

Yamhill County Human Resource Association

September Meeting Announcement

Program Description: "Ensure That New Hires Succeed"

Date & Time: **September 14, 2017, 7:45am – 9:30am**
 7:45 am – 8:00 am Registration & Networking
 8:00 am – 9:30 Program

Location: Linfield College, **Riley Campus Center, Room 201** (see attached map)

Price: FREE

RSVP: rebecca@westhillshealthcare.com
 Please RSVP (if possible) by September 8th, 2017

Speaker: Deborah Jeffries, SHRM-CP, PHR, CPC, Co-President HR Answers, Inc.

Ensure That New Hires Succeed

Employee orientation plays a vital role in an organization. It helps make new employees feel welcome and to familiarize themselves with their jobs and the organization. A recent B21 survey of HR execs showed that 80% of companies do either a poor or mediocre job of acclimating new employees. That means that many of us are spending huge amounts of money on advertising, search fees, testing, background checks and pre-employment interviews to find the "perfect" candidate - then throwing it all away by mishandling the candidate's transition into the organization. This process, now commonly called "on-boarding," is widely misunderstood and vastly underutilized.

Onboarding is the process of pointing new employees toward successful employment and giving them the guidance and information they need to become productive on the job. This program is designed to answer questions, provide guidance and share creative ideas welcoming new employees to your organization. Together we will explore and learn:

- A step by step on-boarding process covering the first 90 days
- How to design a new employee experience that captures both the Head (Rational/Cultural) and the Heart (Emotional/Relational) of the new employee
- What information should be provided on the first day and what information should be communicated over a period of time?
- Why on-boarding can't be accomplished by the hiring manager alone
- How to have fun conducting and preparing a welcoming program for new employees.

Let's face it the key to retention is a solid and effective beginning. When conducted properly onboarding can instill positive attitudes about the organization, ensure quicker acclimation of new-hires to their jobs, reduce the likelihood of performance problems stemming from misunderstandings or misconceptions about programs, policies, or operational methods, and pave the way for better communication between employees and their supervisors, as well as promote organization loyalty.

About the speaker:

Deborah Jeffries serves as one of the Co-President for HR Answers, Inc. She has 30 years' experience in the human resources field (28 in consulting). As a consultant and trainer, Deborah works with organizations on the employment process, performance management, coaching/counseling, recognition, customer service, harassment, supervision, leadership, improved communication and more.

Deborah is popular among her clients – which means a busy training schedule with 20-25 sessions each month. She also gets to work with SHRM Chapters about once a month for monthly meetings or conferences, etc. Speaking of SHRM she has been a member since 1990 and has served on her local, state and regional Boards in a variety of positions over the last (almost) 30 years.

Deborah's past work experience includes recruiting, training, education, sales and marketing, and HR in a variety of environments. She holds a BS in Psychology and a teaching certificate from Willamette University. She also has her certifications through SHRM and HRCI.

Clients comment on her no nonsense practical approach and her positive attitude. Those that know Deborah describe her as energetic with a quirky sense of humor, a passion for HR, and a contagious laugh.

Let's get to the fun stuff!!

Deborah loves to read, do arts and crafts, and play Words with Friends and Candy Crush. She is a BIG sports fan....Mariners and Seahawks!!! Her son plays High School basketball and baseball and is pretty darn good!! So she is always courtside or at the field cheering him on!!! And if you have M&M's and a Mocha Frappacino you have a friend for life!

Topic: Identity Theft in the Workplace
 Date: 6/8/2017
 Speaker: Rose Barker

Todays Topic		Todays Presenter		Comments for Speaker
Fair	0	Fair	0	"would have liked slides to take notes"
Good	0	Good	1	"smooth it out a little disjointed"
Excellent	8	Excellent	7	"very well done"
				"loved the energy"

Relevancy to current position		Applicability to development		Take Aways
Fair	0	Fair	0	"how in depth ID theft can go"
Good	0	Good	1	"awareness is so important/Great topic"
Excellent	8	Excellent	7	"handouts would have been good before the presentation"
				"offer ID theft prevention benefit to employees"
				"scope of ID theft"
				"lots of good reminders for prevention"
				"different types of theft, how easy it is and the burden of proof is on me"

Quality of info presented		Quality/organization handouts	
Fair	0	Fair	1
Good	1	Good	1
Excellent	7	Excellent	6

Did you learn anything new	
Yes	8
No	0

Quality of meeting facility		Quality of Food		Comments
Fair	0	Fair	1	
Good	2	Good	4	
Excellent	6	Excellent	2	

Future topic/presenter suggestions	

Ensure That New Hires Succeed

Registered in SHRM Certification on 08/29/17



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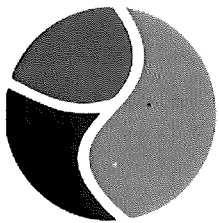
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Ensure that New Hires Succeed

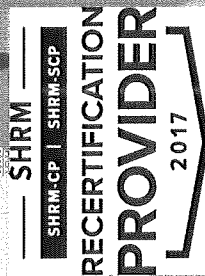
PRESENTED BY

Deborah Jeffries, SHRM-CP, PHR, CPC


September 14, 2017
Linfield College

Attendee

YCHRA is recognized by SHRM to offer Professional Development Credits (PDCs) for the SHRM-CPSM or SHRM-SCPSM
Activity ID:17-JUJ02 1.25 PDCs









ANSWERS, Inc.

