

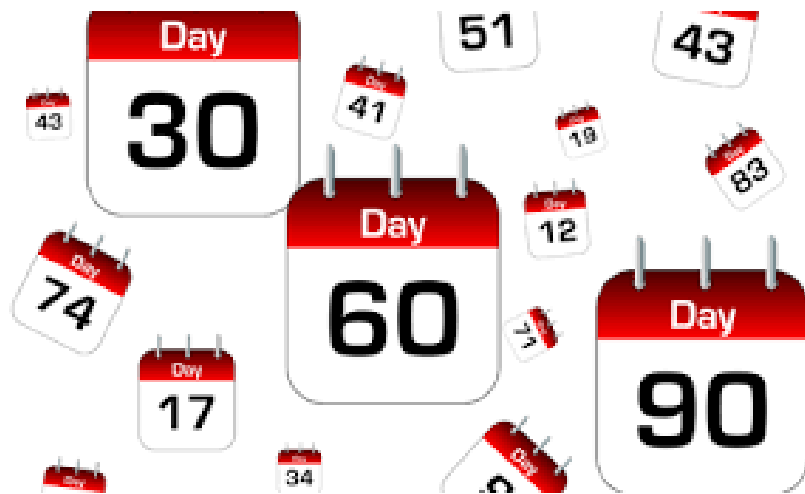


# Successfully Managing the First 90 Days

Ola Dabbagh Roberts

# This session ...

- Business case for getting Onboarding right - The financial cost of employee turnover
- The impact of effective onboarding
- Learning passports and Day 1 – 90
- Keeping people engaged early and ongoing
- A few examples to look at
- Key things to consider – Quick self-audit



