From Orientation to Onboarding: Moving Employees to Higher Levels of Productivity Faster

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Agenda

• **Why** an onboarding program?

• **What** is onboarding? The difference between onboarding and orientation

• **Tools** and **Templates**

• The **role** of hiring supervisors and others responsible for onboarding new employees
Assignment

Think about the last time you were hired for a new position. Regarding the orientation you received for that new position...

• What did you get through orientation that was helpful?

• What did you not get that you wished you would have gotten?
A Staff Development Model

Pre-Employment

Answers the question
'What would it be like to work there?'

Onboarding

Cultural mastery
- Network development
- Early career support
- Strategy immersion & direction

Human Resource Development

Leadership & Management Development
- Skills Training
- Organization Development
- Career Development

Questions:
- Leadership & Management Development
- Skills Training
- Organization Development
- Career Development
Why Onboarding?

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<thead>
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<tbody>
<tr>
<td>A full</td>
<td>1/3 of external hires are no longer with the organization after two years</td>
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<td>Less than</td>
<td>1/3 of executives worldwide are positive about their onboarding experience</td>
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<tr>
<td>Almost</td>
<td>1/3 of executives who join organizations as an external hire miss expectations in the first two years</td>
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<td>1/3 of employees employed in their current job for less than six months are already job searching</td>
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Why Onboarding?

• 10 to 15% annual attrition

• Organizations replace 50% of their employee base in a three to five-year period

Onboarding Studies

• The school building tour study
• The teacher attrition problem
• The 15 minute effect
Know Your Numbers

- [https://accountability.tamu.edu/content/university-metrics-staff-demographics](https://accountability.tamu.edu/content/university-metrics-staff-demographics)
Onboarding Vs. Orientation
The Problem with Orientation

• **90%** of employees **make the decision to stay within the first year**

  —thus you have one year to make a positive impression on top talent— **tough to do with orientation that lasts one day or one week**

• **Too much too soon, too little too late**
The Problem with Orientation

• Most efforts are:
  o haphazard
  o limited in scope
  o disconnected to the organization’s strategy
• No ROI – Return on Investment
• A new hire is subject to current politics or the politics of personalities
• Sometimes new employees are left on their own!!
What is Onboarding?

• **Methods** to reduce the time to productivity for new hires and increase retention

• **Help with** job preparedness, development, assimilation, networking, and career planning
What are the Goals of Onboarding?

• **Increase** *productivity* and *engagement* levels faster

• **Reduce** *turnover*

• **Elevate** your organizations’ ‘*employment brand*’ to current and prospective employees

• **Enhance** the new employee experience
The Ultimate Goal of Onboarding

Get new employees to higher levels of productivity faster

Onboarding and learning are integrated. We begin training, coaching, mentoring from day one.

Onboarding is directly connected to achieving organizational goals.
A Systemic Model


Cultural Mastery
Interpersonal Network Development
Early Career Support
Strategy Immersion & Direction

Prepare

Potential and new employees view Division of Administration Welcome Video
Potential and new employees review Division of Administration vision, mission, core values, & strategic plan

Orient

Departmental Orientation
Division of Administration Orientation and Tour
TAMU HR New Employee Welcome
Employee view safety videos

Integrate

Introduce new employee to individuals/teams with whom they will interface
Engage new employee in professional development

Excel

Check progress
Make adjustments, provide additional support

Offer and Acceptance

Close of One Year

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Close of One Year
The Onboarding Margin


Figure 1.2 The Onboarding Margin
# A Staff Development Model

<table>
<thead>
<tr>
<th>Pre-Employment</th>
<th>Onboarding</th>
<th>Human Resource Development</th>
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|                | **Cultural mastery**  
| Answers the question  
"What would it be like to work there?" |  
|                  | **Network development**  
(organizational culture, performance values) |  
|                  | **Early career support**  
(individuals and groups with whom the new hire will interface) |  
|                  | **Strategy immersion & direction**  
(intent of the organization, direction being taken and how we are getting there) |  
|                | Leadership & Management Development |  
|                | Skills Training |  
|                | Organization Development |  
|                | Career Development |  

**Pre-Employment**
- Answers the question: "What would it be like to work there?"

**Onboarding**
- Cultural mastery (organizational culture, performance values)
  - Network development (individuals and groups with whom the new hire will interface)
  - Early career support (addressing the challenges a beginning professional will have)
  - Strategy immersion & direction (intent of the organization, direction being taken and how we are getting there)

**Human Resource Development**
- Leadership & Management Development
- Skills Training
- Organization Development
- Career Development
How Strong is Our Employer Brand?
Pre-Employment

- Pre-employment video
- On-line presence
- New employee preview events
Cultural Mastery

• New hire portal (video game, interactive self-training modules, reports, presentations)
• Orientation program
• Designed network activities
• Experience employee presentations on ‘secrets to success’
• New hire cohort approach with three/six/nine month re-connect events, ‘graduation’ at end of year one
Network Development

- Introductions tour - Organizational chart with photos
- Pre-start online networking
- List of contacts with professional associations
- Hiring manager collect questions from new hire, connect with individuals with answers
- Social events
- Affinity group-based networking
Early Career Support

- Career development information in pre-start packet/portal
- Professional development plan discussion with supervisor
- Job skills training
Strategy Immersion & Direction

- Introductions/comments from leaders should include comments on strategy
- Leaders conduct conversations with new hires explaining how their unit supports the broader strategy
- Debriefs of organizational initiatives
- Provide an organizational retrospective
Onboarding Approach

• Consistency
• Best practices
• Strategic and systematic
• Craft a seamless first year of employment
• Embedded, as much as possible, at the department/unit level
  — materials/resources/tools
  — training
  — Inspiration, direction, challenge, commitment from leadership
Tools & Templates

- Welcome video
- Templates to Announce Arrival of New Employee
- Agenda for employee’s first day
- Departmental Orientation Checklist
- Onboarding timeline
- Safety videos
- A tour
The Role of Hiring Supervisors and Others Responsible for Onboarding New Employees

1. **Encouragement** for participation—plan for release time
2. Be aware of what onboarding activities your staff have had --Don’t relinquish control of orientation and onboarding over to others – your staff is your most important resource—invest in them—retention of good staff is one of the most important things you can do
3. Know who is onboarding them and what is being covered
4. Be a **champion** for the onboarding program
5. Identify departmental [human] **resources** needed to implement a comprehensive onboarding program
6. Consider creating a **departmental pre-employment video**
   - emphasize the role you play in supporting the learning mission
   - communicate your values, vision, mission
   - Answer the question, what would it be like to work here?
The New Administrator Briefing

• In-depth strategy immersion conversation with executive leadership
• Role of administrators in assisting the unit/agency in achieving goals and strategic initiatives
• Sensitization to challenges facing the unit/agency and strategies being utilized to address these
Your To Do List

Establish an onboarding team
- Review organizational goals
- Review unit/agency employee data
- Discuss best methods to get employees to high levels of productivity faster
- Plan an onboarding process based on your discussion
- Make a plan for how the departmental onboarding checklist will be used
- Create a timeline and schedules for the new employee (and give these to the new employee(s))
References