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Today's Agenda
Ensuring New Hire Success

- What and Why Onboarding
- Pitfalls to Avoid
- The Benefits
- The Generational Imperative
- The Cost of Bad Onboarding
- The Critical Steps of Onboarding
- Your Ideas...
- Q & A's




Onboarding is a process of introducing and welcoming a new employee to the organization and giving them the best start possible!



More than half of all employees who left their job last year did so within the first 12 months, according to Equifax Workforce Insights.


Turnover is expensive. SHRM reports the average cost per hire is \$4,129 and the time to fill is 42 days.

This isn't how organizations want to spend their time or their money.



Questions:

1. "You have only one opportunity to make a first impression;" what impression does your organization make on a new employee?
2. How would you describe the quality and effectiveness of your organization's orientation?



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Are You Making a Great First Impression?

Think back to your first few days, weeks and months in your current job....

Did your organization make you feel? Did they make a great first impression?

Did you feel welcomed?

Did they do things to help you quickly become proficient in your new role?

Were their experiences that cemented your relationship with your manager, coworkers or the organization?



OR

Did the experience leave you wondering if you'd made a big mistake?

The purpose of any onboarding program or practice is to welcome new employees to your organization and help them become high performing in their new role as quickly as possible.



Agreed?

You don't just need to make a great first impression, you also need to lay the foundation for a strong, lasting and productive working relationship.

Is your onboarding process doing that?



The Business Impact of the Onboarding Process

Recent studies show that strong onboarding experiences can increase retention rates for a new hire by up to 25%.



The Business Impact of the Onboarding Process (cont.)

According to research by the Aberdeen Group, and the Corporate Leadership Council, organizations with effective on boarding process have:

- Better new higher retention
- Greater year over year improvement in revenue per full-time employee




The Business Impact of the Onboarding Process (cont.)

- better, sustained customer satisfaction
- better employee engagement




Employee onboarding is something you can't afford to ignore.






Most Frequent Orientation Program Complaints


- They are Boring
- They are Overwhelming
- Did not Feel a Connection
- Employees are Left to Sink or Swim

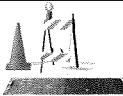
Pitfalls To Avoid




- Not having a clean & ready workstation
- Cramming 20/hrs of info into 4 dull hours of orientation
- Starting a new hire when their supervisor is absent
- Ignoring the needs of mid- & senior-level employees



Pitfalls To Avoid, cont.



- Failing to address generational needs & differences
- Relying on org charts to explain lines of communication
- Assuming a new hire can't be productive from the start
- Running a disorganized program
- Adopting a "Sink Or Swim" approach because it worked for you!
- Others....



Key Benefits of OnBoarding

- Reduce start up costs
- Reduce anxiety
- Set the stage for "what happens next"
- Reduce employee turnover
- Reduce supervisor training time
- Develop realistic job expectations



Benefits to New Employee

- Affirming they joined the right organization
- Reduce anxiety
- Improved communication
- Appreciation of benefits available only to employees
- Development of realistic job expectations, positive attitudes, and job satisfaction - *what I need to know to be successful here*



Communicates the Next Step

- Makes them feel welcomed
- Reinforce their decision to join the organization
- Explain the culture, the mission, values, goals, etc. of the organization and ties it to the employee
- Introductions to policies, procedures, process and expectations



Communicates, cont.

- Give them the tools they need to succeed
- Teach safety and job skills
- Our communication opportunity
- And continues engagement



The Cost Of Bad Onboarding

- Increased turnover
- Diminished productivity
- Poor communication
- Loss of time for supervisor and co-workers
- Reduced engagement
- Loss of respect for management
- Degradation of Organizations brand



Designing Your Program



Some Statistics...

- 90% of organizations believe employees make a decision to stay within the first 6 months
- Employees who attend structured programs are 69% more likely to remain after 3 years
- Organizations with structured programs enjoy:
 - 60% yr-over-yr improvement in revenue/FTE
 - 63% yr-over-yr improvement in customer satisfaction



Key Questions for Your Organization

- What is the goal of your current onboarding process?
- Are you achieving it?
- Should you change/alter it?
- Are there any current onboarding tasks or processes you should stop doing?
- Are there any lessons you've learned from your own on boarding experience that you can apply to help improve your organizations current process?



