

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

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Agenda

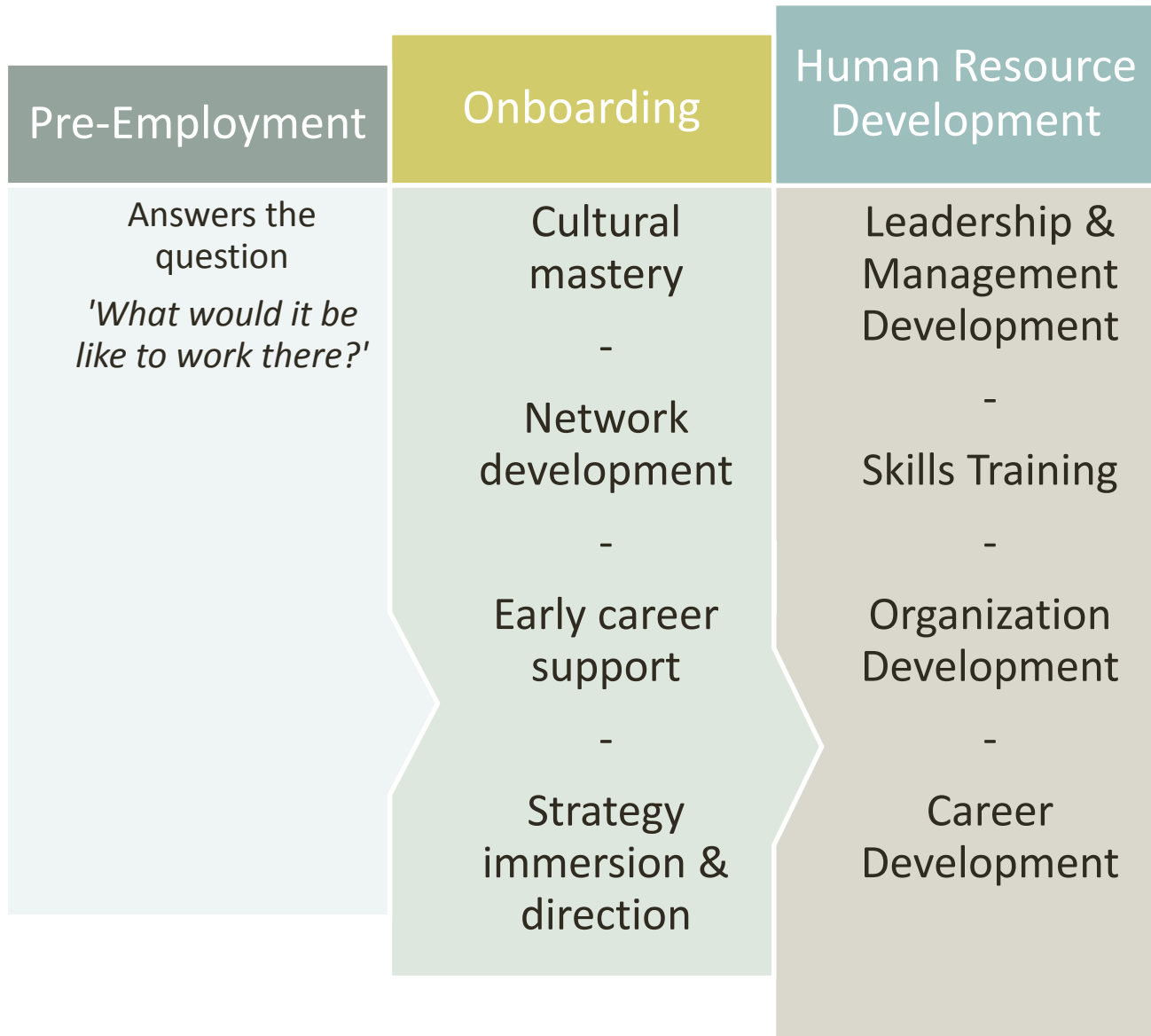
- **Why** an onboarding program?
- **What** is onboarding? The difference between onboarding and orientation
- **Tools** and **Templates**
- The **role** of hiring supervisors and others responsible for onboarding new employees

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



Why Onboarding?

A full	$\frac{1}{3}$	of external hires are no longer with the organization after two years
Less than	$\frac{1}{3}$	of executives worldwide are positive about their onboarding experience
Almost	$\frac{1}{3}$	of executives who join organizations as an external hire miss expectations in the first two years
Almost	$\frac{1}{3}$	of employees employed in their current job for less than six months are already job searching

Why Onboarding?

