



**Alaska
Public Entity
Insurance**


New Employee Orientation and Onboarding

Developing a Program for Retention and Success

Carleen Mitchell, PHR, SHRM-CP



Course Objectives

- ▶ Why New Employee Orientation and Onboarding?
 - ▶ Onboarding vs. Orientation
 - ▶ Common Problems with Onboarding
 - ▶ Developing an Effective Program
 - ▶ What to present
 - ▶ How to present
 - ▶ Who presents?
 - ▶ Tools for Onboarding Development
- 

Why orientation and onboarding?



- ▶ Companies with onboarding have:
 - ▶ Better assimilation into the company culture.
 - ▶ Higher time-to-productivity levels.
 - ▶ Higher employee engagement.
 - ▶ Reduced turnover.
- ▶ For employees orientation will:
 - ▶ Increase their comfort
 - ▶ Reinforce their decision to stay with the organization
 - ▶ Enhance the employee's performance
 - ▶ Encourage commitment and engagement

Orientation vs. Onboarding

▶ Orientation

- ▶ Subset of onboarding
- ▶ Typically a one day event
- ▶ Focuses on organizational structure, mission and policies
- ▶ Includes a review of the employee handbook
- ▶ Payroll and benefit information is reviewed and paperwork completed
- ▶ Other administrative tasks

▶ Onboarding

- ▶ Ongoing process.
- ▶ Can last 3-18 months
- ▶ Cultivates long-term relationship building.
- ▶ Promotes a better understanding of the culture, mission and goals
- ▶ Fosters a feeling of belonging
- ▶ Reduces the time it takes to “hit the ground running”

Sustainable engagement

is an **experience** not an event.



Problems with Onboarding

- ▶ BORING!!!
 - ▶ How can the information be made more interesting or fun?
- ▶ Information overload
 - ▶ Deliver information in “digestible chunks”.
 - ▶ Spread onboarding training out and amongst a few people.
- ▶ Employee is left to sink or swim
 - ▶ No information or training
 - ▶ No greeting or introductions
- ▶ Failure to prepare
 - ▶ Is the employee’s workspace set up?
 - ▶ Is their computer ready to go?
 - ▶ Is there a plan in place?

Don't let this happen to your new employee!!



Brought to you by:
rh OfficeTeam
A Robert Half Company

"Are you OK to start on Monday? By the way, I'm not telling anyone you're coming, so they won't have anything ready for you. You don't even have a desk yet. You can just wing it, right?"

Fact: 22% of staff turnovers occur in the first 45 days of employment.

