



Onboarding: Maximize Your Investment through Engagement

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The first day on the job should be the start of a great relationship.®



Employee Engagement

... the extent to which employees commit to something or someone in their organization, how hard employees work, and how long they stay as a result of that commitment.

Corporate Leadership Council

Onboarding is a Key Lever to Drive Engagement



Corporate Leadership Council

New Employee Statistics

- 4% of employees leave a job after a disastrous first day
- It only takes 3 weeks for new employees to decide whether they feel at home or not at a company
- 22% of staff turnover occurs within the first 45 days of employment
- Participants of structured onboarding programs were 58% more likely to be with an org after 3 years

Source: Wynhurst Group 2007

More Statistics

- 89% of new hires indicated they did not have the optimum level of knowledge and tools to do their new job
- Effectively on-boarding new employees can improve job performance by up to 11.3 percent

Corporate Executive Board Recruiting Roundtable Survey 2005

- Lost Productivity Costs = 1 – 2 ½ % of total revenue
(due to new hire & transfer learning curves)

Mellon Financial Corporate Study

- Tenure of < 12 months can cost up to 3x annual salary

Wynhurst Group 2007



Where Do Programs Go Wrong?

- Poorly organized and disconnected
- Uninteresting
- Overstuffed
- Too focused on facts and structures not “how to”
- Data dump with no understanding of context
- Very intense during first days of new job ... nothing after
- People aren't involved with the new hire's role

The **relationship** is left out of the equation.

Orientation – Onboarding Continuum

HR Orientation

Onboarding



Forms

Legal and Accounting

- W2 and legal forms
- Employment contract
- Direct deposit

Company Security

Regulatory Requirements

- Safety videos
- Training dates

Human Resources

- Benefits



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Information

Logistics

- Office/cubicle
- Computer
- Phones/voicemail

Company information

- History
- Who's who
- Vision
- Goals/Strategy

Company resources



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Integration

Role relevance

Expectations

Partnering

Performance objectives

Goals

Networking

“How to”



Comprehensive Onboarding

Forms
HR and Legal
Security
Workspace
Communication Tools
Access

Set Up

New Hire

Comprehensive Onboarding

Key Company Policies
Company Resources
History
Vision, Strategy and Goals
Culture and Values

Forms
HR Selections
Security
Workspace
Communication Tools
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New Hire

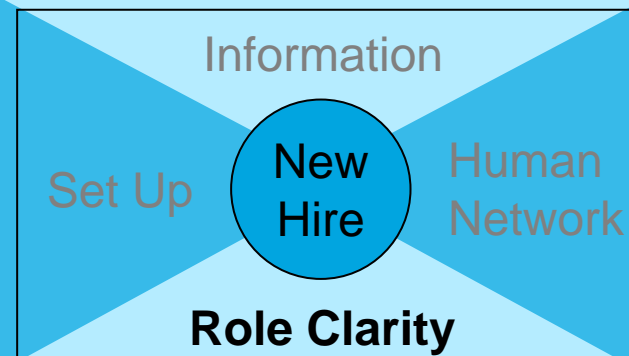
Human Network

Key Relationships
Coaching
(In)Formal Support
Navigating the People
Planned Introductions

Comprehensive Onboarding

Key Company Policies
Company Resources
History and Culture
Vision and Values
Strategy and Goals