- 10 to 15% annual attrition
- Organizations replace 50% of their employee base in a three to five-year period

Onboarding Studies

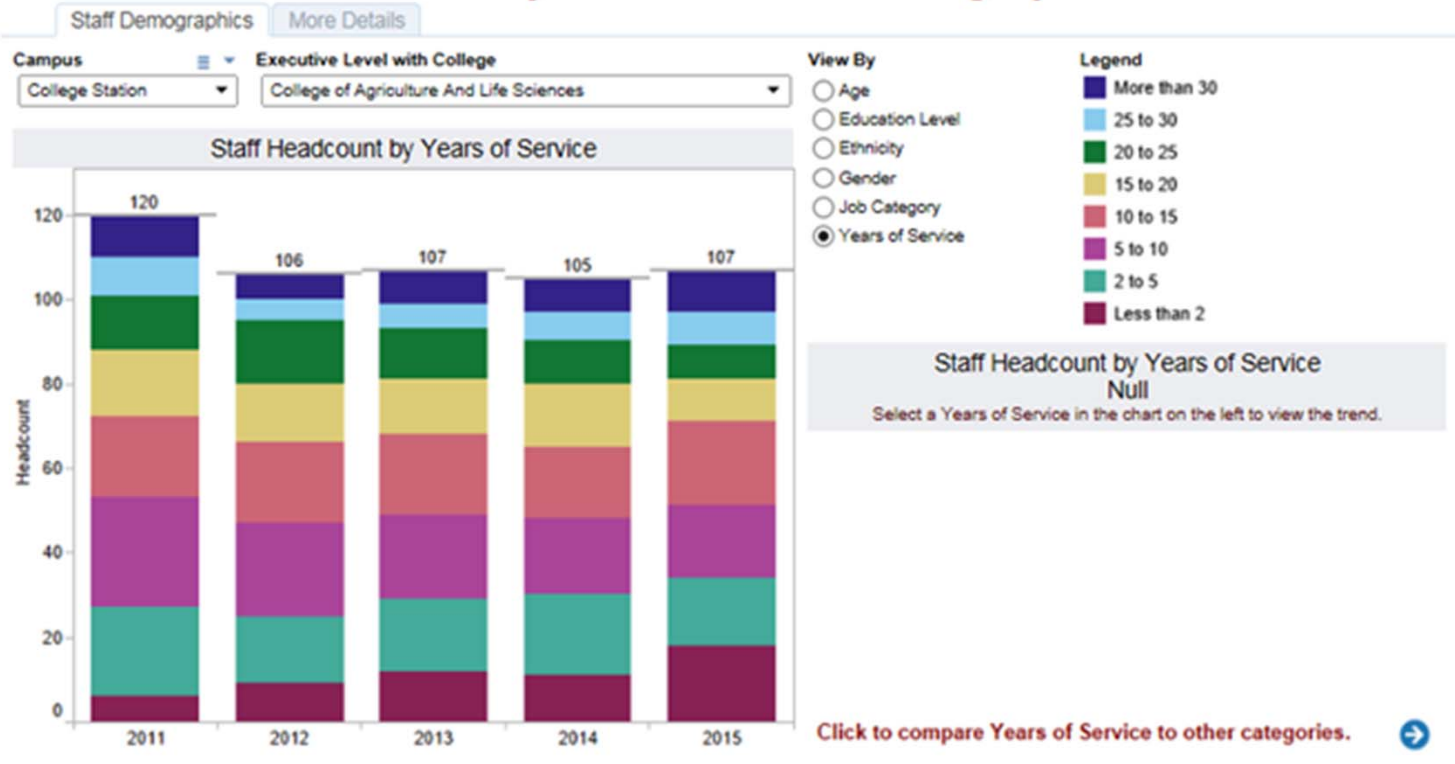
- The school building tour study
- The teacher attrition problem
- The 15 minute effect

Know Your Numbers

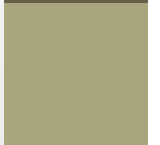
- <https://accountability.tamu.edu/content/university-metrics-staff-demographics>

Home » University Metrics » Staff Demographics

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:
 - haphazard
 - limited in scope
 - 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

