



Successfully Managing the First 90 Days

Overview

- The impact of effective onboarding
- The cost of employee turnover
- Speed to competence
- Learning passports
- Day 1 – 90 Days
- Keeping people engaged
- Key things to consider



The impact of an **effective** onboarding experience

- Clarity in mutual expectations
- Values aligned early
- Adequate and appropriate knowledge and understanding of role or objectives
- Strong sense of belonging to team and set up to contribute early
- Team dynamic not compromised - person and role seamlessly included
- Employer brand is enhanced and attracting talent becomes easier
- Person succeeds in role and investment is realised.



The impact of an **ineffective** onboarding experience

- Mismanagement of expectation – both directions
- Behaviour misaligned to Values
- Gaps in knowledge and understanding of role or objectives
- Lack of sense of belonging
- Impact on team dynamic if the role is not properly positioned with other members of the team
- Damage to employer brand and ability to attract quality candidates for future roles
- Person fails in role and leaves or is exited from business.



Employee Turnover – What does it cost ?

Total direct costs:

- Loss of productivity from others filling in
- In-house/agency hiring costs
- Termination administrative costs
- Training/induction costs
- Loss of productivity in early stages of employment
- Loss of productivity in final stages of employment

**47 % of turnover occurs
in the first 90 days.**

Recruitment Solutions survey

LESS unpaid costs while job vacant = **Total cost of employee turnover**

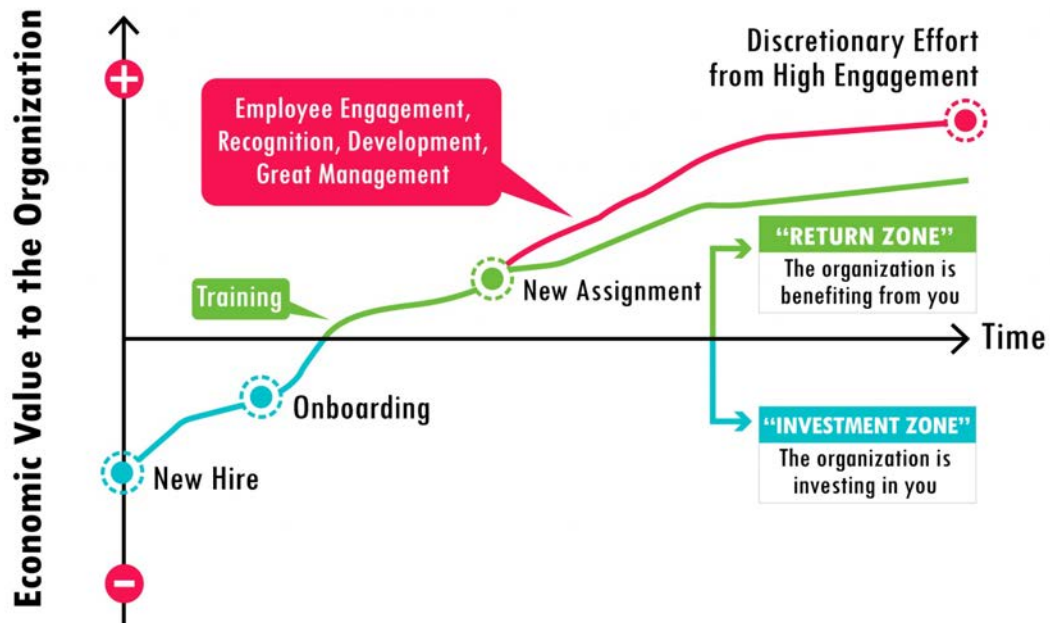
Can be anywhere from 50 -150% of an annual salary

Onboarding – The numbers

- **22%** of companies have no formal onboarding program.
- **37%** of companies extend their onboarding programs beyond the first month.
- **60%** of companies fail to set goals for new hires.
- **69%** of employees are more likely to stay with their company for 3 years if they experienced great onboarding.
- **25%** of employee turnover happens in the first 45 days.
- Organisations with a standard onboarding process experience **50%** greater employee retention.

Speed to competence / cost to value

COST TO VALUE OF AN EMPLOYEE



Key elements of effective onboarding

- Clarity in internal processes and responsibilities to ensure it runs smoothly
- Appropriate Manager involvement from prior to start
- Welcome email with all necessary start details
- Providing Pre-reading, foundational documents
- Arrange business cards, Laptop, phone, logins for all software
- Send calendar invitations and add to relevant contact lists – Inclusion
- Induction pathway & passport
- Handover with incumbent if appropriate
- Allocate a buddy
- Welcome gift/pack/card – the lovely touches.

Learning Passport

Format:

- Paper-based
- Online/LMS
- Online App
- Blended

Include:

- A roadmap of the learning pathway
- Links/references to key documentation
- Contacts, checklists, templates
- Essential compliance information
- Calendar



