


# ONBOARDING BEST PRACTICES FOR MILLENNIALS AND ALL EMPLOYEES

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## AGENDA


- Why onboarding matters
- Model for onboarding
- Best practices and ideas
- Technology & Gamification
- Covid 19 and Onboarding




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## DAY 1 ORIENTATION




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## MONTH 1 - SINK OR SWIM



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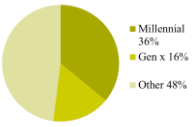


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## MILLENNIAL WORKFORCE

Workforce 2014

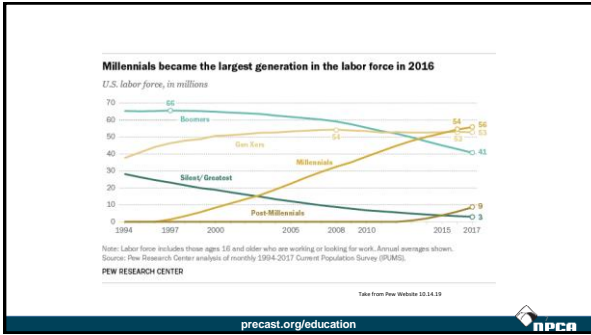


Workforce 2020

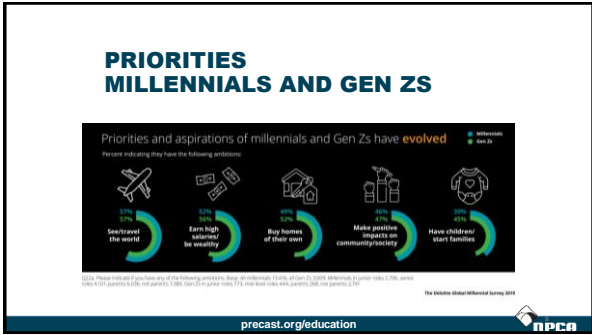


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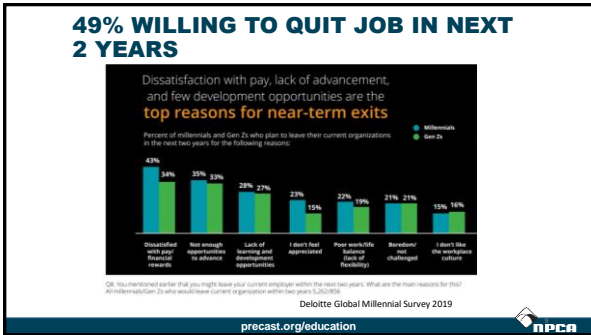
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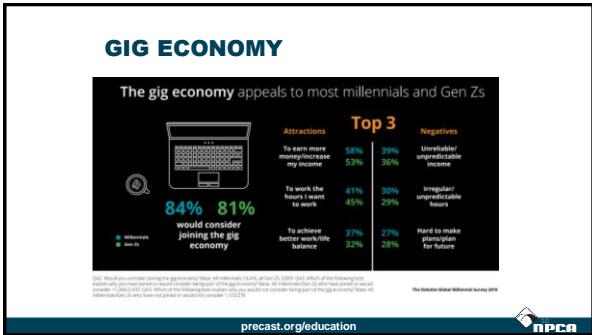
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- ### 5 THINGS MILLENNIALS NEED TO SUCCEED IN THE WORKFORCE
- Soft Skills Training
  - Leadership Development
  - Informal Learning
  - Job Rotation
  - Strong Company Culture
- Source: 2016 Association for Talent Development research
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- ### WHY MILLENNIALS LEAVE
- Better offer from another company (30%),
  - Career goals aren't aligned (27%)
  - Lack of career opportunities (13%)
  - Good cultural fit
- Millennial Branding
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### MILLENNIAL REASONS FOR STAYING

- Compensation and benefits
- Having my passions and talents used and fulfilled (53%)
- Bonds with co-workers (20%)
- Belief in my company's mission and purpose (20%)

Millennial Impact Report, Achieve

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### MILLENNIAL MOTIVATION TO APPLY