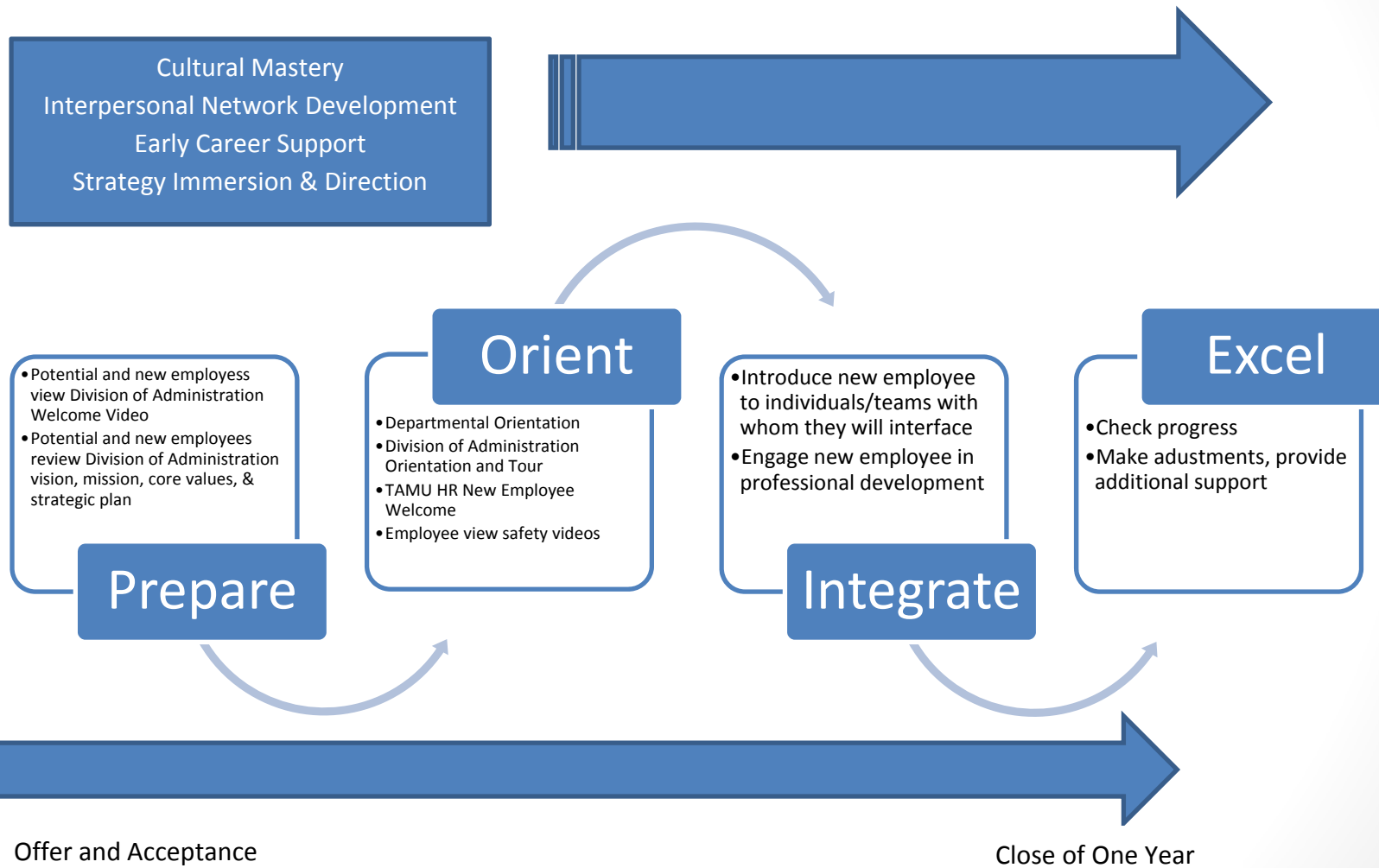
Get new employees to
higher levels of
productivity faster

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

Onboarding is directly connected to achieving organizational goals.

A Systemic Model

Stein, M. & Christiansen, L. (2010). Successful Onboarding: A Strategy to Unlock Hidden Value Within Your Organization. (adapted)



The Onboarding Margin

Stein, M. & Christiansen, L. (2010). Successful Onboarding: A Strategy to Unlock Hidden Value Within Your Organization.

