Ernst Enterprises Newsletter

DRIVE UP THE PRODUCTIVITY OF NEW HIRES

Are YOU helping new hires do their best for you?

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IT'S ABOUT MAXIMIZING YOUR INVESTMENT

When you hire a new employee what do **YOU** do to help them learn about your company, the job, their benefits, etc? Do you have a formal process? If so, what information do you provide? If not, how do your new hires learn about the company and the job you want them to do?

This process used to be called "orientation" which was quite literally orienting the new hire into the company. Not surprisingly as businesses and processes became more complex, helping new hires ramp-up more quickly --- "onboarding" --- was born and it has likewise become more formal and complex. Is this formal onboarding process a valuable use of time and resources? The answer is a resounding **YES**.

How often have you been disappointed in the performance of a new hire? Frustrated because they made mistakes? Caused conflict with others because they didn't fit in or violated the "unspoken" practices that are your company's way of doing things? How often did your new hires say "that's not how we did it at my last company?"

Every company large or small has standard operating procedures, whether written and formal or informal. Every company has a culture, values, history, and a way of doing things. The faster a new hire learns your policies, practices, rules, culture, values, quality orientation, etc, the faster they can make a meaningful contribution and produce higher levels of productivity.

Research and conventional wisdom both suggest that employees get about 90 days to prove themselves

in a new job. The faster new hires feel welcomed and prepared for their jobs, the faster they will be able to successfully contribute to the firm's vision. In Fortune 500 companies, about 500,000 managers alone take on new roles each year, and overall, managers begin new jobs every two to four years.

Unfortunately, in the midst of all these transitions:
· Half of all senior outside hires fail within 18 months in a new position.
· Half of all hourly workers leave new jobs within the first 120 days.

These stats were provided by a report prepared for the SHRM Foundation's "Effective Practice Guidelines Series" and explains why onboarding is so important and how it add to the new hire's success.

CHECK LIST OF ITEMS TO COVER

The scope of information covered in the on-boarding process will vary from organization to organization, but these are some of the basics.

Company Profile:

- Mission, vision, values of the organization.
- Organizational culture.
- Organizational chart.
- Directory of departments, employees, etc.
- Tour of facility.

Legal and Policy:

- Complete all new hire paperwork.
- Review handbook, company policies, practices, etc.

Work Group:

- Meeting with supervisor.
- Meeting with co-workers.
- Work expectations and standards
- Tools and supplies (business cards, e-mail account, keys, etc.).
- "How we do things" (formal and informal recommendations for success).
- Cross-departmental communications issues.
- Etiquette issues (eating at your desk, answering phones, personal items at work, etc.).

MAXIMIZING THE ROI OF YOUR INVESTMENT IN NEW HIRES

The quicker new hires fit in and perform the sooner you re-coop your investment. The better they know their job, your way of doing things, your culture and values, the quicker they fit in. Why let your new hire's success depend on trial and error and having co-workers develop a negative perception of the new hire's commitment and skill. Consider companies that are noted for exceptional customer service such as Nordstrom and The Home Depot: their initial investment in onboarding programs is why these companies continue to deliver consistently high levels of exceptional customer service.

Call Dawn Bremer today at 847/456-6334 to schedule your appointment --- to talk about your orientation/onboarding program and how to improve it to deliver exceptional results. Come to our website

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[1] Onboarding New Employees: MAXIMIZING SUCCESS, Talya N. Bauer PhD, for the SHRM Foundation's Effective Practice Guidelines Series, November 29, 2010.

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- To read more about this and other valuable topics, see some of our earlier Newsletters.
- We invite you to follow us on our new blog, Be a Better Manager
- How secure are your IT systems? Take our systems security quiz to learn more.

Sincerely,

Mark

Mark Ernst
Ernst Enterprises, LLC

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