In order of importance:


1. What company specifically does, sells or produces
2. Company's work culture
3. Company's involvement with causes
4. Company's work environment
5. Company's diversity and HR awards

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### MILLENNIAL RETENTION

- Help us grow and develop - *mentorship*
- Connect our work to a cause
- Provide feedback – especially positive
- Be flexible & relaxed with time and space
- Treat them as partners
- Open/transparent communication
- Encourage sharing and innovation


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### FIRST IMPRESSIONS COUNT



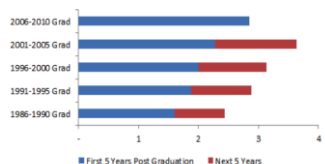
- 25% of all turnover occurs in the first 45 days (People Fluent Research)
- 70% of new hires make the decision to stay at or leave an organization within their first six months (HCI)
- 1 of 25 quit on the first day (Modern Survey, unpublished)

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### MILLENNIALS ARE MOBILE

Average Number of Companies Each Cohort Worked For




Cohort	First 5 Years Post Graduation	Next 5 Years
2006-2010 Grad	3	0
2001-2005 Grad	2	1
1996-2000 Grad	2	1
1991-1995 Grad	2	1
1986-1990 Grad	2	1

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### TURNOVER COST

- Non-exempt employee: 25-30% of salary
- Exempt employee: 100-150% of salary
- Executive employee: 3-5 times salary and benefits



- Direct replacement costs as high as 50%-60%
- Total costs 50% to 200%

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### COST OF TURNOVER

100 employee company with 23% turnover  
 \$20.00/hr. average pay  
 50% recruitment cost

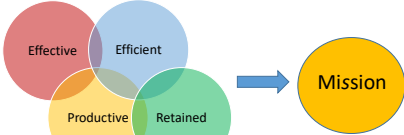
**• \$478,000!**


- Gallup, 2019 estimates cost of turnover can = \$600,000/position

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### THE COMPANY'S PERSPECTIVE




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### EMPLOYEE'S PERSPECTIVE



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### PERFORMANCE AND ENGAGEMENT

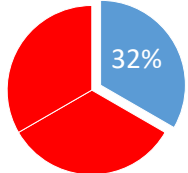
- 13% higher rates of new hire performance goals met
- 19% higher rates of new hire engagement



Aberdeen Group


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32% Organizations with formal onboarding


Aberdeen Group

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### ORIENTATION VS. ONBOARDING


- "Onboarding" -- The process of integrating new employees into the organization, of preparing them to succeed at their job, and to become fully engaged, productive members of the organization.
- "Onboarding" -- Integrated, comprehensive, broader, more time, developmental, socialization and culture, multidimensional, technology driven, employee focused, and structured.
- "Orientation" -- To provide direction or information to someone new to the organization.

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### ONBOARDING OUTCOMES

- Shorten time to be productive
- Improve performance
- Clear expectations and objectives
- Behavioral expectations
- Improve retention/turnover
- Increase engagement
- Instill values and culture
- Specific-to-job training
- Better relationships
- Increase satisfaction
- Increase efficiency
- Consistency in hiring process
- Manage process variance

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### MODEL FOR ONBOARDING



**The 4 C's**


1. **Compliance**
2. **Clarification**
3. **Culture**
4. **Connection**


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### THE FOUR C'S OF ONBOARDING

1. **Compliance:**  
low level, policies, rules, and regulations  
one-way, non-interactive  
forms and sign up
2. **Clarification**
3. **Culture**
4. **Connection**





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### THE FOUR C'S OF ONBOARDING

1. **Compliance**
2. **Clarification/Information**  
Clarify job duties and all related expectations, standards, processes, procedures, priorities, training, responsibility, authority, goals and objectives
3. **Culture**
4. **Connection**





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### THE FOUR C'S OF ONBOARDING

1. **Compliance**
2. **Clarification**
3. **Culture**  
Organizational norms - formal and informal, politics, Mission, Vision, Values, Behavioural expectations, tribal knowledge, language, how things work, decisions, organization structure
4. **Connection**