# 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.**

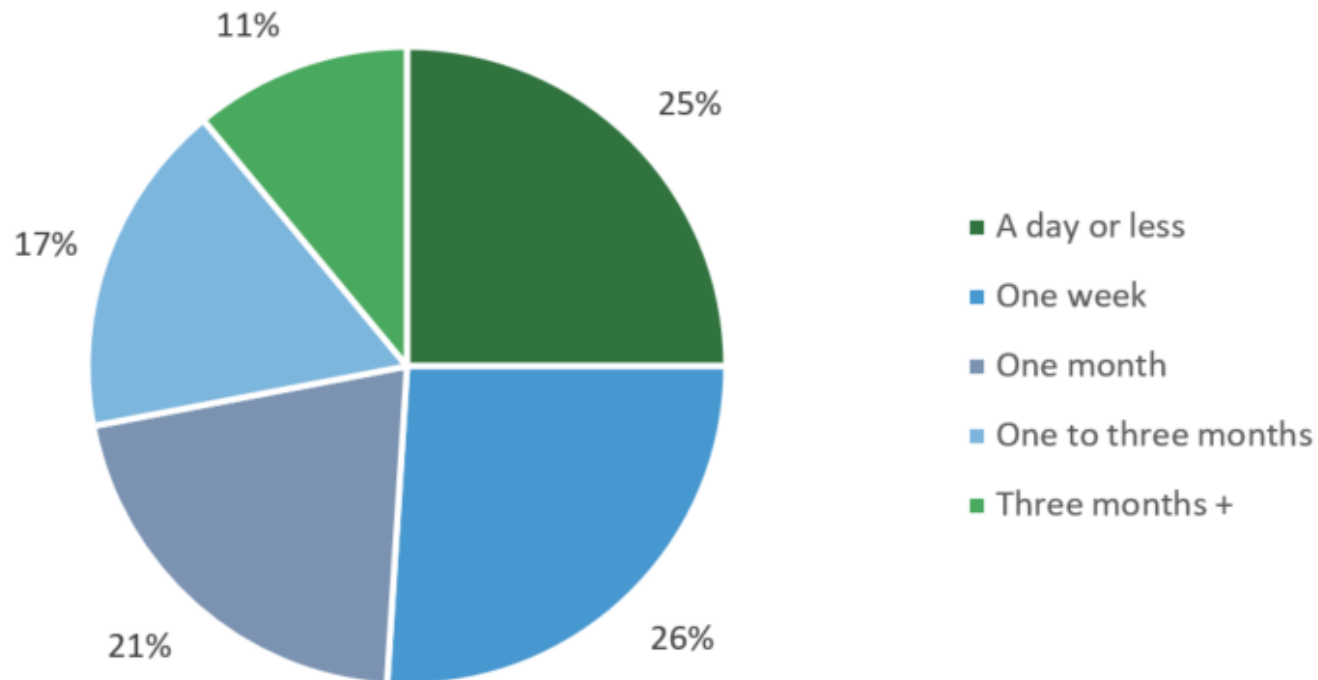
Source : Recruitment Solutions survey

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

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

**Less quantifiable, but significant – Cultural Costs**

# Length of Onboarding programs



Source : Career Builder survey, 2017

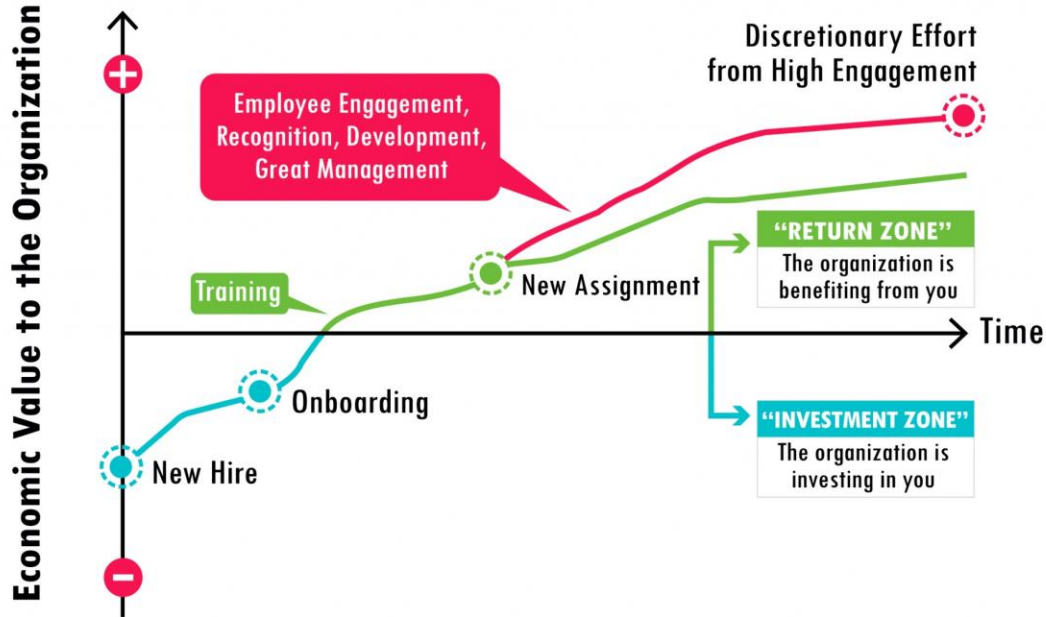
# Onboarding – The numbers.

- **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.

Source : Various

# Speed to competence / cost to value

## COST TO VALUE OF AN EMPLOYEE



# Benefits of a Structured Program

Employers surveyed reported the following positive effects.

- Employees are more engaged (49 %)
- More employee confidence (46 %)
- Employees have greater trust in the organisation (45 %)
- Greater efficiencies (44 %)
- Higher productivity (42 %)
- Higher morale (38 %)
- Lower employee turnover (31 %)
- Contributes to meeting revenue targets (21 %)



