

MAXIMIZING ONBOARDING FOR 21ST CENTURY SUCCESS

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WORKSHOP OVERVIEW

- What is Onboarding?
- Onboarding versus Orientation
- Benefits of a Great Onboarding Program
- Roles & Responsibilities
- Program Essentials
- Workplace Culture Integration
- Onboarding @ CSUSM



Think back...

one thing you liked or disliked

about your first day at a job.

Does This Look Familiar?



WHAT IS ONBOARDING?

- Positions new hires for **success**
- Conveys the organizational **brand** and **values**
- Highlights your **workplace culture**
- **Aligns** institutional expectations and performance
- Provides **resources** and **tools**
- **Engages** employees



ONBOARDING VS ORIENTATION

Many organizations today say they have an Onboarding program when they are simply providing new hire Orientation.



WHAT'S THE DIFFERENCE?

Orientation – focused primarily on company policies, procedures and legal compliance information.

Onboarding – provides a new employee with the organization's vision, strategies, goals and culture.



TWO DIFFERENT PROCESSES

Orientation

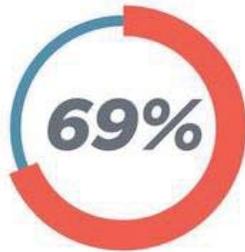
- 1-2 days
- Structured agenda
- Generally HR-driven
- Compliance information
- Paperwork completion
- One-way information flow
- Standardized
- Classroom or computer-based training

Onboarding

- 3-12 months
- Guidelines instead of structure
- Hiring manager, buddy, and new employee partner
- Two-way information exchange and feedback
- Functional and role-specific
- Active engagement of the new employee

BENEFITS OF A GREAT ONBOARDING PROGRAM

THE CASE FOR ONBOARDING



Properly onboarded new employees are 69% more likely to stay with your company for longer than: **3** years



Effective onboarding *increases* performance by up to **11.3%**

Sources: thewynhurstgroup.com | globalnovations.com | www.careerbuilder.com

BENEFITS OF ONBOARDING



52% of new hires are engaged in the first 6 months.

Engagement dips to **44%** for employees under the **10-year mark**.

Gallup, State of the American Workplace 2013

According to an Aberdeen Benchmark Report, **effective onboarding** improves...

- Retention rates 52%
- Time to Productivity 60%
- Overall customer satisfaction 53%



THE CASE FOR ONBOARDING



Sources: thewynhurstgroup.com | globalnovations.com | www.careerbuilder.com

INCREASED RETENTION

Employees are 58 percent more likely to be at the company three years later when they complete a structured onboarding process.



INCREASED PERFORMANCE

Effective employee onboarding programs increase employee performance by **11%**



ROLES & RESPONSIBILITIES

HIRING MANAGER

- Reviews job duties and expectations
- Ensures new hire understands strategic plan
- Provides ongoing communication, direction, and support
- Selects a buddy for the onboarding process
- Frequent check-ins with new employee and buddy



ONBOARDING BUDDY

- Partners with the new employee during the first year
- Offers guidance, advice, encouragement
- Helps integrate employee into the culture
- Attributes
 - High performer and role model
 - Proud of the organization
 - Good communication skills
 - Makes key introductions



NEW EMPLOYEE

- Collaborates with hiring manager and buddy for success
- Understands and asks for clarity of onboarding objectives
- Monitors and reports progress on onboarding activities
- Reaches out to peers and others for assistance
- Receptive to feedback and direction
- Develops an understanding of the organizational culture



PROGRAM ESSENTIALS

"YOU NEVER GET
A SECOND CHANCE
TO MAKE A FIRST
IMPRESSION."

- WILL ROGERS -

ONBOARDING DURING RECRUITMENT



Linked to the brand that you create to attract people who are the **right fit** for your organization's overall goals.

INFORMATION TO PROVIDE BEFORE THE FIRST DAY:

Important details...