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## THE FOUR C'S OF ONBOARDING


1. **Compliance**
2. **Clarification**
3. **Culture**
4. **Connection/Socialization**


Welcoming and acceptance, buddy program

Establish interpersonal relationships and information networks

Team connections, external connections

Social assimilation, build sense of community



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# BestPractice

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## BestPractice BEST PRACTICE - CUSTOMIZATION

- Tailor onboarding to the individual
  - Assess needs
  - Coach and mentor
  - Developmental plan
- Segment new hires and develop onboarding programs that are geared toward:
  - needs and attributes of particular groups
  - departments, skill levels, background, age, role, and job


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## BestPractice MULTIDISCIPLINARY APPROACH

Human Resources  
Benefits and compensation  
Administration and leadership  
Office of Diversity, Equity and Inclusion  
Wellness  
Quality  
Public relations and marketing  
Information Technology  
Training and development  
Labor/Union group


Who owns onboarding?


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## BestPractice

- Onboarding plan
  - Written
  - Comprehensive
  - Implemented
  - Review and updated




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### New Employee Orientation at a Glance

Month by Month Timeline, Based on New Employee Start Date

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
<b>Individual Orientation (Onb Level)</b>	[Detailed grid of activities and milestones]											
<b>Central OHR On-Boarding Sessions (Central OHR)</b>	[Detailed grid of sessions]											
<b>Job Training (Central OHR)</b>	[Detailed grid of training modules]											
<b>Social Modules (Central OHR)</b>	[Detailed grid of social activities]											

UNIVERSITY OF MISSISSAUGA  
Division of Business 

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**ONBOARDING BEGINS AT PREHIRE**

Resource:  
<https://welcome.mit.edu/managers/checklists>

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**PREHIRING**

- Build your brand in the marketplace
- Selection for best fit for your culture
- Educate on culture, values, roles
- Begin clarification of duties, responsibilities
- Realistic job previews = 50% less turnover
- Encourage self-selection
- Socialization – meet staff

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**WHAT NEW HIRES WISHED THEY'D KNOWN?**

- "The exact position, the expectations, and requirements of the position, and the culture."
- "The true state of the department, the technology at the company."
- "Opportunities with international relocation possibilities."
- "A more of the company's infrastructure, resources, and challenges."
- "How my job relates to the bigger picture."
- "I really didn't know what my job was going to be until I was mostly through orientation."

*No ugly surprises!*

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**HIRING – REALISTIC JOB PREVIEW**

DDI/Oracle Survey:

- Without accurate job preview information
  - 14% highly engaged
  - 88% looking for another job.
- With accurate job preview info
  - 93% highly engaged
  - 22% were looking for another role.

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**AT HIRE**

- Offer letter (electronic, hard copy, etc.)
- Call from supervisor, HR, mentor, buddy
- Job description
- Welcome packet (electronic)
- Be crystal clear about – who, where, what, & when for 1<sup>st</sup> day
- *What forms and paperwork can be accomplished in advance? i.e. benefits*

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**DAY ONE**

- Greeting by text day before
- Alert other employees – be friendly
- Tours – by a peer
- Begin introductions and networking, lunch
- Work space (prepared, allow personalization)
- Meet with supervisor regarding job expectations, work assignments
- Meet buddy (pick your own?)
- Necessary policies, procedures, paperwork

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**WEEK ONE**

- Specific job information
- Access to resources
- Safety and security
- Introduction to workmates
- Social activity
- Interpret culture, mission, vision, values
- Be available
- Recognition for finishing orientation (SWAG)

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**WEEK TWO**

- Weekly meeting with supervisor
- Job specific training
- Networking at broader level
- Continue providing knowledge about company policies, procedures, products
- Meet with buddy or mentor

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**MONTH ONE**

- Create development plan
  - Asses and leverage strengths
  - Determine developmental opportunities
  - Involve the employee
- Continue training
- Networking and social development
- Continue weekly meetings with supervisor
- Meetings with mentor