Forms
HR Selections
Security
Workspace
Communication Tools
Access



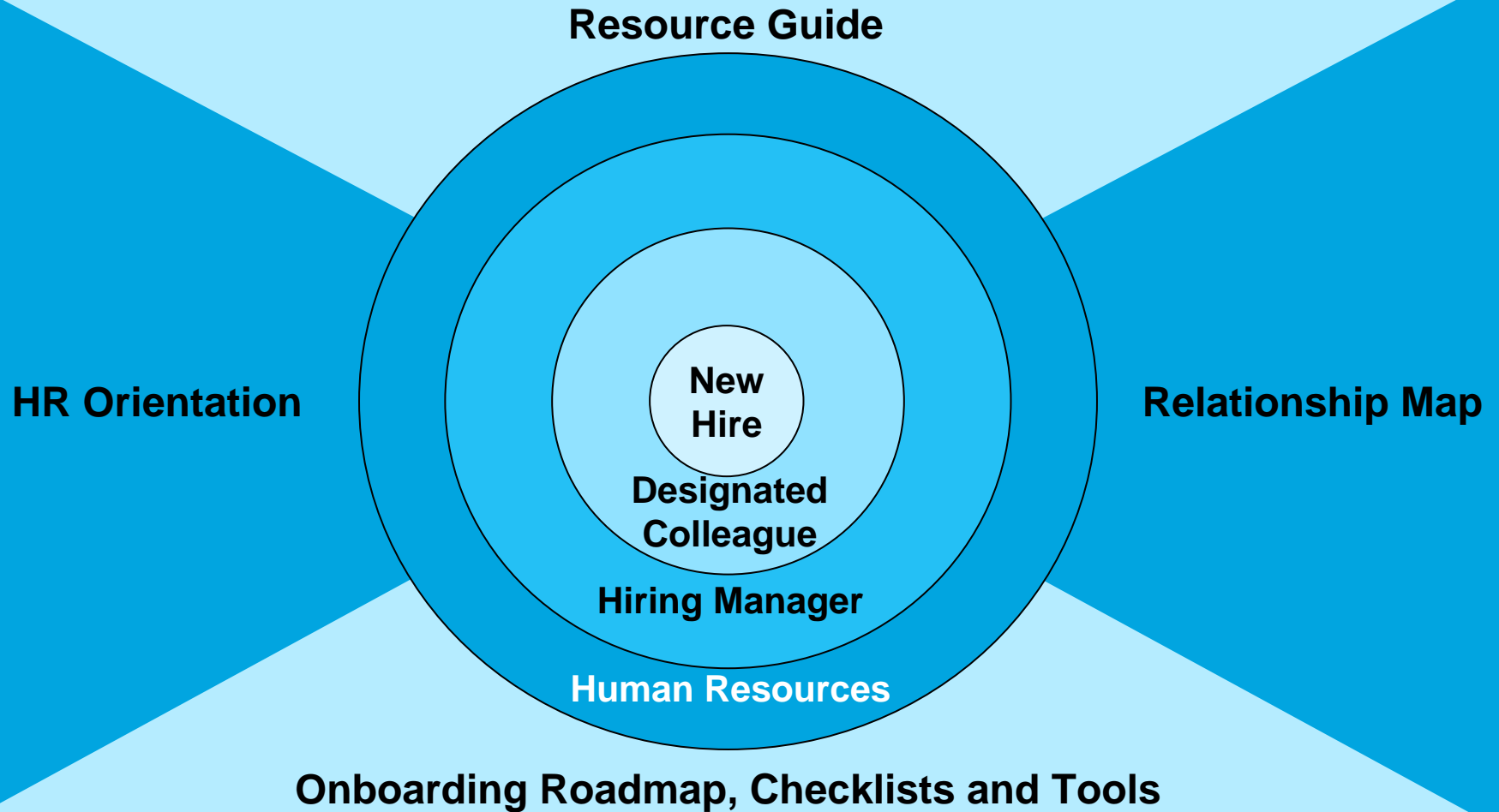
Key Relationships
Coaching
(In)Formal Support
Navigating the People
Planned Introductions

Responsibilities
Expectations & Timing
Objectives
Tools & Guidance
Functional Interdependencies