- where to go
- who will greet new hire
- what to wear
- what time to show up
- what to bring
- ask if the new hire has any questions?



THE FIRST DAY MATTERS



WHY THE FIRST MONTH MATTERS



- **76** percent of employees said training during their first week on the job is the most important thing to them
- **21** percent of employees who left their job early said that the reason they left was because they needed more effective training
- **56** percent of employees reported having a buddy or mentor at work as very important to them when they're first getting started at a new job
- **17** percent of employees who left companies early said a friendly face or helpful coworker would have made all the difference in deciding whether to stay or go.

QUESTIONS TO ASK AFTER THE FIRST MONTH:



What do you really like?

Where do you need more training?

Do you have any complaints or concerns?

What questions do you have?

AFTER 3-6 MONTHS...



Only **15%** of companies continue onboarding after 6 months.

Almost **90%** of new hires decide whether to stay on within the first six months.

17% of people leave in a steady flow for the first three months.

17% of employees who left in the first six months cited their reason for leaving that they weren't given the training they needed.

QUESTIONS TO ASK AFTER 3-6 MONTHS:

Where are you excelling?

What development and training would you like?

How are things going with your buddy?

Do you have any questions, complaints, or concerns?



QUESTIONS TO ASK AFTER ONE YEAR:

Do you have any questions about your career path?

What further development do you need?

Do you feel like you fit in with your coworkers?

Have you been satisfied with your first year?

Do you have any questions?



SHIFT FOCUS...



- From training to **continuous development**
- From early guidance to feedback and **recognition**
- From showing your great culture to inspiring **continued purpose**
- From inclusion, to ensuring **positive work** relationships

YOU GET THE EMPLOYEE ENGAGEMENT YOU DESERVE



ONBOARDING ROMA STYLE

HELP NEW HIRES NAVIGATE "FIRSTS"

- First administrative issue
- First on-the-job mistake (blameless autopsy)
- First personality conflict
- First time receiving negative feedback
- First work social event
- First presentation at a meeting
- First real "win"



ONBOARDING PITFALLS

WHY DO ONBOARDING PROGRAMS FAIL?

- No dedicated champion
- Used as a checklist or part of orientation
- Little support or interest from upper management
- Materials used contradict actual culture and reality
- Competing programs



MEANINGLESS WORK



DISENGAGED BUDDY



WORKPLACE CULTURE INTEGRATION

CULTURE EATS STRATEGY FOR BREAKFAST



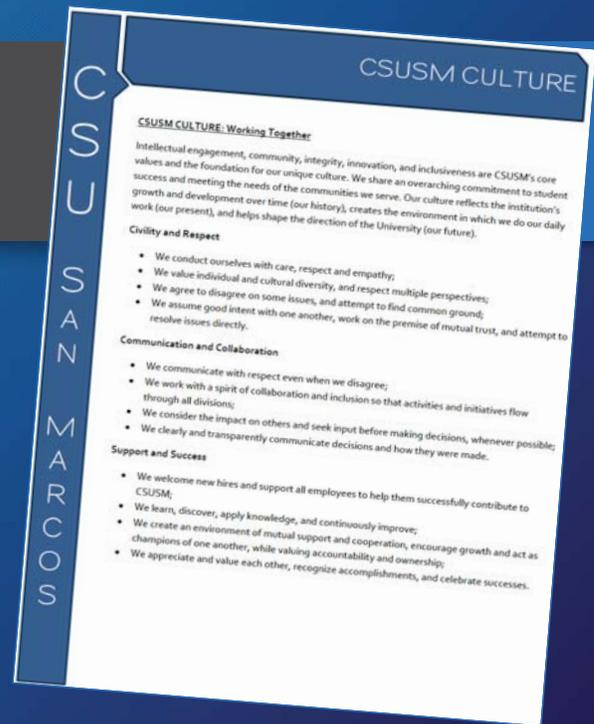
CSUSM CULTURE OF LEADERSHIP

- Developed by the Executive Leadership Team
- Rolled out to each division and woven into operations
- Foundational to the CSUSM Culture
- Every employee is perceived as a leader in his or her respective role
- Revised in 2016 with Campuswide input so that all employees could “see” themselves within the document