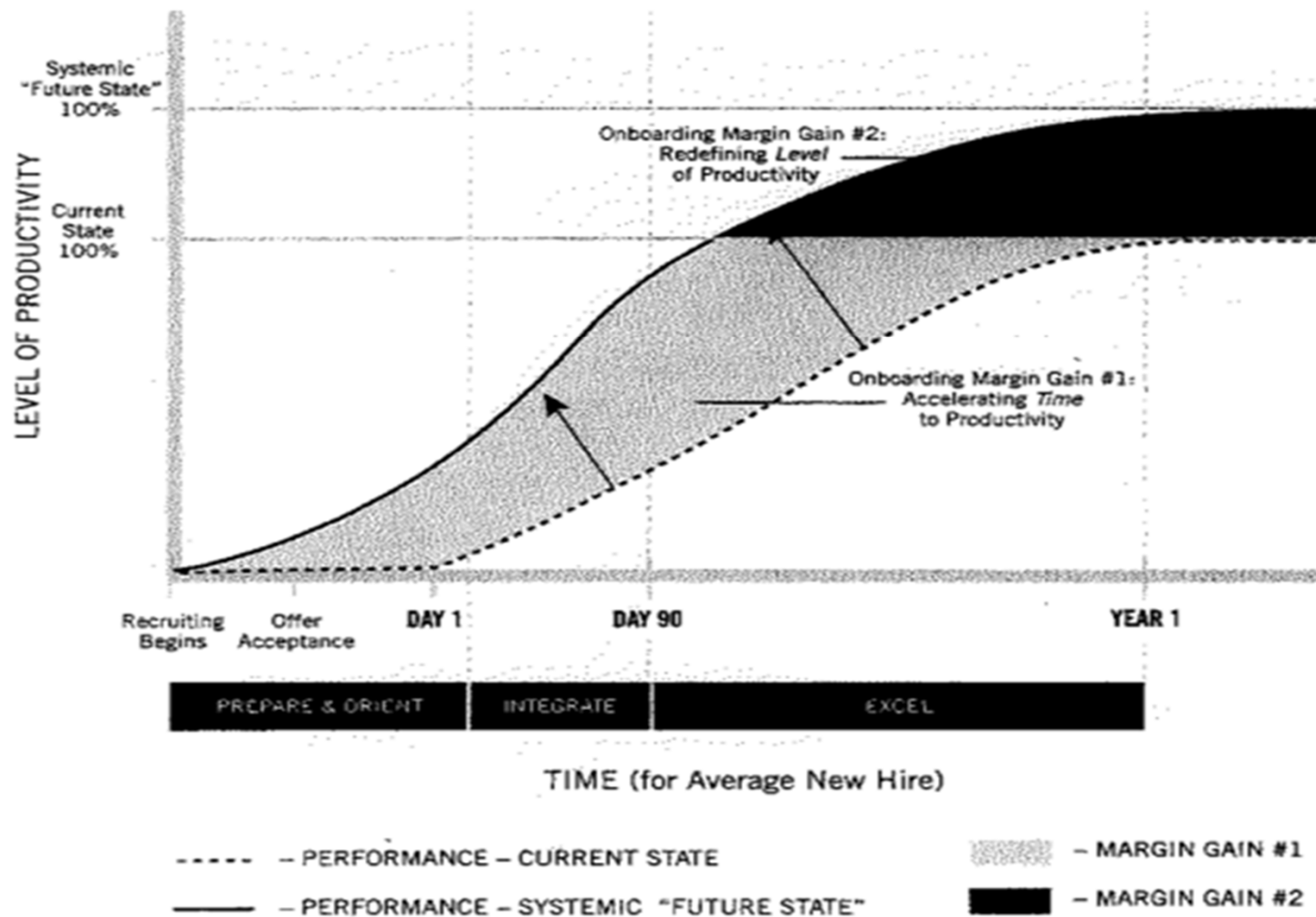


Figure 1.2 The Onboarding Margin

A Staff Development Model





How Strong is Our Employer Brand?

**EMPLOYER BRANDING:
USING IT TO INCREASE
EMPLOYEE LOYALTY**

HCI EXECUTIVE SUMMARY



CREATING A STRONG 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

- Hampel, B. & Lamont, E.(2011). The Difference Between Orientation and Onboarding and Why Organizations Can't Afford Not To Onboard. *Perfect Phrases for New Employee Orientation and Onboarding- McGraw Hill Professional eBook*. New York, NY: McGraw Hill. Retrieved from https://www.mhprofessional.com/downloads/products/0071766502/0071766502_hampel_pponboarding_ch_1.pdf
- Stein, M. & Christiansen, L. (2010). *Successful Onboarding: A Strategy to Unlock Hidden Value Within Your Organization*. (adapted)
- Sims, D. (2011). *Creative Onboarding Programs: Tools for Energizing Your Orientation Programs*. The McGraw-Hill Companies.