Onboarding Program Accountability



Onboarding Program Components



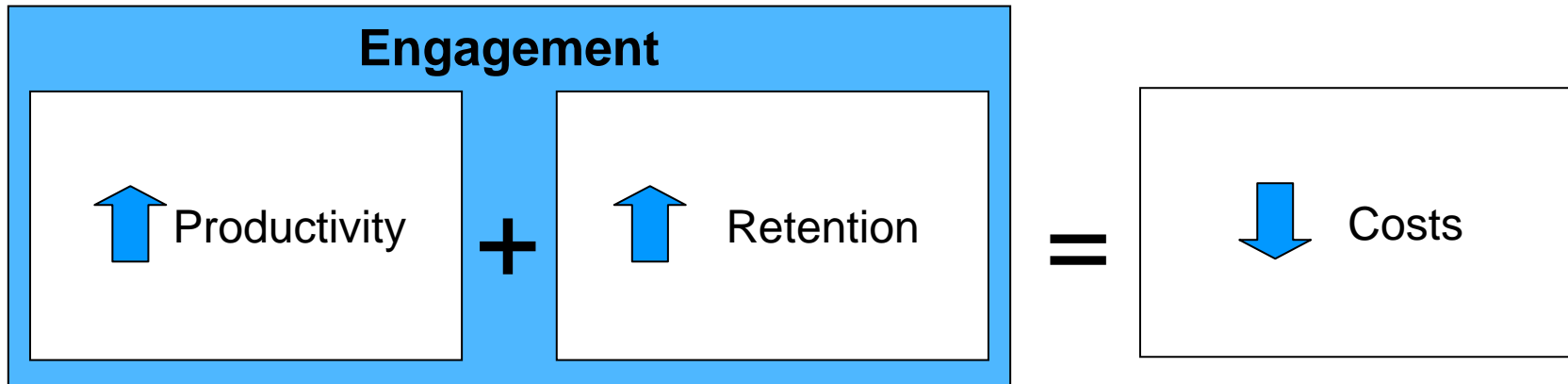
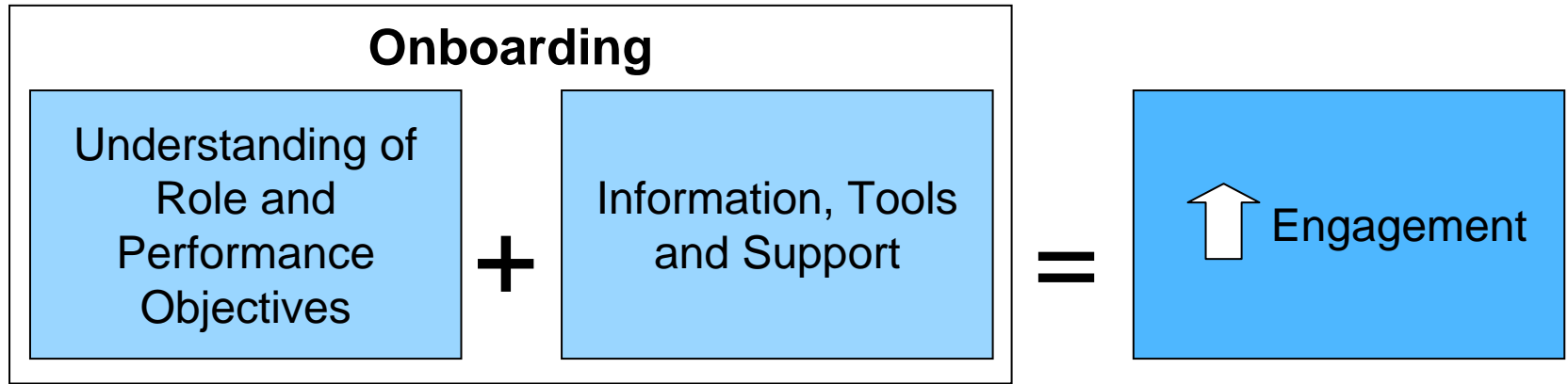
Success Factors

- Organizational commitment
- Focus on the people
 - Clear onboarding responsibilities: hiring manager, onboarding partner, new hire
 - New hire directed
- 90 – 180 day horizon with checkpoints
- Information and Tools
 - Roadmap with how to guidelines and tools/templates
 - Right size right time
 - Online and up-to-date

Biggest Challenges

- Making onboarding a priority
- Follow-through
- Customization to role or function
- Consistency across the organization – culture
- Maintenance of the resource guide and tools

Onboarding Increases Engagement and Reduces Costs.



Key Points

- The relationship must be the focus
- Onboarding delivers results
 - New hires
 - Internal transfers
- Onboarding programs ...
 - Should be straightforward
 - Can start small and grow
 - Include orientation programs
- Large and small companies or groups benefit
- The opportunity for onboarding is huge!