Key Questions for Your Organization

- When was the last time you solicited feedback from your employees on the effectiveness and value of you're onboarding program?
- Have you considered their suggestions and made improvements as a result?
- How could you measure the business impact of adopting better onboarding practices?



Three Stages of Orientation

- Overview or General Orientation
- Departmental Orientation
- Job-Specific Orientation



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Three Stages of Orientation

- Overview or General Orientation - deals with the basic information an employee will need to understand the broader system he/she works in.



Three Stages of Orientation, cont.

- The second stage is Departmental Orientation. This includes meeting the supervisor, understanding their role within the department, learning how the department operates in conjunction with other departments, introducing individual department goals, etc.



Three Stages of Orientation, cont.

- 3rd stage is Job-Specific Orientation and is the process that is used to help employees understand job responsibilities, expectations and duties with an introduction to co-workers, etc.
- Establishing how an employee fits into the "whole picture." This helps employees understand:
 - function of the organization & how the employee fits in
 - Review job description/responsibilities, duties and expectations
 - policies, procedures, rules and regulations
 - layout of workplace
 - introduction to co-workers and other people in the broader organization.



Focus On The Experience

- What is the new hire's takeaway?
 - Emotional
 - Perceptual
- Does your process:
 - Make it easy/difficult to get the information they need?
 - Help/hinder their path to high performance?
 - Increase/reduce time to productivity?
 - Ensure/sabotage their success?



An Idea: Classify Entrants

- By Level of Position
- By Department
- By Generation
- Identify Competencies for Each Level
 - Individual Contributor
 - Managerial
 - Executive
 - Organizational
 - Technical
 - Departmental



Identify Resources Needed At Each Level

- Employment Information
- Facilities & Equipment
- Performance Appraisal Process
- Communication Technology
- Technical Information & Tools
- Training & Development
- Organizational Culture
- Key Contacts/Relationships



The Generational Imperative



For Consideration: Generations At Work

Generation	Characteristics	Values	Onboarding Focus
Traditionalist (1925 - 1943)	<ul style="list-style-type: none"> • Loyal • Patriotic • Financially conservative • Faithful to institutions 	<ul style="list-style-type: none"> • Authority • Hard work • Delayed rewards • Honor & experience 	<ul style="list-style-type: none"> • Org history & legacy • Duties • Chain of command
Baby Boomer (1944 - 1962)	<ul style="list-style-type: none"> • Competitive • Politically adept • Challenge authority • Liberal spenders 	<ul style="list-style-type: none"> • Professional identity • Health & wellness • Material wealth • Optimism 	<ul style="list-style-type: none"> • Professional renewal • Org hierarchy • Performance mgmt process
Generation X (1963 - 1981)	<ul style="list-style-type: none"> • Skeptical • Independent • Resourceful • Informal 	<ul style="list-style-type: none"> • Mobility & autonomy • Balance • Efficiency • Reward for results 	<ul style="list-style-type: none"> • Access to info • Relevant resources • Clear priorities & metrics
Millennial (1982 - 2000)	<ul style="list-style-type: none"> • Optimistic • Confident • Multi-taskers • Civic minded 	<ul style="list-style-type: none"> • Constant feedback • Teamwork • Diversity & inclusion • Flexibility 	<ul style="list-style-type: none"> • Community • Corporate culture • Professional growth

What Might this Look Like?



What Might this Look Like?

- Going digital or mobile
- New hire portal
 - Team profiles
 - Org charts
 - Info on upcoming events
 - Showcase unique aspects of the culture
- Other ideas???



Onboarding Content Areas

- | | |
|--------------------|--------------------------|
| • Organization | • Security |
| • Compensation | • Transportation |
| • Benefits | • Internal Communication |
| • Attendance | • Personal Comfort |
| • Leave & Holidays | • Performance |
| • Health & Safety | |



OnBoarding Checklist

Spreading the knowledge out over time
What really needs to be covered:

Six Months


Four Months

Three Months


One Month

Two Weeks

1st/2nd Day



Send to Employees Before the First Day...



Offer Letter

Employee Handbook

Organizations Mission/Values


Dress Code Information

Job Description

Organizational Chart


Marketing Material

Other




Who Needs to be Conducting the Onboarding?


- CEO/ED/General Manager
- HR
- Manager
- Co-Worker
- Other??



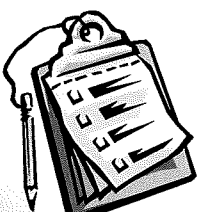
Pre-Boarding...




- ✓ Info on organization, culture, products/services, team members, benefits, etc.
- ✓ The goal of pre-boarding is to generate excitement, build engagement, and create a sense of belonging



Pre-Boarding...




