

Onboarding New Employees for Long-Term Success



Presenter: Ashley Beaudoin, Technical Specialist



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Agenda

- Background about onboarding
- Pitfalls to avoid
- Three key focus areas
- Tools to measure continuous improvement
- Benefits

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Orientation and Onboarding

- **Orientation:** A one-time occurrence that is necessary for completing paperwork and routine tasks
- **Onboarding:** An approach to acclimate and familiarize a new hire with the organization and to work toward becoming a contributing team member



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Orientation and Onboarding

Orientation

- Organization overview
- High-level overview of culture
- Policy overview
- New hire paperwork
- Benefits
- Administrative tasks
- Tours

Onboarding

- Introductions with team members (department)
- Obtain a grasp of role and responsibilities
- Understanding contributions of alignment of company goals & objectives
- On the job experience

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Pitfalls to Avoid

- **Common Pitfall:** Wait until day 1 to engage a new hire
- **Common Pitfall:** New hires are acclimated after 1 day
- **Common Pitfall:** Due to background knowledge & experience, new hires understand what to do and what is expected out of them

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"You never get a second chance to make a first impression." -Andrew Grant

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Key Focus: Create Social Interactions

Continue to engage new hires between acceptance of offer and first day

- Allow for introductions with current employees
- Provide insight on company culture
- Be personal and personable

Once first day has begun, allow for people to build closer bonds

- Develop a mentor, coaching, and/or buddy program
- Become familiar with norms and practices of how the organization works
- Navigate internal networks

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Key Focus: Create Social Interactions

Manufacturer Success Story:

Utilize a detailed buddy program for new hires to better acclimate

- *Timeframe: 1 year*
- *Internal meeting* with the assigned buddy and provide suggestions and tips prior to new hires arrival
- *Check-ins: 45/90/180/1 year*
- *Buddy example:* Arrange for lunch with team members and their buddy for the first day and during first week

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“Company culture is the backbone of any successful organization.” -Gary Vaynerchukn

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Key Focus: Introduce Your Company Culture

Provide clarity about the company's mission, vision, & values

- Welcome letter prior to arrival
- Video (incorporate key individuals, etc.)
- Initial introductions

Showcase your culture

- Share heartfelt stories about your company and culture
- Provide a tour (view in action)
- Rather than showing benefits & perks, show how people treat each other

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Key Focus: Introduce Your Company Culture

Manufacturer Success Story:

Focus on incorporating culture during the recruiting process

- Create a pre-screening interview process
- Incorporate an aptitude test (not a pass or fail)
- Include key people/shift supervisor during in-person interviews

Provide current employees with necessary resources and tools to help introduce company culture

- Example: Onboard check list for supervisor, invest in leadership development at a supervisor level, etc.

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“The only thing worse than training your employees and having them leave is not training them and having them stay.”

- Henry Ford

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Key Focus: Develop Technical Skills

Create an approach that aids in what, why, when, and how to train

- *Develop a time table for employees*
- *When breaking down a job, list important steps*
- *Prepare workspace, tools, equipment prior to new hire arrival*
- *Provide clear expectations of job and tasks*
- *Try out performance*
- *Follow up and check for understanding*

** Don't use a one-size-fits-all approach*

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Key Focus: Develop Technical Skills

Manufacturer Success Story:

Be transparent with expectations

- First day, talk about training that will occur (on the job training and shadowing with mentor, duties, expectations, etc.)
- Share how training and performance will be measured

Track the progress of training and performance

- Training matrix
- 60 day – 18 month baseline scorecard
- Create weekly quizzes

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Tools to Measure Continuous Improvement

New hire survey end of week 1

- Informative, level of understanding, interactions

New hire survey end of 30 days

- Interaction, relationships, necessary resources & tools to remain productive

Stay Interviews

- Focus on retaining current talent through understanding what is working well and where improvements are needed

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Benefits of Creating an Orientation & Onboarding Process

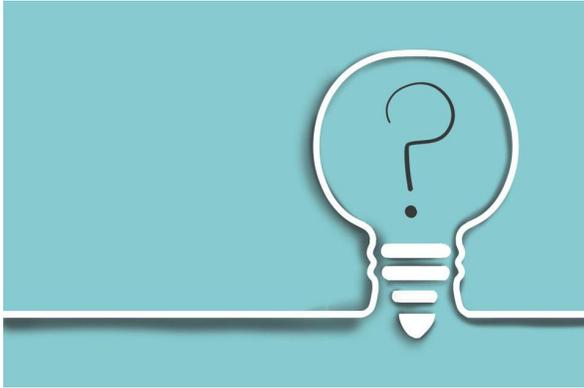
- Well developed employee onboarding can improve employee retention by 82%
- New employees who went through a structured onboarding program were 58% more likely to be with the organization after three years
- Organizations with a standard onboarding process experience 50% greater new-hire productivity



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