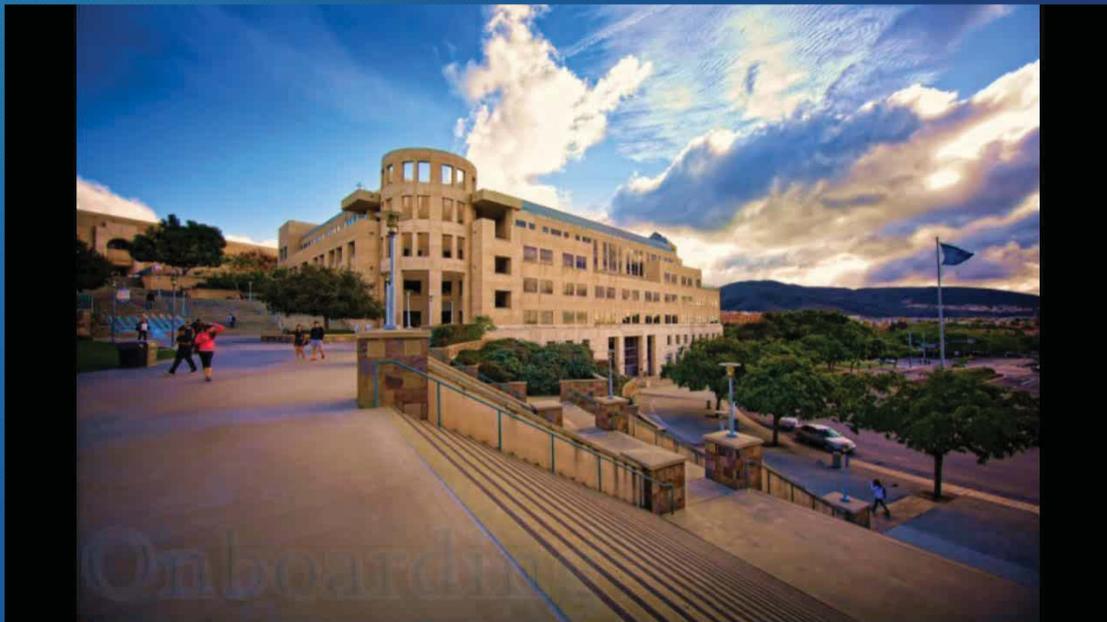
CULTURE DEFINED

- Developed together
- Defined shared principles
 - Civility & respect
 - Communication & Collaboration
 - Support & Success

- Foundational document:
CSUSM Culture: Working Together



ONBOARDING @ CSUSM



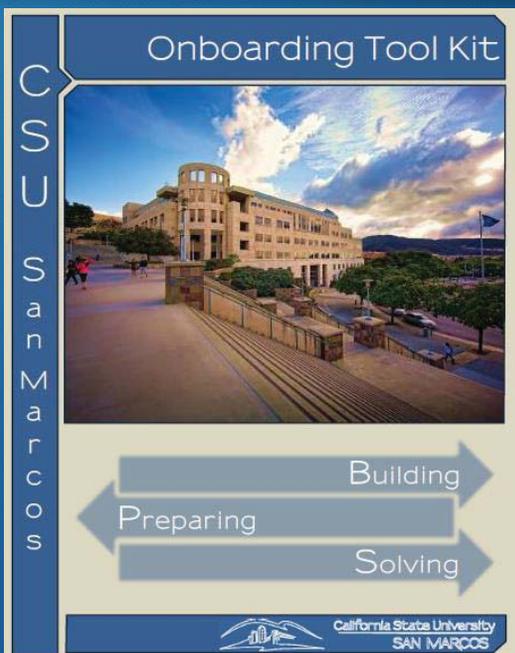
ONBOARDING @ CSUSM

Formalized the process for welcoming, supporting, and engaging new managers

- ✓ Aligned to the CSUSM Culture
- ✓ Researched best practices
- ✓ Strategically designed tool kits to serve as a resource for managers, buddies, and new employees



