



Department of

Human Resources

On-Boarding for Success

TN Human Resources Conference

Introduction



Overview

W H Y ?

W H A T ?

W H O ?

W H E N ?

H O W ?

W **H** **Y** **?**

Why On-Boarding?

- Increasing competition in the marketplace for top talent
- Pressure to retain top talent
- Shortage of required skills in the talent pool
- Baby boomers exiting the work force and lack of talent to fill the gap

On-Boarding Statistics

New employees of companies with a highly-rated on-boarding program are...

Productivity:	59% more likely to achieve 61% – 100% productivity during the on-boarding period.
Time to productivity:	15% more likely to achieve 100% productivity within three months.
Satisfaction:	115% more likely to feel satisfied with their decision to join the company.
Retention:	23% more likely to make the decision to remain at the company within six months.
Employee Referrals:	58% more likely to recommend the company to a friend or colleague looking for a job.

The Importance of On-Boarding

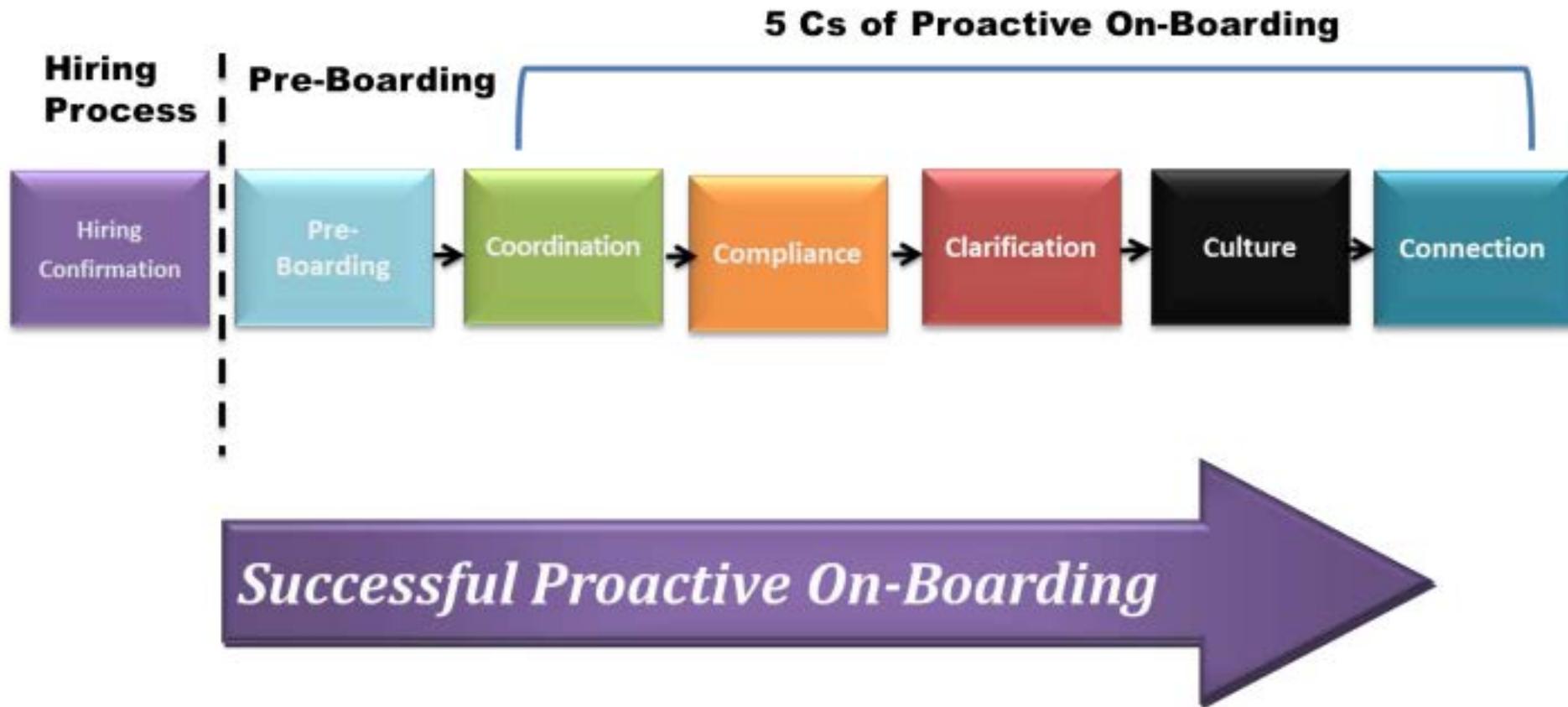
- Assists the agency in executing strategy, achieving business goals and developing an effective workforce
- Builds the foundation for employees to perform at the highest levels as both individual and team contributors
- Promotes the employees' alignment and commitment to achieving the organization's mission
- Guarantees that the employees' assimilation into the organization is well-crafted and strategic, which creates a positive first impression

W H A T ?