Source : Career Builder survey, 2017

# 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.





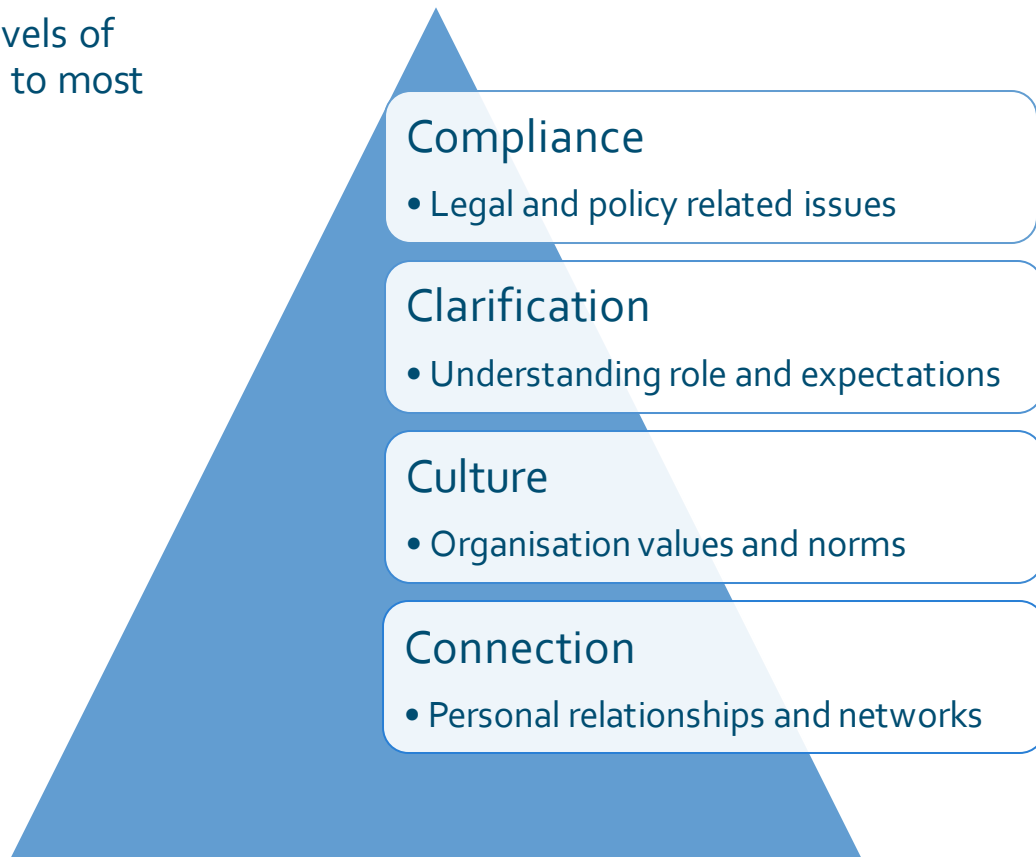
# The impact of an ineffective Onboarding experience

- Disconnect in expectations – 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.



# Levels of Onboarding

Bauer identified four levels of onboarding, from least to most effective:



# What are companies missing in their Onboarding process ?

- Overview of processes and how things work – **49 %**
- Individual, ongoing training – **45 %**
- Introduction to key players (who to go to for what) – **43 %**
- Introduction to the company culture – **42 %**
- A team welcome – **39 %**
- Workspace and any technology is ready before employee arrives - **38 %**
- Goals and expectations for the employee's role with defined milestones and success metrics – **35 %**
- Detailed overview of the company and growth opportunities – **31 %**
- A mentor assigned to the new hire – **30 %**



Source : Career Builder survey, 2017

# Key elements of effective Onboarding

- Prioritise People over paperwork – don't make onboarding about the process
- Clarity in internal processes and responsibilities – ensure it runs smoothly
- Appropriate manager involvement from prior to start – build relationship early
- Welcome email with all necessary start details – sense of calm and excitement
- Providing pre-reading, foundational documents – readiness and maintain interest
- Arrange business cards, Laptop, phone, logins for all software – ready to go !
- Send calendar invitations and add to relevant contact lists – Inclusion
- Induction pathway & passport – clarity and planning
- Handover with incumbent if appropriate – get the knowledge transferred
- Allocate a buddy – fun !
- Welcome gift/pack/card – the lovely touches – on brand

# Learning Passport – A road map to a learning pathway

## Format:

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

## Include:

- Expectations of learner and leader
- Links/references to key documentation
- Contacts, checklists, templates
- Essential compliance information
- Calendar



# Automated On Boarding - Considerations

- There is a need to maintain balance between personal touch and automation.
- Consider some personalisation at all stages even with a heavy slant towards automated on boarding.
- Does platform provide a user-friendly experience that caters to an increasingly remote and varied workforce ?
- Implemented well, you can realise efficiency gains, improvements in Net Promoter Scores and engagement, as well as decreased environmental blueprint.
- Inclusion for all needs to be considered - ensuring appropriate access and the experience is tailored as far as possible.



