

Effective Onboarding: Hope is not a Strategy

Jana Cinnamon

Talent Management Director

Abdo, Eick & Meyers, LLP




2

Degrees Earned



3

Companies Worked For



50+

People Hired & On-boarded

70000

Dollars Won



46%

of new hires leave

within the first 18 months.

90%

of employees decide
to stay or go within the first 6 months.

58%

more likely to stay after 3 years
when they received structured onboarding.

**Effective onboarding improves
employee retention and loyalty.**


54%

greater new hire productivity

at organizations with a standard onboarding process.

77%

of new hires who hit their first performance milestone had formal onboarding.



1/3

**of new hires fail to meet
productivity expectations
within the first year.**

**Effective onboarding accelerates
new employees' performance
and productivity.**

Orientation vs. Onboarding

What's the difference?

What is orientation?

- Orientation is a **one-time** event welcoming them to your organization
- The following items are typically covered in orientation:
 - Intro to the company mission
 - New employee paperwork
 - Intro to benefit plans
 - Review of key policies
 - Review of administrative procedures
- Orientation = Agenda

What is onboarding?

- Orientation is a **series** of events (including orientation) that helps them understand how to be successful in their job and how it contributes to the overall business.
- Goals:
 - Learn the job and learn the culture
 - Build relationships
 - Understand what it takes to be successful in position
 - Develop goals that connect to organization
- Onboarding = Strategic plan

Orientation

- **Focus:** Role in company
- **Duration:** One-time event
- **Setup:** Classroom
- **Content:** Big picture
- **Outcome:** Ready for training

Onboarding

- **Focus:** Role in department
- **Duration:** Sequence of events
- **Setup:** On-the-job
- **Content:** Individualized
- **Outcome:** Ready to contribute

Effective Onboarding

Orientation focuses more on **PROCESS** than on **CULTURE**.

Cultural immersion should continue from recruiting process to build pride and commitment to organizational values.



The Disney Way

- “Disney Traditions”
- The power of storytelling



Creating an Onboarding Program

Key questions to answer before you create your onboarding program

When will onboarding start?

83% of the highest performing organizations began onboarding prior to the new hire's first day on the job.

- Avoid the stack of paperwork
- Connect with others
- Provide FAQ
- Everything and everyone prepared

How long will it last?

Onboarding is a longer process than orientation and may extend up to a year after the employee's first day.

- 30 day & 60 day check-ins
 - Provide feedback
 - Address gaps
- 90 day SMART goal-setting
- 6 months
 - Exposure to other departments
 - More formal feedback, goal evaluation



What impression do you want new employees to walk away with at the end of the first day?

- What will they say to their family and friends about their first day?
- What are 3 words they would use to describe your company after their first day?
- What will reaffirm their decision to join your team?

What do new employees need to know about the culture and work environment?

What are the “unspoken” rules? What words or acronyms sound like a foreign language?

- Gather feedback from recent new hires – “What would have been helpful to know?”
- Assign a buddy
- Follow-up after department or company meetings to provide clarity

What role will _____ play in the onboarding process?

A successful onboarding process includes several individuals/departments:

- Human resources
- Manager
- Executive leader
- Department team members
- Administrative/technology support

Provide clear expectations to those involved.



What kind of goals do you want to set for new employees?

Consider short-term and long-term goals.

- Make sure the new employee has a project or sufficient tasks to keep them busy
- Provide measurements of success for assignments
- Show where/when/how growth will happen

If I only had one slide...

My absolute “musts”

- Over-communicate your company’s culture and core values
- Make sure everyone and everything is ready on day one
- Focus on the relationships
- Give them an opportunity to contribute as soon as possible

Questions ?

ABDO, EICK & MEYERS_{LLP}

www.aemcpas.com



Jana Cinnamon
Talent Management Director
jana.cinnamon@aemcpas.com
(952) 715-3007