What is Proactive On-Boarding?

A strategic process of integrating employees into the organization or new job role by providing the tools, resources and knowledge needed to become a successful and productive employee.

Proactive On-Boarding



Orientation vs. Proactive On-Boarding

Orientation

- Transactional-focused on paperwork
- Less than one week
- Owned and executed by human resources office
- Addresses some employee needs, including forms, workstation, policies and procedures
- Employee attends for compliance
- Yields employees with completed paperwork and some general information

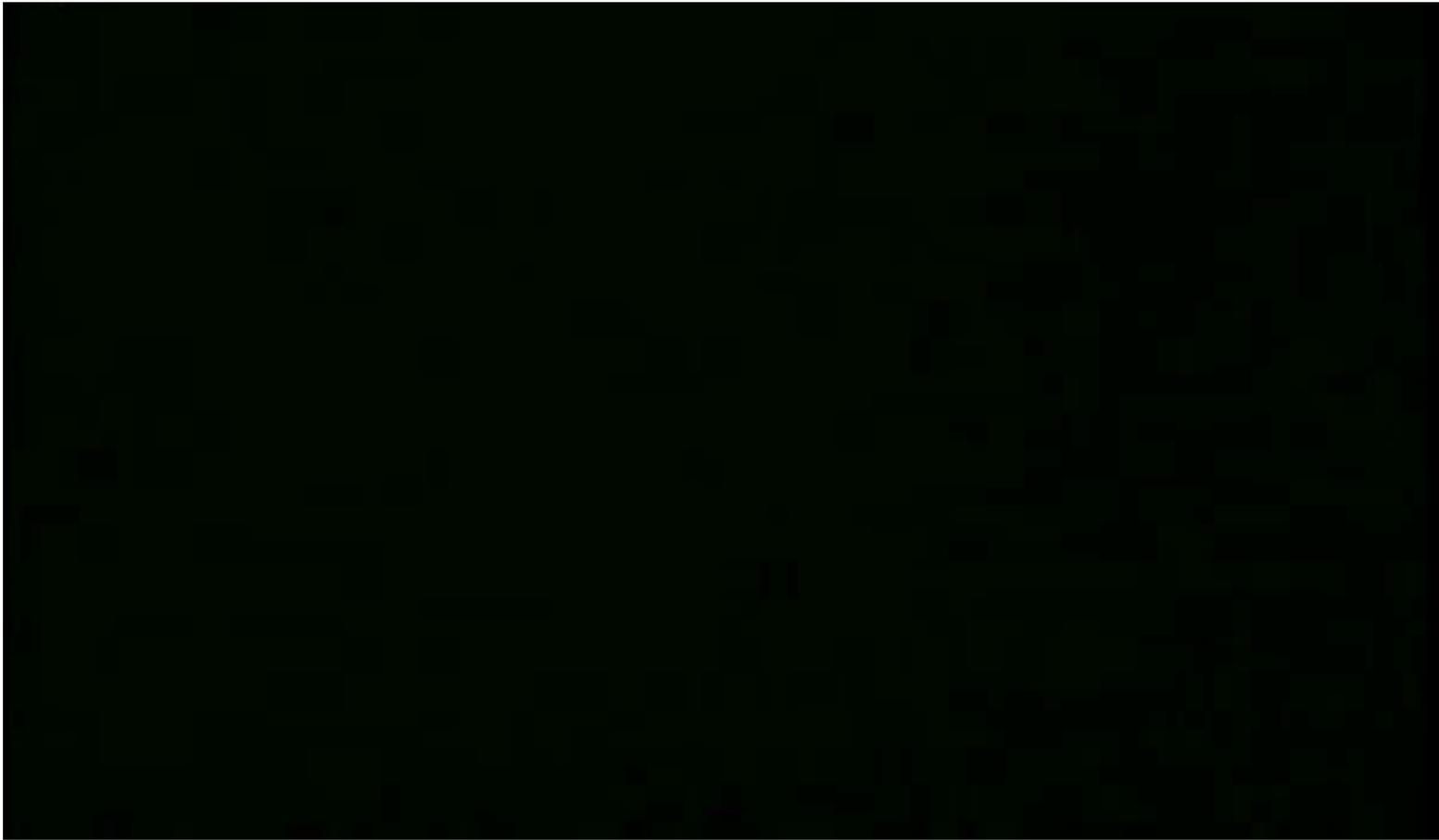
Proactive On-Boarding

- Strategic and focused on retention and success of the employee
- The first 90 days
- Integrates multiple offices, functions and individuals within state government
- Addresses all employee needs from information, equipment and accounts to training and networking
- Employee is an active participant with a vested interest in success
- Yields successful 90 days for increased employee engagement and retention