- ✓ Send welcome letter
- ✓ Prepare work area
- ✓ Assemble materials
- ✓ Order business cards
- ✓ Arrange for computer & phone
- ✓ Select a "buddy"
- ✓ Add to payroll process
- ✓ Coordinate meaningful work assignment



In the Beginning....

- Review employee onboarding plan
- HR info/processes
 - Handbook
 - Signatures, paperwork (forms, non-competes, non-disclosures, policies, benefits *(if appropriate)*)
 - Training department conducts necessary mandatory training (health safety, security, ethics, harassment, etc.



In the Beginning....

- Getting to know the organization, culture, history, structure, products/services, etc.
- Tour (restrooms, lunchroom, etc.)
- Access to building
- Getting set-up with tools and equipment
 - Computer set-up and **passwords**, etc.
 - Phone set-up (voicemail, etc.)



In the Beginning....

- Building an internal network of contacts
- Getting introduced to the job, the goals, etc.
- Getting settled in workspace
- *All in an effort to teach them "who we are" and help them "fit in".*



What is Missing?



Brainstorming Time

Let's create and share ideas:



Ways to Set The Stage

Research from Bersin by Deloitte, the Aberdeen group, ERE, the Corporate Leadership Council, HCI and others has revealed the five best practices that make on boarding process truly effective:

- Extend new hire activities beyond the initial three months



Ways to Set the Stage, (cont.)

- Communicate role expectations right from the start
- Invite the employees to communicate their value and contribute
- Integrate learning into the onboarding process set the employee up for success with 30, 60 and 90 day reviews



Typical New Employee Questions

- What is this new job really about? What are the "unwritten rules"?
How and when do I get paid?
- How is this job like/unlike my last job? What do I need to know to become productive?
- Will I be happy in this new job? When will I get to do some real work?
- Will I fit in? Will I be welcome? How do I relate to my co-workers?
- What do I have to do first? Will my office/work area be prepared for me when I arrive?
- Who will tell me my priorities? What am I going to do for lunch? Will I be alone?



New Employee Questions, (cont.)

- Who are these other people and what do they do? How will I remember all this new information?
- Who do I go to for answers to problems? How does the phone work? How are messages handled?
- What are the likely barriers in trying to get the job done? Where's the rest room, lunchroom, break room, coat closet, copier?
- Who knows the right answers when info is conflicting? Is there a casual-dress day?
- How should I dress? What resources are available when I need help or more information?
- What are the immediate priorities for the first day, first week, etc.?



Identify Key Phases & Activities of the Onboarding Process

Before First Day	First Day	First Week	First 90 Days	First Year
<ul style="list-style-type: none"> Assign buddy to employee Extend personal welcome to employee Communicate 1st day logistics to employee Send paperwork in advance or online portal access Prepare for employee Identify transition risks 	<ul style="list-style-type: none"> Introduce employee to buddy & colleagues Meet immediate requirements for employment Situate employee with resources or networks required for work Orient employee to organization & culture 	<ul style="list-style-type: none"> Set performance expectations & job scope Explain performance appraisal process Assign meaningful work Ensure direct managerial involvement Schedule meetings with senior leadership 	<ul style="list-style-type: none"> Create employee development plan Provide essential training Assign mentor(s) Plan team activities & inter-departmental mixes Monitor performance & provide feedback Obtain feedback through new hire survey & other means 	<ul style="list-style-type: none"> Recognize positive employee contributions Provide formal & informal feedback on performance Assess future training & development needs

Homework: Take Back...and Ask...

What can you personally do (as HR, the Supervisor, as the Lead) to welcome or ensure the transition from someone else's "Orientation" to Onboarding?
Be specific in your ideas, thoughts, steps, activities, etc.



Define & Track Success

Defining Success

- Retention rates
- Employee engagement
- Time to productivity
- Quality
- Customer satisfaction
- Revenue/employee

Onboarding

Surveys/Interviews

- First week
- First 3 months
- First year



Define & Track Success, cont.

Metrics and Feedback Matter

- Ask for feedback from everyone involved - help improve and streamline processes.
- ALSO track: time to productivity, new hire retention/termination, new hire error rates, new hire referrals.
- Maybe even hold managers accountable by including their onboarding success rates in their performance reviews & bonus formulas.



Key Questions for Your Organization

- Which of the best practices described today does your organization and you currently follow?
- Which one should you think of implementing?





Supplemental Materials

Let me know if you would like additional items:

Sample:

- Offer Letter (s)
- Pre-Onboarding Checklist
- Onboarding/Orientation Checklists/Activities
- New Employee Orientation Evaluation




Thank You For Attending!

Call With Follow-Up Questions:

Deborah Jeffries, SHRM-CP, PHR, CPC

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www.hranswers.com/877-287-4476



ANSWERS, Inc.

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17-JUL-02

1.25 pdc's

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