

Help managers accelerate new hire learning and productivity

NJOD Community's Annual Sharing Day - 2009



RESNICK CONSULTING

Connecting the Dots to Empower Employees

What We'll Explore Today

- Onboarding at your company
- Why effective onboarding is critical
- The manager's onboarding role
- 5 ways to support managers in onboarding
- Discussion
- Questions

Discussion

Onboarding at Your Company

Your Onboarding Experience



Discussion

Effective Onboarding



Discussion

Ineffective Onboarding



Where is your organization in its onboarding efforts?

No formal
or consistent
program

Implementing
program

Improving
existing
program

Designing
program

Measuring
effectiveness

Why Effective Onboarding is Critical

- 25% employees fail in their first year
- 90% of employees make their decision to stay at a company within the first 6 months
- 89% of new hires indicated they did not have the level of knowledge and tools necessary to do their job
- Less than 50% of employees know what is expected of them at work
- 25%-55% of employees are engaged

Why Effective Onboarding is Critical (cont'd)

- Accelerates time-to-contribution
- Enhances satisfaction and engagement
- Helps retain new hires

Why Make Onboarding a Priority NOW

- A critical HR process for the long-term
- Transitioning employees need onboarding as much as new hires
- Prepare for economic recovery and/or merger

The Manager's Role in Onboarding

Who is accountable for onboarding new hires?

- Human Resources
- Learning & Development
- Manager
- New hire
- Team members
- Administrative assistant
- All of the above

The Manager's Role in Onboarding

An Orchestrated Partnership

Manager →



Benefits of Onboarding to Manager

- Leveraged time investment
- Organized onboarding plan with delegated activities reduces stress to “do it all”
- Accelerating new employee’s productivity has positive impact on team performance

5 Ways to Support Managers in Onboarding

- 1 Help them understand their role
- 2 Show them which tasks to delegate and how
- 3 Prepare them for important onboarding conversations
- 4 Build a peer mentoring program
- 5 Measure effectiveness

1

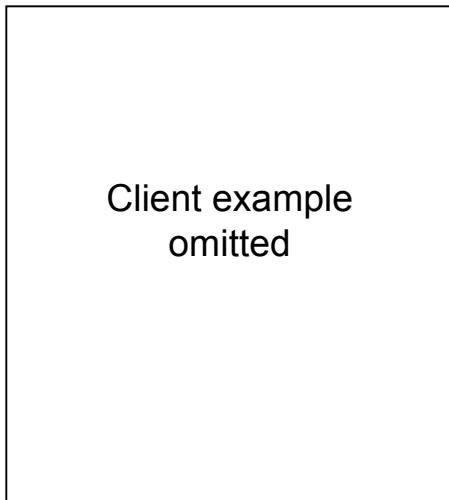
Help them understand their role

- Drive the onboarding process
- Ensure new employee is welcomed
- Lay groundwork for relationship
- Establish clear roles, goals and expectations
- Facilitate networking and relationship building

1

Help them understand their role

- Help new employee understand:



- Company vision, values and culture
- Function and team
- Key business processes

Resources:

- e-Learning
- include in managerial/ leadership skills training
- onboarding website

2

Show them which tasks to delegate and how

- Benefits/Company Orientation
- Administrative Tasks
 - Office set-up (ID card, computer, telephone, office supplies)
 - Other set-up (Blackberry, travel, credit card, business cards, conferencing)

Resources:
HR Orientation/
Onboarding website

Resources:
Assistant/
Onboarding website

2

Show them which tasks to delegate and how

- Peer Mentor/Team members
 - Department culture and norms
 - Team members' work and communication styles
 - Department processes and procedures
 - General day-to-day questions
- Learning & Development
 - Mandatory training
 - Development resources

Resources:
Peer Mentor
Guide

Resources:
Link to L&D on
Onboarding
website

2

Show them which tasks to delegate and how

- **Manager's Checklist**

Client example
omitted

Resources:
Onboarding
website/auto email
reminders

3

Prepare them for important onboarding conversations

- Introductions, work styles and onboarding process
- Job role and performance expectations
- 90 day goals
- Peer mentor process
- Function/team overview
- Culture and strategies for success
- Performance management process

