All aboard: best practices for [~new employee orientation ~]

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Agenda

• Why is new employee orientation (NEO) so important?
• Thinking differently
• Planning
• Best practices
• Mistakes Learning opportunities
• Creative ideas
• Toolkit examples
• Resources

How do I retain the best workers?
Why is NEO so important?

New hires are **58 percent** more likely to stay with a company for at least **3 years** if they attend a structured orientation program. —2007 Wynhurst Group Survey

**31 percent** of new hires quit a job in the first 6 months; **one third** of those had little or no onboarding. —2014 Bamboo HR Survey

U.S. companies with 100 or more employees spend an average of **$3,500** to hire and onboard a new employee. —2011 Bersin & Associates Study
Why is NEO so important?

\[ \frac{1}{3} \] of all nonfatal occupational injuries in 2013 were from workers with **less than a year** on the job. — Bureau of Labor Statistics
Why is NEO so important?

Decade-long study found risk of injury much higher for workers with less time on the job—even higher for those with less than one month.

Only 1 in 5 new workers received safety training. —Institute for Work & Health
Why is NEO so important?

New work trends contribute to injuries:

“The growth of precarious forms of work means more temporary employment, a higher proportion of workers with shorter job tenure, and higher rates of job turnover. If frequent job changing continually puts a worker at high risk, then job turnover becomes a potential health and safety issue.”

— Dr. Curtis Breslin, Institute for Work & Health Scientist
Why is NEO so important?

Certain types of employees are always “new”:

- Temp workers
- Seasonal help
- Migrant agriculture
Why is NEO so important?
Model for achieving best results

- Set expectations
- Provide training
- Hold accountable
- Provide feedback
- Recognize achievements
Why is NEO so important?

- Increase Job Satisfaction
  - Jump start relationships

- Increase Performance
  - Clarify delivery expectations
  - Clarify objectives

- Innoculate Against Turnover
  - Provide support through feedback, coaching and follow-up

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Thinking differently

New research—make NEO participatory and focused on individual identity. It created:

- Stronger employment relationships
- Lower turnover
- Greater customer satisfaction
- Higher productivity
- Fewer errors

—Daniel Cable, MIT Sloan Business Review
Planning

Set the stage for the new employee

- Write agenda for at least the first week
- Provide a comfortable work area
- Give a welcome gift—branded items
- Send helpful information
Planning

Set the stage for the new employee

- Announce new team member and start date to other employees
- Order business cards and nameplate (if needed)
- Stock area with all needed tools
- Set up computer/phone to be ready upon arrival
- Create a NEO plan with target dates—what you would like them to be able to do, and by when
Planning

Set the stage

- Plan a warm welcome
  - Decorate desk/work area with welcome banner
  - Welcome card signed by all staff
  - Post their photo with a short bio
  - Personalized welcome videos—put names to faces

- Assign mentor/job coach—they should assist in preparing helpful materials
Planning: employee adjustment stages

After selection

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Best practices

Use a checklist

- Ensures all items are covered
- Provides organized approach
- Creates a written record
- Maintains consistency
- Allows you to establish expectations, metrics, and benchmarks
Best practices

Invest in training

• Schedule time for training.
• Don’t make assumptions about new employee’s knowledge or experience.
• Use training that incorporates the different ways we learn.
• Train the trainers, too!
Best practices

Don’t forget safety!

- Include safety expectations at every step.
- Provide new employee with proper-fitting personal protective equipment (PPE).
- Inform employee about workplace hazards and train on controlling them.
- Address any safety concerns.
Best practices

Hands-on training (job coach, job shadow)

- Demonstrates understanding
- Provides coaching opportunity
- Gives valuable experience
- Increases confidence
Best practices

Create opportunities for social interaction

- Lunch on first day
- Staff meeting introductions
- Tours of work areas to introduce others
- Senior management involvement
Best practices

Follow up

• Create opportunities for employee feedback (consider using a survey).

• Schedule regular check-ins to stay on track with NEO plan.

• Stay open to new employee questions and concerns.
Mistakes Learning opportunities

Read and sign NEO

- Limited interaction
- Limited content
- No good way to check understanding
- Does not fit adult learning model
Mistakes—Learning opportunities

• First day of work is when supervisor is on vacation
• Wrong choice of mentor/job coach or no mentor/job coach
• Failing to remove old files/work from their work area
• Misspelling their name
• Not including safety in training
Mistakes Learning opportunities

- Putting the employee right to work “sink or swim”
- Too much information—too fast
- No structure to NEO program “flying by the seat of your pants”
- No planning beforehand
- Computer/phone not set—they have to work in temporary area
Creative ideas

Game shows—after attending new employee orientation class

- Computer versions
  - Jeopardy
  - Who wants to be a millionaire?
- Spin the wheel
- Company trivia challenge
Creative ideas

Scavenger hunt

• On the first day, give the new employee a tour.

• On the second day, give them a map of your facility with a list of riddles—each riddle leads them to a different department, area, or key person. You could also do the same thing with a list, and no riddles.

• They can get little prizes in each area, or you can give them a big prize once they successfully cover the map.
Creative ideas

Team building—getting to know you

- My river, my mountain
- Best job, worst job
- Anything, anytime
- Human scavenger hunt
- Recognition profiles
SHRM Foundation
Onboarding New Employees

- Printable PDF
- Evidence-based best practices
- Includes:
  - Academic treatment of onboarding
  - Case studies
  - Links to further reading
University of Washington Onboarding Toolkit

- Printable PDF
- Easy to customize
- Includes:
  - Checklists
  - Recognition profile
  - Employee survey
Univ. of California, Davis Onboarding Toolkit

- Interactive web format
- Very comprehensive
- Includes:
  - NEO checklist
  - Tips for encouraging employee engagement
Other resources

- HR software (examples iCIMS, Bamboo HR, Clear Company, My Staffing Pro, and numerous others)
- Society for Human Resource Management (SHRM)
- State of Oregon — Bureau of Labor & Industries
Questions to think about

What does our NEO process look like now?

Can I take ideas from this presentation to improve our process?
References

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Questions?

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