WELCOME PACKAGE



CUSTOMIZED TOOL KITS

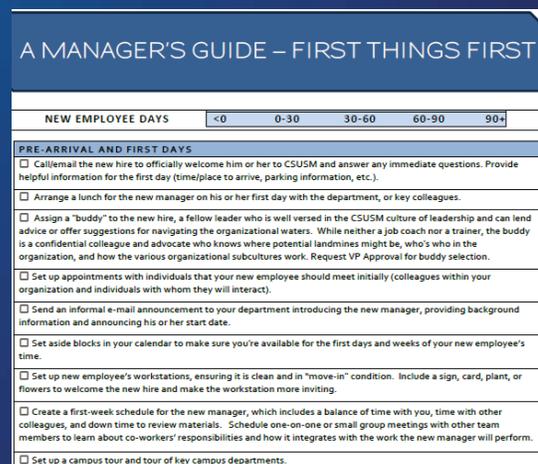
Two uniquely customized tool kits designed to facilitate a successful onboarding process

- **Manager/Buddy Tool Kit:**
 - Welcome card
 - Checklists and tips
 - Conversation starters
 - Onboarding pitfalls
 - Recognition profile
- **Employee Tool Kit:**
 - CSUSM Culture
 - "Deck of cards" and "Who's Who"



MANAGER RESOURCES

- Checklists from pre-arrival through first 90-days
 - Identify quick win opportunities
 - Utilize candid, blameless feedback mechanisms
 - Ensure time for getting to know colleagues
 - Clear time to be available to new hire
 - Co-champion an idea



FEEDBACK MECHANISMS

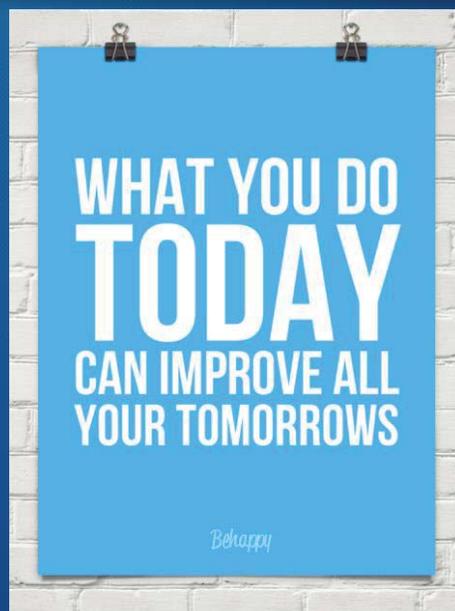
- Survey to obtain feedback on program from manager, buddy, and new hire
- Each participant is sent a survey link within the 120-day interval
- Feedback is utilized to enhance and improve the program

4. Please rate your satisfaction with the tools:

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Did Not Use
Culture of Leadership	<input type="radio"/>				
Manager's Tools	<input type="radio"/>				
Buddy's Tools	<input type="radio"/>				
Conversation Starters	<input type="radio"/>				
Recognition Profile	<input type="radio"/>				
Onboarding Pitfalls	<input type="radio"/>				
CSUSM Information (Strategic Plan, Organizational Chart, Who's Who, Acronyms, Campus Map)	<input type="radio"/>				

5. Please provide any feedback or suggestions for how we may continuously improve our program.

WHAT CAN YOU DO TODAY?



YOUR ONBOARDING PROGRAM

- What 3-5 things will you take back and implement?
- What actions will you take in the next 30, 60, and 90 days?
- How can you build a similar program or enhance your existing program?
- How will you welcome a new colleague?

QUESTIONS? THANK YOU!