching how leaders are managing the business

» Everybody knows why the new person was hired and what their role will be

» Employees don’t need to know the details of the true state of the company
Common Assumptions Leaders Make

» Employees will figure out the small stuff, like facilities, supplies, etc.

» Employees will understand that their jobs won’t necessarily grow as the company grows

» The immediate supervisor is responsible for the onboarding of new employees
## What Organizations Need to Keep Talent

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*From: Bersin by Deloitte*
Key Onboarding Design Questions to Ask

» How long will process run?

» What impression do you want employees to walk away with at the end of the first day? End of 30 days? 90 days?

» What do employees need to know about culture, mission, values and goals?

» What are the key fundamentals about your business that need to be understood?
Everybody Hates Forms!

» People are people. We all hate administrivia as customers and as employees!

» Do NOT make the first day all about forms

» You have to do the necessary compliance—make it easy
Defining Onboarding Objectives
Defining Onboarding Objectives

» Make new employees feel welcome

» Have work station, computer, phone, supplies set up for first day

» Orient new employees to company mission, vision, values

Tackle the big three before day one:

- benefits
- payroll
- paperwork
Defining Onboarding Objectives

» Create a positive experience that creates long-term loyalty
» No buyer’s remorse—reinforce they made a great decision
» Define how to be a great employee
» Allow new employees to contribute starting on day one
» Help them create immediate connections
» Create a path without boundaries
Effective Phases of Onboarding

» Recruitment
» Day one
» First weeks
» First months
» Six months
» Up to one year
Recruitment Process
Must-Dos

» Manage employment brand in the marketplace
» Treat all candidates like you would a new customer
» Keep in touch throughout process
Recruitment Process Must-Dos

» Evaluate your candidate experience to improve your brand

» Use technology and streamlined processes for continuous improvement

» You are (or will be) being rated on social media for how you treat applicants and employees

Every candidate who expresses interest in your company is a potential customer even if the employment fit is not right!
ThinkHR’s Process
ThinkHR’s Process

» Welcome note from company in mail—remind them why they picked you

» Prepare the team for the new hire: explain background, job function, etc.

First day:

• Tackling the big 3: benefits, payroll and paperwork
• Computer, access, all technologies configured and ready to go
• Get-to-know team activities
• Welcome gift

First week:

• Orientation training
• Goals and objectives outlined (ThinkHR OKR process)
First Weeks

» Week one: making the unfamiliar, familiar
  • 30 minutes with the founder—founding story, values
  • 30 minutes with president—how the company works

» Week two: making connections
  • One-on-ones with each operating executive
First Month

Training:
» How to be a great ThinkHR employee
» How to manage goals, priorities and performance
» How to run meetings
» Explain company acronyms
After Those First Weeks and Months

» Continuing specialized training and orientation

» Expand learning and development opportunities
Lessons Learned on Executive Onboarding

Our biggest assumptions and mistakes:

» Setting insane goals

» Expecting the impossible with immediate results

What we do now: **bottom line improvement in one quarter**

» Focus on tangible impact within the first quarter

» Identify the weaknesses in 1st quarter and work to shore them up
Signals Your Process Isn’t Working

» Employees aren’t catching on as quickly as you expected

» Employees don’t know the product, role or responsibilities

» Employees aren’t engaged with others, are missing work, and aren’t sharing new ideas and opinions for improving the company
The company is only using on-the-job training to orient new hires

There is no regular feedback regarding performance

The company has no internal milestones to measure success for new hires

Your new hires are leaving
New Hire Data Analytics to Monitor

1. Retention rates (monthly, annually, longer)
2. Feedback from new hires regarding the employer brand promise
3. Unsolicited feedback from new hires with improvement suggestions
4. Employee performance
5. Attendance
6. Employee engagement in the job (active, not passive)
7. Employee Net Promoter Score: “Would you recommend our company to a colleague or friend as a great place to work?”
Employee Net Promoter Score

How likely would you be to recommend working at the company to a friend or family member?

- 0 – 6 = Critical of work at the company
- 7 – 8 = Passive about their jobs
- 9 – 10 = Promoters of the company
Signals that the New Hire May Not Be Working Out

» Bad attitude—you can’t fix that!
» Consistently fails to hit goals
» Seems to lack motivation and doesn’t play well on the team
» Asks the wrong questions
More Signals It May Not Be Working

» Complains often about the job or others
» More concerned about short-term benefits than long-term success
» Wastes time, arrives late/leaves early, rarely seems to be around
» Doesn’t give clear answers to straight questions
» The rest of your team is complaining

Don’t ignore the signals!
Key Takeaways
5 Key Takeaways for Onboarding Success

1. Successful onboarding is a team sport—use all of your resources.
2. Make the first day, first week, first month and first year matter. Be intentional.
3. Recognize and support the key needs of every new employee. Create a way to make a boundary less experience.
4. Make sure the company is holding up its end of the employment brand/value proposition.
5. Monitor your metrics and listen to the signals.
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» State and federal forms
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