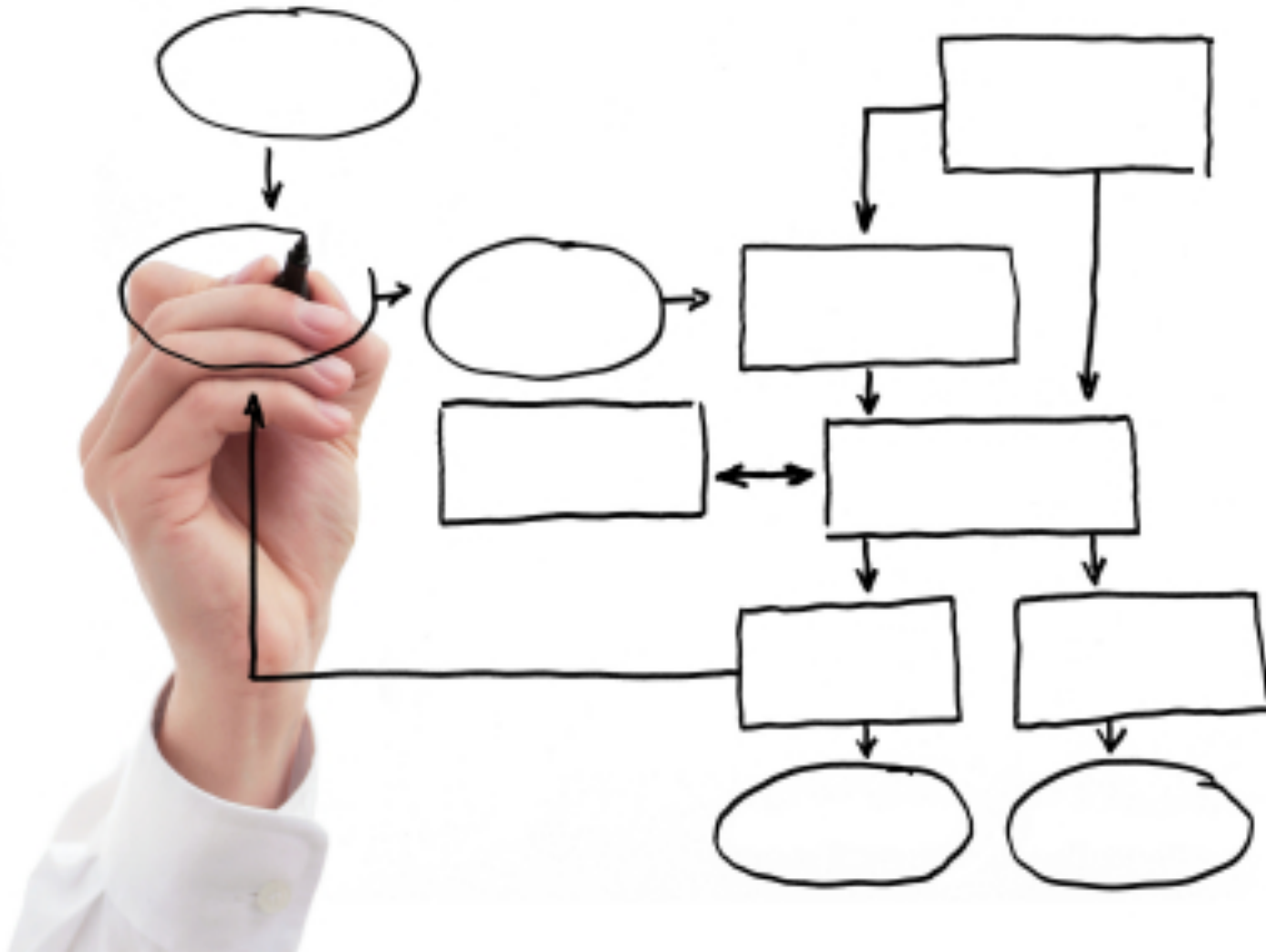
You only have one chance to make a first impression!

Developing an Onboarding Program

- ▶ Who will be involved?
 - ▶ Human Resources
 - ▶ Managers
 - ▶ Senior Leadership
 - ▶ Key employees
- ▶ What will the new employee's takeaways be?
 - ▶ How will they feel about their new job?
 - ▶ What will their perceptions be of the organization?
- ▶ What does the employee get from the onboarding/ orientation process?
 - ▶ Make it easy to get information they need?
 - ▶ Ensure success?



What's the plan?



Onboarding can start before the employee does!

Before the First Day...



- ▶ Provide the new hire with:
 - ▶ An Employee Handbook
 - ▶ A copy of the mission, vision and values of the organization
 - ▶ Job description, insurance information and dress code
 - ▶ Information on where to park and who to report to
 - ▶ Any additional information that will help the employee “get to know” the organization:
 - ▶ Links to the organization’s website
 - ▶ Newsletters

Before the New Hire Arrives

- ▶ Have a plan for orientation and onboarding:
 - ▶ Schedule time for various introductions, paperwork, and training.
 - ▶ Remind all those involved of their involvement and what they are to present.
 - ▶ Have a back up plan!
 - ▶ Prepare the employee's initial work assignments. Having a project fosters feelings of usefulness and belonging!
- ▶ Make sure everything is ready to go:
 - ▶ Ensure the employee's work space (desk, work area, locker) is ready to go.
 - ▶ If the new employee will cross-train with the departing employee, encourage the departing employee to begin making space for the incoming employee.
 - ▶ Have computer log-in, keys, badges, etc. ready to go.



