



# MONDAY MOTIVATOR

CREATED BY PERFORMANCE STRATEGIES  
MANAGEMENT CONSULTING GROUP

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## Onboarding New Employees

Getting your new hires started off on the right foot requires more than just offering them a quick tour of the office and sending them on their way. Giving employees the best chance at future success requires a successful and thorough onboarding program.



In recent years, "onboarding" has become a popular human resources term to describe the new hire initiation process. While it may sound like a corporate buzzword, onboarding is actually an extremely important step in ensuring that employees start their new jobs on the right foot, and remain engaged throughout their tenure.

Unfortunately, a recent study found that 36 percent of organizations do not have a structured onboarding process in place. Not having any process in place can cause a number of negative consequences for both the employee and employer. Specifically, 16 percent of HR managers said it lowers their company's productivity, 14 percent said it brings on greater inefficiencies and 12 percent said it leads to higher employee turnover.

Lower employee morale, lower levels of employee engagement, lower confidence among employees, a lack of trust within the organization and missed revenue targets are among the other negative impacts of not having a thorough onboarding program.

"While onboarding is a critical component of setting new employees up for success from day one, this study shows some companies are neglecting fundamentals in the onboarding process – and

running into serious consequences that can impact the bottom line," Rosemary Haefner, chief human resources officer at CareerBuilder, said in a statement.

The study discovered employers use varying strategies when it comes to their onboarding process. Nearly half of those surveyed provide an overview of their process and how things work; 45 percent offer individual, ongoing training; 43 percent introduce new hires to key employees; and 42 percent provide an introduction to the company culture. [Welcoming in a new employee? How to [get them off to a good start.](#)]

Additionally, more than 30 percent have a team welcome, ensure the new employee's workspace and technology is ready before they arrive, and have goals and expectations for the employee's role with defined milestones and success metrics. Some employers also provide detailed information on the company and growth opportunities and assign a mentor to the new hire.



The research revealed that HR employees would benefit from including more automation and technology into their onboarding systems. More than 40 percent of the HR managers surveyed who don't capture onboarding information electronically spend three hours or more per employee manually collecting and processing the data, while 16 percent spend five or more hours. Time is money and it needs to be well spent.

Those who collect all the information manually say they suffer from heavier workloads and higher stress levels. In addition, it leads to missing information, delayed start dates and candidates who end up walking away from the job because the process took too long.

Here at Performance Strategies, we feel that employers need to establish a comprehensive checklist for every new employee and incorporate more automation to provide better, more efficient experiences for employees, their managers and HR.



Overall, one-quarter of employers have an onboarding process that lasts just a day, or less, with 26 percent having programs that last about a week. Twenty-one percent have an onboarding process that lasts one month, with 11 percent extending it over the course of at least three months. The study was

based on surveys of 2,300 hiring managers and human resource professionals across a variety of industries and company sizes in the private sector.

"The moment when an employee first accepts a job is when they are most thirsty for knowledge and receptive to coaching and molding," added Jack Hill, Director of Talent Acquisition Solutions at PeopleFluent, a human capital management (HCM) software company. "This is a prime opportunity organizations have to take advantage of an eager employee looking to succeed and also give a great first impression as well."

**HELLO**  
my name is

*New Guy*

Will Robertson, founder and CEO of Performance Strategies, Inc. said that many managers greet employees when they start and then send them to their desk to go through handbooks, org charts and manuals, but they should be facilitating integration into the company's culture and community.

Make it personal. Have the new employee's co-workers decorate his or her cube and leave personal welcome notes. Invite the new hire to a yoga class

or play basketball at lunch. Host a meet-and-greet lunch. Folding new employees into your culture will increase their engagement and productivity, and lower your turnover.

Jay McDowell, President of Performance Strategies, Inc. says any company should be thinking of onboarding in terms of four broad "C's" that can guide your general strategy:

**Company:** Giving employees information about the company's mission, strategy, goals, customers and operational structure, and how their job fits into that bigger picture.

**Career:** Laying out employees' individual objectives and how those will be measured, as well as setting expectations for success and advancement.

**Culture:** Ensuring that employees not only understand the company's culture and environment, but can thrive in it.

**Connection:** Helping employees forge relationships with their new colleagues, both formally and informally.

### MISTAKES TO AVOID

It takes some time to develop a strong, consistent onboarding process, but there are a few crucial mistakes employers should be aware of and avoid at all costs, if they hope to make a new employee's initiation period successful.

**Giving new employees too much, too soon.** The first few weeks at a new job can be an overwhelming adjustment for an employee. While you may want to get your new hire involved right away, you don't want to overload him or her with too much work before he or she is ready.

**Assuming new hires understand everything.** By the same token, you can't expect an employee to pick up on all the nuances, buzzwords and procedures involved with his or her new job after one quick run-through. Even new hires with industry experience should be given the chance to digest and absorb all the information they're given — including co-workers' names, company policies and norms and their own work flow.

**Failing to measure the onboarding process.** As with any business process, measuring the results of your onboarding efforts is the key to improving it. Managers tend to forget the "assessment" step of the process, which is crucial to helping you determine if you're achieving the intended results.

Our team at Performance Strategies, Inc. provides a number of assessment tools along with coaching and consulting support to small businesses including how to advertise for, interview, select and onboard new employees along with how to access, review and provide training for the duties of that new hire.

In summary, planning to hire a new person for your staff should include a check list of steps that need to be taken to provide the best outcome for both your company and the person about to join your team. If you, or someone you know, is running a company and can use some focus on hiring strategy, have them give us a call or better yet, introduce them to us. You will be doing them a big favor by making onboarding an easier and more professional process.



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Our consulting and coaching focus supports management, sales, customer service and operations. Included are sales and management assessments and surveys as well as leadership, teambuilding, sales operations efficiency and online



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