Manage First Impressions

1. Have a plan for on-boarding employees
2. Have a place for employees to call their own
3. Introduce employees to their co-workers
4. Choose carefully when involving others in the welcoming process
5. Outline what employees need to accomplish to succeed in their job role
6. Confirm the transaction has officially been approved before confirming a start date with the new or transitioning employee*
7. Allow at least two weeks between the time your agency HR office gets the hiring packet to DOHR, and the date set for the new employee to start employment*

My First Impression



WHO?

Who Goes Through the On-Boarding Process?

Every new employee or employee who changes job roles in your agency participates in the on-boarding process.

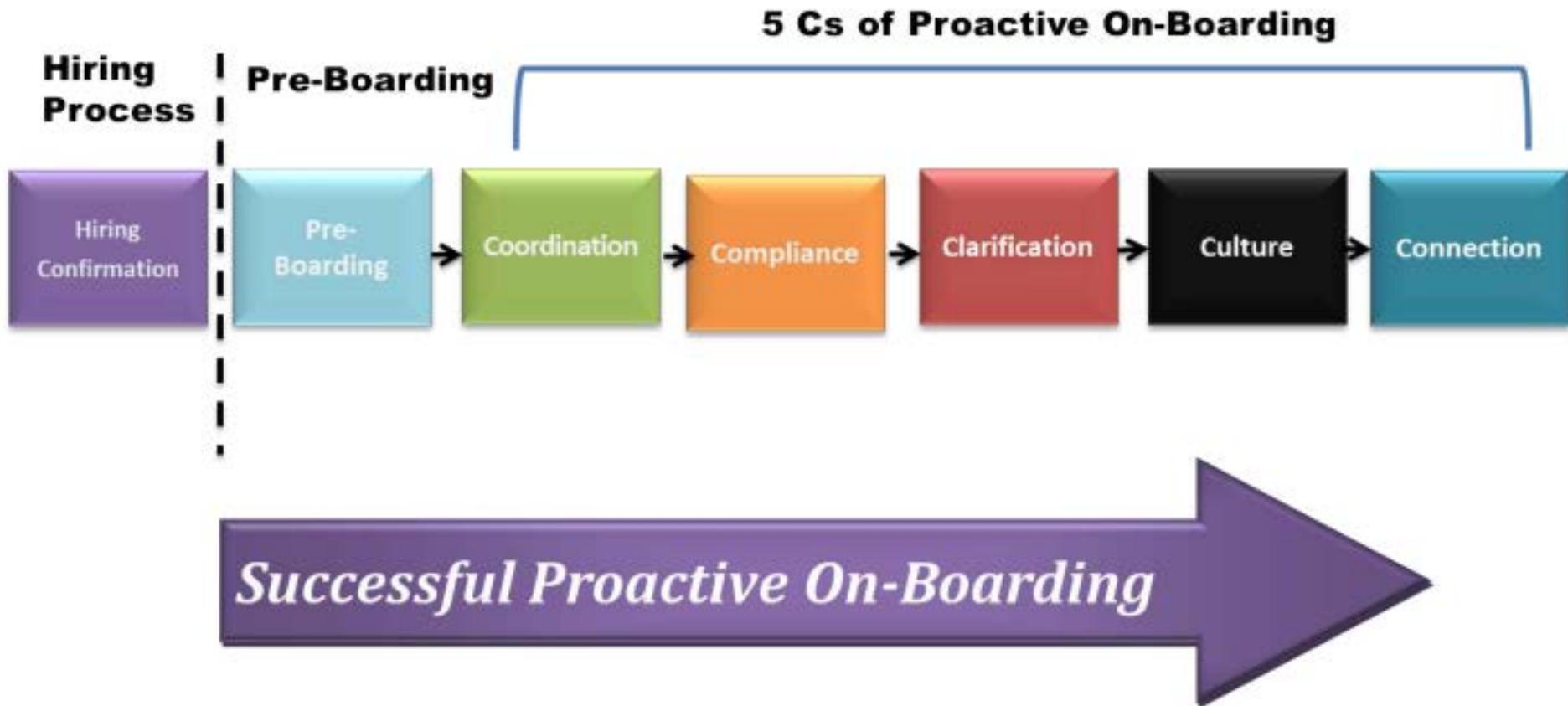
W H E N ?