Stages of Onboarding



Stage 1: Overview or general orientation

- ▶ Administrative Tasks
 - ▶ New Hire Paperwork
 - ▶ I-9
 - ▶ W-4
 - ▶ Direct Deposit
 - ▶ Organizational New Hire Paperwork
 - ▶ ID Card, Keys
- ▶ Compensation and Benefits
 - ▶ Payroll Procedures
 - ▶ Pay and grades
 - ▶ Insurance Programs
 - ▶ Retirement Plan
 - ▶ Education Assistance
- ▶ Attendance Policies
 - ▶ Holidays
 - ▶ Paid Time Off Benefits
 - ▶ Reporting Absences/Tardiness
 - ▶ Jury Duty
 - ▶ FMLA/AFLA
- ▶ General
 - ▶ Organizational Policies
 - ▶ Ethics
 - ▶ Bulletin Board and Newsletters
 - ▶ Complaint/Grievance Procedures
 - ▶ E-mail and Internet Policies
 - ▶ Organization mission, goals and values

Stages of Onboarding

Stage 2: Job Specific Orientation

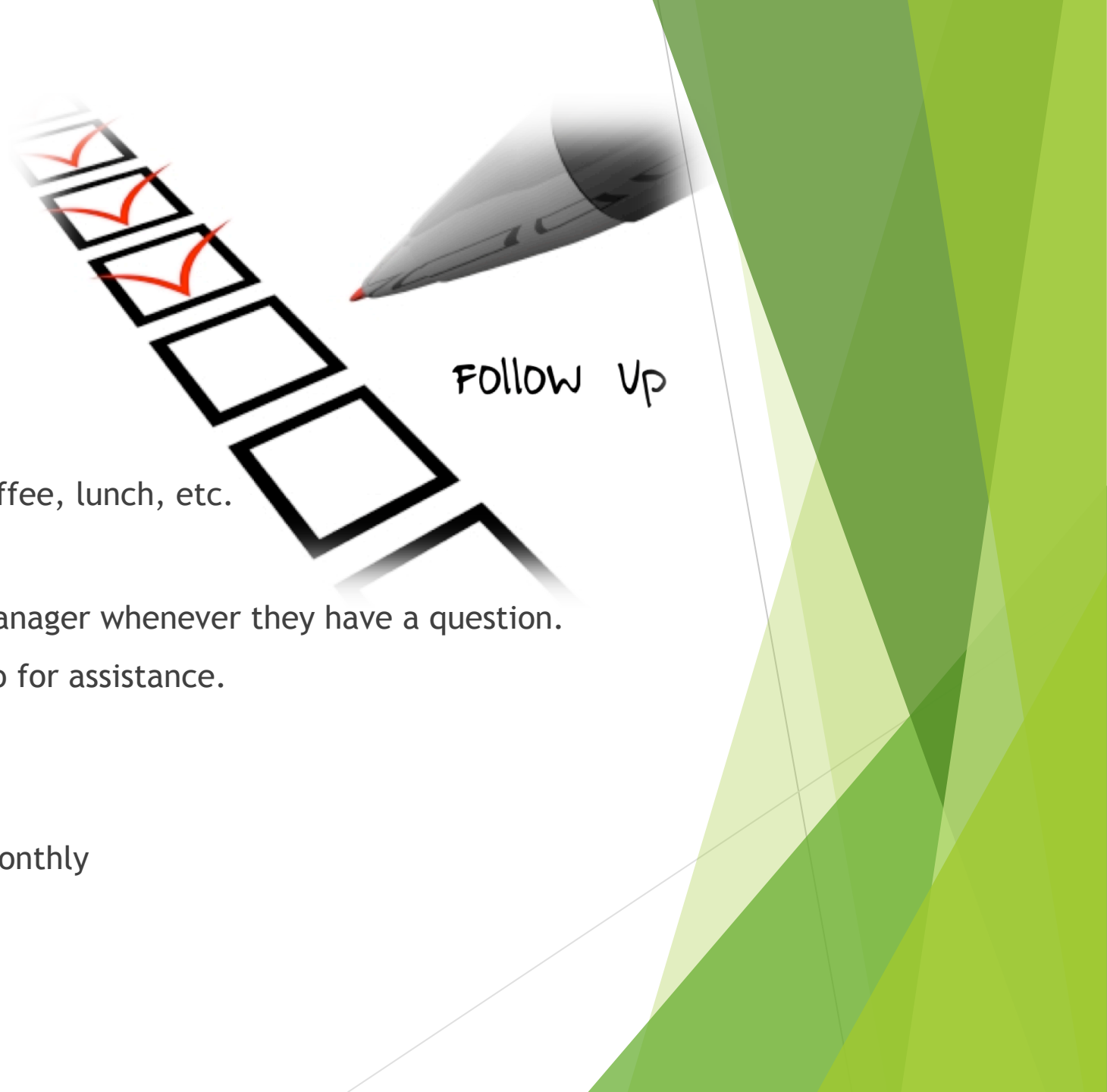
- ▶ Tour of work area
 - ▶ Orientation of the areas the employee will work in and others they will work with.
 - ▶ Identify where break areas, restrooms, smoke area, etc. are located.
- ▶ Introduction to work team
 - ▶ Arrange time to spend with key staff.
 - ▶ Arrange a meet and greet for the team; perhaps coffee or lunch.
- ▶ Introduction to work duties
 - ▶ Start small- don't overwhelm!!
 - ▶ Prepare a work flow of key processes.
 - ▶ Assign first tasks.