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**3, 6, 9 MONTHS**

- Retention interviews
- Meetings with supervisor (weekly)
- Meetings with mentor (1-2/month)
- Performance feedback (formal/informal)
- Review and assess training

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**ONE YEAR**

- Performance review
- Update development plan
- Retention interview

ONE YEAR AND COUNTING

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**GAMIFICATION**

- **Gamification** - the application of game-design elements and game principles in non-game context
- Goal - increase motivation, involvement, and learning
- Takes student perspective


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### GAMIFICATION BENEFITS

- Better performance
- Higher levels of engagement
- Higher retention rate
- Better alignment between onboarding and Learning & Development initiatives





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### WHAT MAKES GAMES EFFECTIVE?


- Competition & Challenge
- Achievement, incentive-centered
- Interaction – Connection w/others
- Feedback/information
- Simulation, quests
- Pace, countdown, levels, progression
- Stimulate senses – action oriented
- Fit for new hires




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- Progression**
  - Checklists – tracking progress
- Achievement and Reward**
  - Earn points, chips, stars, credits
  - Gamification badges
- Pace, countdown, levels**
  - "chunking" - learn in bite size bits
  - Leveling up
  - Simulations to learn skills
- Simulations and quests**
  - Feedback to show progress
  - Treasure hunts – people, things, information
- Interaction**
  - Icebreakers for orientation
  - Hands-on and team activities





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### GAMIFICATION RESOURCES

[www. Kahoot.it](http://www.Kahoot.it) 

[www.PollEverywhere.com](http://www.PollEverywhere.com) 


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### BestPractice

#### ACCULTURATION AND SOCIALIZATION

- During recruitment
- Welcome breakfast
- 1<sup>st</sup> week – lunch with different workmates
- Leadership welcome
- Personal invitations to meetings, gatherings
- Mission, vision, values – how they really work
- Create a culture handbook
- Cohort support, social network

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#### INTERNSHIPS

- Design onboarding into the program
- Differentiate onboarding for interns



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**COACHES, MENTORS, BUDDIES**

- Great for socialization, acculturation
- Understanding of mission and values
- Access to resources
- Conduct retention interviews
- Coaches & mentors need training
- Systematize into the onboarding process



Handout  
Coaching Questions for  
Onboarding and Retention

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**CONNECTION IDEAS**

- Welcome phone call/text/email before start
- Create cohort group with new employees
- Gifts of logo wear, etc. SWAG
- Personal invitation to company events
- Networking events
- Lunch with leadership
- Create welcoming culture

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**RETENTION INTERVIEWS**

A periodic 1:1 structured interview between a manager and an employee that:

- Identifies factors that drive an employee to stay or leave
- Creates a plan of action to retain employee



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**PROGRAM EVALUATION**

- #1 – Use new hires and millennials
- Exit interviews
- Retention interviews
- Focus groups

➤ Review and update program



Handout  
Program Assessment


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**TECHNOLOGY**

- Great for routine training and documentation
- Forms and compliance
- Repository for information and resources
- Self direction
- Tracking of progress
- HRIS modules


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**IMPORTANCE OF CAUSES**

- 75% of millennials think business are too focused on their own agenda versus helping to improve society
- Company cause-work influenced them to accept a job:  
Female: 63% Male: 45%

Introduce Millennials to cause work and support their involvement.

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**BEST PRACTICE - NEW HIRE PORTAL (EXAMPLE)**

- Onboarding toolkit
- Video messages from: other new hires, HR, leadership, CEO, etc.
- Chat room, blogs
- Special pages: LinkedIn, Facebook
- Forms and administrative
- Benefits information and enrollment
- Links to company website(s)

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**PEPSICO EMPLOYEE ONBOARDING COMMUNITY**




PEPSICO

What's in store?

Welcome

Welcome to the PepsiCo Employee Onboarding Website.

This site has been created to help employees familiarize themselves with PepsiCo and their new role in it. A password is required to enter. New hires typically receive this information upon acceptance of their new position.

