Building a World-Class Onboarding Program

The First Day
Olinger Group New Hire Survey

1 in 5 had no desk

1 in 4 had to wait for a computer

1 in 3 didn’t have their email setup
Onboarding

The process by which new hires get adjusted to the social and performance aspects of their jobs quickly and smoothly, and learn the new attitudes, knowledge, skills, and behaviors required to function effectively within an organization.

A strategic system to decrease staff turnover by increasing staff engagement.
Percentage of turnover that occurs in the first 45 days: 22%

Percentage of employees still with the same company after two years: 30%

Average number of jobs held in a lifetime:

- Projected: 15
- Currently: 11
- Two generations ago
86% of new hires decide whether to stay or leave an organization within the first 6 months.

Satisfied employees versus Engaged employees.
Fact: Monetary compensation is the driving force for lower turnover and higher employee engagement.

“There is a mismatch between what science knows and what business does”

– Dan Pink
Satisfied employees are a product of extrinsic motivation

Engaged employees are a product of intrinsic motivation

Successful onboarding is all about decreasing the time it takes to engage new employees, enabling them to reach their performance potential as quickly as possible.
Benefits of engagement

- Increased employee morale
- Decreased turnover
  - Employees work harder and are more productive
  - Employees are less concerned about pay
- Fewer employee management issues
8 Onboarding Tips

Tip № 1

Give new employees the tools they need to accomplish the job and make sure they are ready to go on day one.
Clarify the company culture.

The First 90 Days

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Prepare for arrival, send welcome kit,
Start new hire paperwork,
90 day review, team celebration
Make time for fun, especially during the first day.

Tip № 3

Set aside time for new employees and give them your undivided attention.

Tip № 4
Accurately represent the company and the position to new employees.

Tip No 5

Introduce employees to coworkers and key staff members. Explain how their roles will interact in the future.

Tip No 6
Importance of friendship at work

- Has a best friend at work
- Lacks a best friend at work

Plan to be with their company one year from now
- Has a best friend: 51%
- Lacks a best friend: 75%

Would recommend their company
- Has a best friend: 35%
- Lacks a best friend: 60%

Are content with their pay
- Has a best friend: 35%
- Lacks a best friend: 35%

Are engaged employees
- Has a best friend: 51%
- Lacks a best friend: 10%

Gallup, Inc., Q12

Provide detailed objectives, responsibilities, and expectations.

Tip No 7
$37,000,000,000

Establish a follow-up plan for all new employees.

Tip N° 8
The First 90 Days

World-class onboarding programs draw on the company culture to provide a unique and memorable experience.
“Stop, collaborate, and listen”
– Vanilla Ice

Decrease in one year turnover

23%  
9%

30 months
A world-class onboarding program requires support from managers

“What gets measured, gets managed”

Peter Drucker
First Step: Establish a Baseline
Without a baseline there is no measurement of success

HR KPI
- Turnover rates
- Turnover costs
- Employee engagement
- Revenue per FTE
- Tenure

Measurement tools

Gallup Q12

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<tr>
<th>12 INDICATORS OF ENGAGED EMPLOYEES</th>
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<td>Ideally, employees always check &quot;True,&quot; but the &quot;False&quot; answers are more revealing.</td>
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Measurement tools

Exit Interview

well, overall, working here has been like living in Venice... except all the canals are filled with shit and no one's allowed to use a boat

Reasons for Leaving

- Approached with a better offer: 11.6%
- Relationship with work: 3.6%
- Your direct supervisor or manager: 6%
- Work stress/pressure: 5.3%
- Fit with the organisation: 2.6%
- Concerns about job security: 3.3%
- The incentive plan: 3.7%
- Your pay and conditions: 8.5%
- Personal reasons (including family): 14%
- Your job satisfaction: 8.3%
- Career opportunities: 7.6%
- Professional development: 6%
- The level of challenge: 4.8%
- Balancing work and life: 8.2%
- The location of your job: 4.6%
Key HR Metrics Scoreboard

Engagement
- Actively disengaged: 29%
- Not Engaged: 18%
- Engaged: 53%

Turnover
- Voluntary Turnover: 12.5%
- Involuntary Turnover: 4.3%
- Not Engaged: 83.2%

"Business and human endeavors are systems...we tend to focus on snapshots of isolated parts of the system and wonder why our deepest problems never get solved."

-Peter Senge