Stages of Onboarding

Stage 3: Follow-up

- ▶ Engage the new employee
 - ▶ Communicate: ask how things are going.
 - ▶ Sponsor get-togethers with the team: coffee, lunch, etc.
- ▶ Maintain an open door policy
 - ▶ Invite the new employee to visit their manager whenever they have a question.
 - ▶ Identify key staff the employee can go to for assistance.
- ▶ Seek the employee's feedback
 - ▶ Evaluation forms
 - ▶ Supervision meetings: daily, weekly or monthly



Supervision Meetings

Regular feedback allows for clear understanding

- ▶ Recognition
 - ▶ Provide meaningful recognition and praise.
- ▶ Clarify expectations
 - ▶ Define expectations
 - ▶ Provide knowledge, skills and tools to meet them
- ▶ Issues and concerns
 - ▶ Clearly discuss any issues and concerns you have
 - ▶ Keep in mind: are they *willing* and *able*
- ▶ Ask employee to identify any issues or concerns
 - ▶ Reflect: name their feeling
 - ▶ Restate the problem
- ▶ Plan
 - ▶ Provide clear plans and expectations
 - ▶ Set date/time for next meeting
- ▶ Document
 - ▶ Note items discussed
 - ▶ Supervisor and employee sign

Other things to consider

- ▶ Block off time for the employee
 - ▶ *If you don't set the time you likely will not make the time!*
- ▶ Select an employee sponsor/buddy
 - ▶ *Who can back up the supervisor?*
- ▶ Prepare and state expectations
 - ▶ *Communication must be clear!*
- ▶ Document:
 - ▶ Training provided
 - ▶ Policies reviewed
 - ▶ Include documentation in the employee file.



Sample forms

- ▶ Onboarding checklist
- ▶ Supervision form

These forms can be customized to suit your organization.

Questions or Comments?

THANK YOU



APEI is here to help!
Please feel free to
contact us if you
have questions about
this topic or any
other HR related
topic:

Carleen Mitchell,
PHR, SHRM-CP
cmitchell@akpei.com
907-523-9430