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**USING SOCIAL MEDIA**

**Before hire or during orientation**

- **Assessments** – Create assessment/feedback polls with Facebook and LinkedIn groups
- **Employee Engagement** – Interact with other new hires, team members, management.
- **Connecting** – Send LinkedIn connection requests from management and other employees with introductions
- Address security of any site and employees data!

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**TRAINING**

- Assess individual needs
- Leverage skills
- Create development program
- Hard & soft skills



EVERYTHING DISC WORKPLACE™




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**BestPractice**

**FEEDBACK**

- Performance conversations
  - Formal and informal
  - 360's
  - Frequency
  - 2-way dialogue
  - Encouragement and Coaching




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**BestPractice**

**FAQ**

- Build a list of questions and answers asked by new hires.
- Create interactive web site forum for questions and feedback
- Create "dumb question" coupons



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**BestPractice**  
**PREPARE WORK AREA,  
 MAKE IT PERSONAL**





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**ONBOARDING AND COVID-19**

- Address both "what and how" onboarding will be accomplished
- Provide clear documentation of process (entry, exit, moving within the building, notifications, etc.)
- Provide tools (links, passwords, masks, sanitizers, UV lights, thermometers, etc.)
- Introduce and clarify resources ("when in doubt, check it out") such as "Infection Prevention" specialist (internal and/or external)
- Update and message periodically the company policy and approach (based on federal, state and local authorities)

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**VIRTUAL ONBOARDING TOOLS OR OPTIONS**

<ul style="list-style-type: none"> <li>• Cisco Webex Meeting</li> <li>• Go To Meeting</li> <li>• Google Hangouts</li> <li>• Google Duo</li> <li>• Join.me</li> <li>• BlueJeans</li> <li>• Cisco Jabber</li> <li>• Team Viewer</li> <li>• Adobe Connect</li> <li>• Global Meet Collaboration</li> <li>• Cisco Webex Teams</li> <li>• Blackboard Collaborate</li> <li>• Fuze</li> </ul>	<ul style="list-style-type: none"> <li>• exTalks</li> <li>• Skype</li> <li>• Microsoft Teams</li> <li>• UberConference</li> <li>• Zoho Meeting</li> <li>• Dialpad Talk</li> <li>• Whereby</li> <li>• Lifesize</li> <li>• Zoom</li> <li>• Facetime</li> <li>• Intermedia Any Meeting</li> <li>• Ring Central</li> <li>• Others????</li> </ul>
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**10 TIPS FOR MANAGING REMOTE WORKERS**

1. Set clear expectations
2. Be flexible
3. Shorten virtual meetings
4. Track workers' progress
5. Emphasize communication
6. Remember to listen
7. Build connections
8. Provide ways to collaborate
9. Resist the urge to micromanage
10. Celebrate success!

SHRM: HR Magazine Fall 2020, Kathy Gurchick

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**BestPractice**




Handout  
 100+ Best Practices

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**TOP 5**

1. Employee oriented
2. Prehire – first year
3. Multidisciplinary
4. Activities that involve
5. Clarity of job

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6. Acculturate – mission, vision, values  
 7. Socialization  
 8. Gamify  
 9. Leverage technology  
 10. Create a cohesive plan

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**THE END!**




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Thank You



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**BIO**

Bob Verchota is owner and senior consultant for RPVerchota & Associates, a consulting firm providing services to clients who seek to align their business and employees, creating successful outcomes and excellent work environments. After 30+ years in Human Resources and Operations senior leadership roles and teaching both undergraduate and graduate courses in Leadership and Organizational Development, Bob transitioned to using his experience and skills in consulting.

Mr. Verchota provides solutions to companies for a wide variety of HR issues including training and development, compensation, compliance, policy development, performance management, employee relations and managing change from mergers and acquisitions or project specific disruptions of the status quo.


Bob has an undergraduate degree in Business Administration, graduate degree in Healthcare Administration, and doctoral work (ABD) in Organizational Development. He is a lifetime Senior Professional in Human Resources. Bob can be reached by calling 218-760-0558 or email at [rverchota@gmail.com](mailto:rverchota@gmail.com).

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