3

Prepare them for important onboarding conversations

Client example
omitted

Resources:
Discussion
guides/Onboarding
website

4

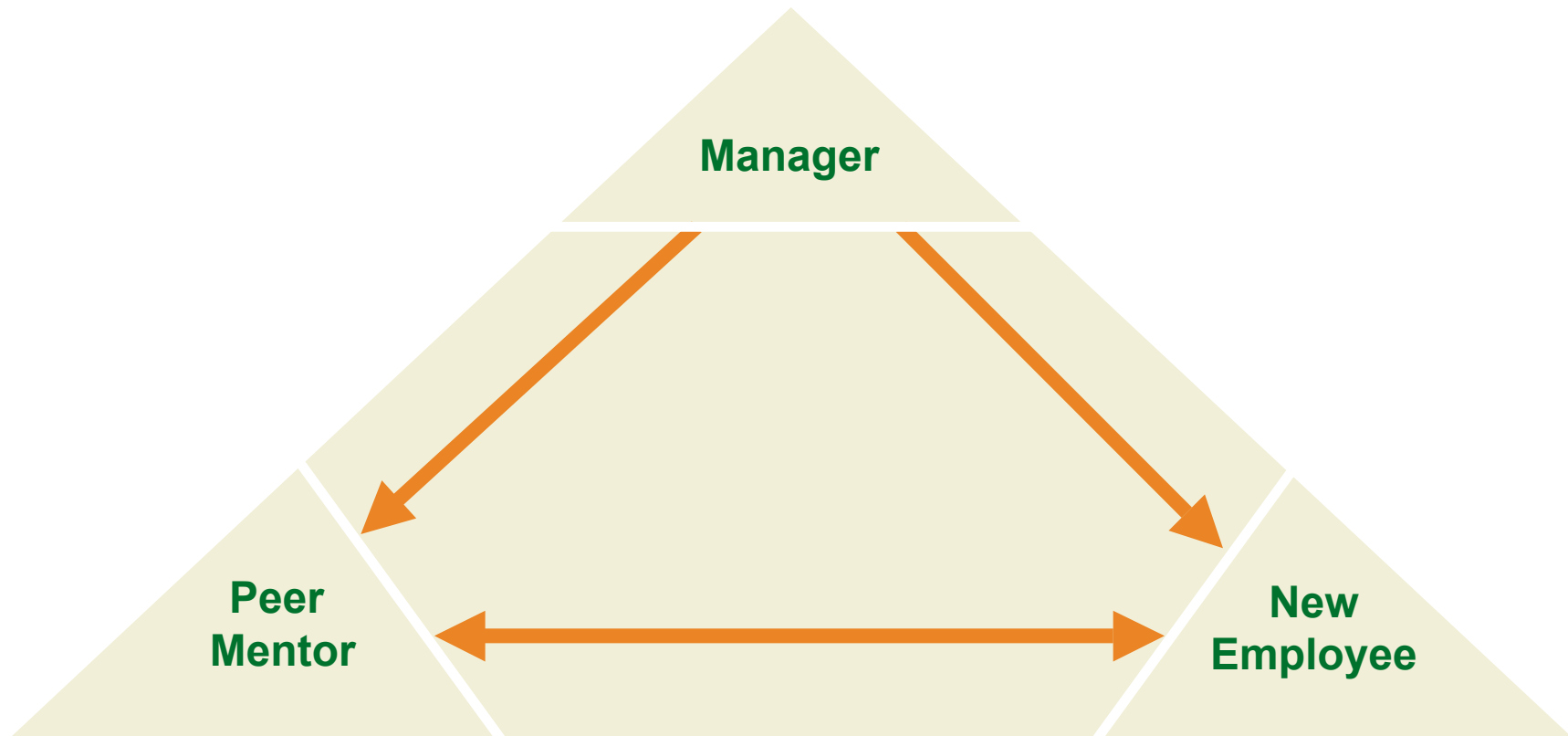
Build a peer mentoring program

- Learn how to navigate within new environment
- Understand team culture and norms
- Accelerates the exchange of information and knowledge
- Facilitates relationship-building and networking

Resource:
Peer Mentor
Guide

4

Build a peer mentoring program



4

Build a peer mentoring program

Client example
omitted

Resource:
Peer Mentor
Guide

5

Measure effectiveness

- Focus groups with recent new hires to understand needs and gaps
- Pre and post surveys to measure effectiveness of onboarding programs and employee engagement (Gallup Q12)
 - Managers of new hires
 - New employees

Discussion

What obstacles do you face?

Discussion

Have you successfully applied these or other strategies?

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