On-Boarding

On-Boarding should take place from confirmation of hire through the first 90 days.

H O W ?

Proactive On-Boarding



What is Pre-Boarding?

The goal of pre-boarding is to make the new employee or employee transitioning to a new job role as comfortable and productive as possible even before their first day of work.

Pre-Boarding Discussion

- What are your current pre-boarding practices?
- How could you improve current practices?



5 C's of Proactive On-Boarding



COORDINATION

All components of Human Resource management functions work together seamlessly to support the employee's integration into the new job role, although each function may be addressed separately.

- HR, Edison, OIR and Benefits working to initiate key functions
- Managers working with existing employees to prepare for the newly hired, transferred or promoted employee's transition

5 C's of Proactive On-Boarding



COMPLIANCE

Teaching employees the basic statewide legal, policy-related rules and regulations, policies and procedures. Also, completing the necessary tasks to comply with agency policies and procedures.

- Policy and Procedure Manual
- Benefits Enrollment
- Security Access
- Employee ID

5 C's of Proactive On-Boarding

CLARIFICATION

Ensuring employees understand their new job and all related expectations, which helps to promote self-efficacy (the extent to which an employee feels confident in performing their job).

- Job Description
- Job Expectation
- Realistic Job Preview
- S.M.A.R.T. Individual Performance Plan

5 C's of Proactive On-Boarding



CULTURE

Providing employees with an understanding of organizational structure, environmental norms, agency mission, vision, and core values.

- Mission, Vision, Values
- Communication Styles
- Organization Structure
- Organization History
- Three Branches of Government

5 C's of Proactive On-Boarding



CONNECTION

Establishing interpersonal relationships and information networks for social integration into the government, agency, division, and business unit.

- Opportunities for networking both inside and outside the agency
- Introductions to co-workers, managers, senior management, and executive leadership
- Introductions to key stakeholders, internal and external customers

Challenges Discussion

What are your greatest challenges in the on-boarding process?

How can you overcome these challenges?

Overcome On-Boarding Challenges

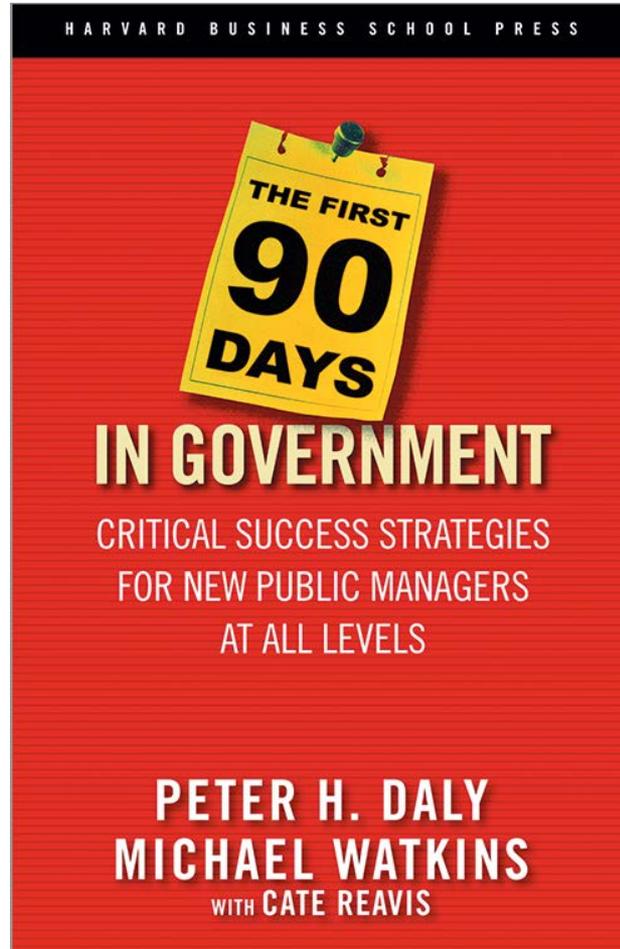
- Set Clear Expectations
- Provide ongoing, clear, concise, and consistent channels of communication
- Managers must be accountable
- Leverage technology
- Focus on the experience – on-boarding is all about a positive experience
- Ensure that employees are aligned with key business strategies
- Set milestones to gauge success and time-to-productivity
- Present information in easily digestible amounts
- Reinforce employment brand

Measuring On-Boarding at Key Milestones

30/60/90

- Are new hires being retained?
- Are employees productive and performing well?
- Are new hires highly engaged?
- Are new employees satisfied with their on-boarding experiences?

First 90 Days



Resources

HELP