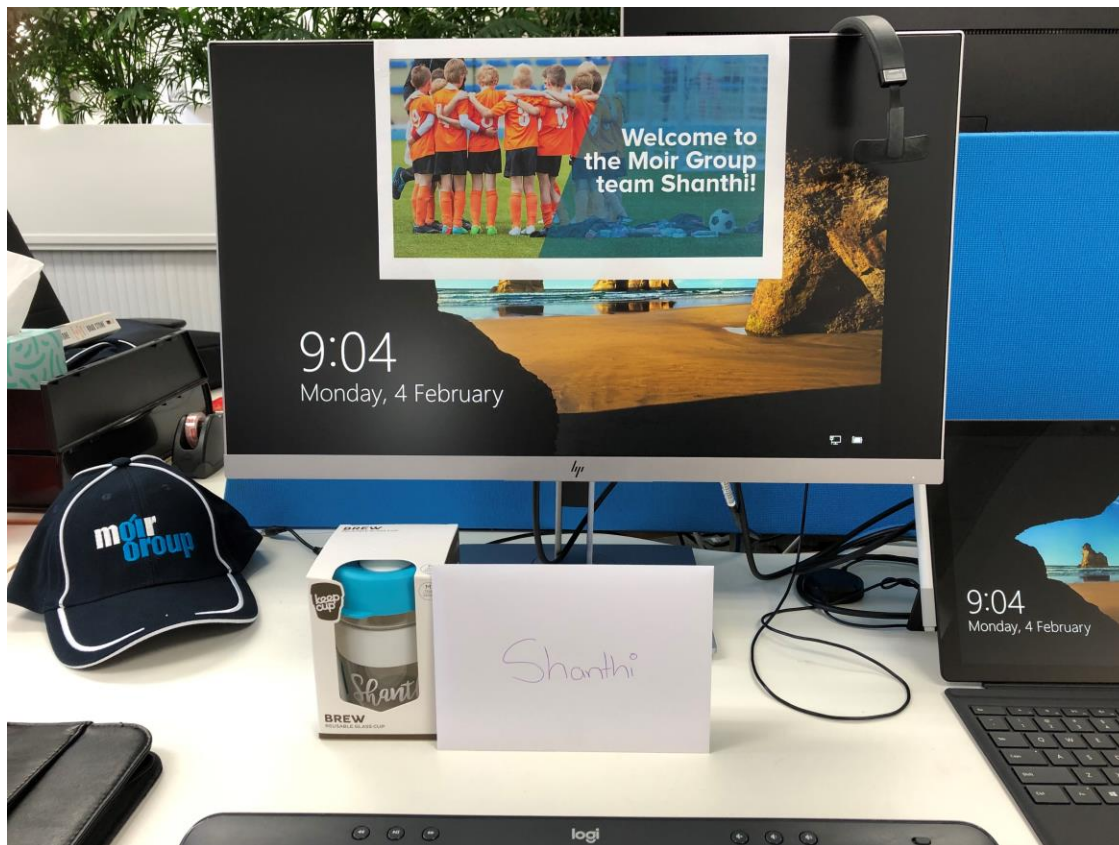
# Learning considerations – Onboarding and beyond

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

## Confidence in their ability to do the job

- Provide them with the tools, information and support to get up to speed
- 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

## End of Day One

- Debrief and resolve any issues
- Encourage them to check in with recruiter if applicable



# The First 90 Days.... Key Stages

## First 2 weeks Aim for Understanding

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

## 45 Days Aim for Self sufficiency

- 20% of staff turnover occurs in the first 45 days.
- 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
- Continue regularly weekly/ fortnightly catch-ups.

## 90 Days Aim for Performance

- Review - Ensure the review process is explained in advance and this runs smoothly
- A well-onboarded employee will start demonstrating results
- Managing this stage well ensures productivity and performance is as high as possible

# Beyond 90 Days – Sustained 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	Environmentally conscious

# Manager Support - Considerations

- Consider providing a schedule and/ or reminders
- Provide proformas for early interactions
- Consider manager experience and provide coaching as needed
- Spread the load across relevant stakeholders and team members



# Gaps between your present and desired future.

## People

- Who is involved? Consider all stakeholders.
- How is the new hire positioned and introduced ?
- Have you provided all critical information ?
- How are you getting feedback from your new employee ?

## Process

- How are you ensuring they are being paid on time ?
- How do you ensure they have the right tools to undertake their role ? – phone etc
- Do you have a good document management system to ensure 'one source of truth'

## Technology

- How is new hire's data stored ?
- How much paperwork is any is need for the on boarding process
- What technology do you need to set up an automated process and effective triggers?

# Some good examples



6 week boot camp for engineers  
Centralised,  
Semi- automated Onboarding



Succeeding@IBM  
Up to 2 years – gradual deep  
learning

# Some good examples



4 week intense On boarding program - Offer new hires \$4000 to quit.

WARBY PARKER  
eyewear



Electronic Onboarding and Welcome Pack and "Lunch Roulette"

# Some good examples



Creative – on brand  
Nerf Gun wars – nerf  
gun in welcome pack!  
High automation



Academies - Self driven  
Online onboarding – 100 %  
automated  
Company traditions – Parties !



# Key points to remember



Engage with your new team members before they start ! Pre welcome !



A manager's active role is crucial in effective onboarding.



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



Stay close to your new hire – be available. Make it a priority!



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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