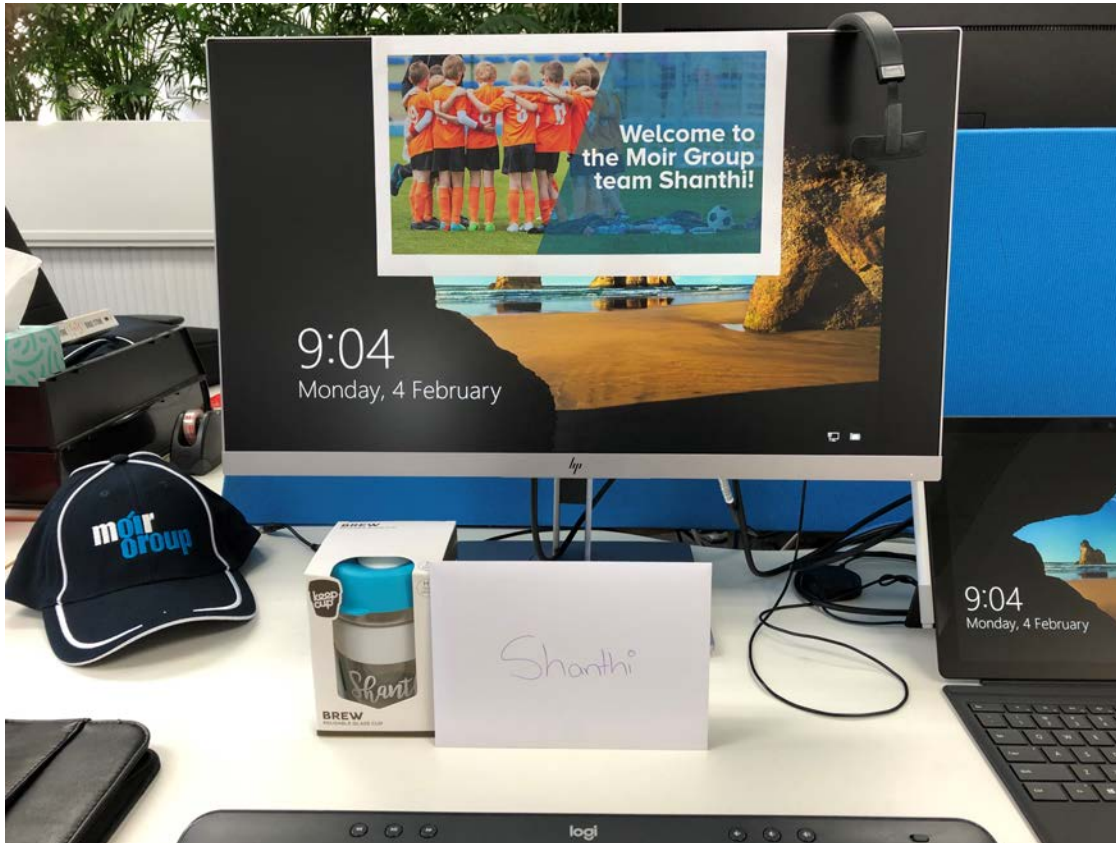
Learning considerations

New staff need:

- **Opportunities to reflect on their learning** – discussions, blogs, posts, meetings, learning journal, asking questions.
- **Opportunities to demonstrate understanding** – debriefs, observations, assessments, audits, reviews
- **Opportunities to put their learning into practice** - including feedback and support



Day 1 – Roll out the Welcome Mat



Day 1 – Roll out the Welcome Mat

Confirm what the role is and what is expected

- Run through an overview of their induction plan/learning pathway
- Encourage mutual responsibility for getting through the induction program
- Gather feedback – check in at the end of each day - agree on a process

Confidence in their ability to do the job

- Provide them with the tools, information and support to get up to speed
- Ensure all log ins and compliance programs are ready to go
- Reinforce that you are there to set them up for success

The social acceptance they find in a workplace

- Hygiene factors – desk, equipment, invitations, welcome note/gift are very important
- Greet them when they arrive and make introductions to all of their internal team + online and profiles
- Ensure invitations are extended to social events and they meet with their buddy

End of Day 1

- Debrief – how did their first day go?
- Ensure they have met or will meet their buddy
- Confirm with them – start time for tomorrow where to go etc
- Resolve any issues immediately
- If using a recruiter, encourage them to check in as well



First 2 weeks – Aim for understanding

- Check in on progress of learning/induction program
- Answer any questions & address any concerns
- Arrange a team lunch or similar
- Focus on bigger picture then into more granular detail
- Aim to establish trust and open communications, and to give FAST feedback



45 Days – on the way to self sufficiency

- It takes around 45 days to become fully acquainted with a new employer.
- 20% of staff turnover occurs in the first 45 days.
- A review at this stage is an opportunity to assess where they're at and adjust any learning required between now and the 90 day mark.
- Seek specific feedback on their induction. Make necessary adjustments
- Ask for their input on their goals and plans going forward.
- Continue regularly weekly/fortnightly catch-ups.

90 Days – Productivity and Performance

Culture +	Purpose +	Impact+
Healthy workplace cultures – psychological safety	Values alignment & inspiration	Want to contribute to something bigger than themselves
Workplace training	The “why” frame	Challenges in their work
Varied job content	Opportunities for collaboration	Celebrate the wins
Accessible management style + frequent feedback	Triple bottom line	Making a difference
Sense of community - Fun, inclusive, inviting	Corporate giving programs	Seeing what’s possible
Social events, coworking spaces, team building	Volunteering and social responsibility	Opportunities for creativity
Flexibility	Further study opportunities and career development	

90 Days – Productivity and Performance

- Review - Ensure the review process is explained in advance and this runs smoothly
- Nothing discussed should come as a surprise
- This is typically the time where a well-onboarded employee will start demonstrating results
- Managing this stage well ensures productivity and performance is as high as possible

Key points to remember



Engage with your new team members before they start !



A manager's role is crucial in effective onboarding.



Bring your employer brand to life ...roll out that welcome mat!



Stay close to your new hire – be available



Ensure roles and responsibilities are clear – give all key stakeholders the heads up !



Set expectations early and monitor – feedback early and often



Set them up for success – Continue onboarding beyond 90 days

“Work is a big part of people’s lives
and having a **satisfying job** is a
big part of having a **fulfilling life**”



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