

New Hire On-Boarding & Integration Process

Senior Leadership Update



Today's Agenda

- On-Boarding Defined
- Underlying Assumptions
- Goals & Objectives
- Due Diligence
- Key Components/Materials
- Process Outline/Checklist
- scil Applications
- ROI
- Next Steps

On-Boarding Defined



The *process* of **helping** a new employee acquire and develop the necessary **knowledge, tools, skills** and **behaviors** to become **effective members of and contributors to the organization** in a way that is **“faster, better and cheaper”**.

It **ties together** the organization’s **orientation, training, integration** and **evaluation** of new employees into a **repeatable, easily-administered** process which focuses on the **critical first 3 months**, but goes well **beyond** that.

It is based on **recurring research** that shows this approach leads to **positive outcomes: higher job satisfaction, greater commitment** (“engagement”), **better job performance**, and **reduced turnover**.

Underlying Assumptions

- **First three months** critical...**first** impressions = **lasting** impressions
- Begins with **offer acceptance**...**establish connection(s)**
- **Balance job content** *and* **culture integration**
- **Interpersonal**
- **Execution: Immediate Supervisor; Support: HR** (*not* the “default” option)

Overall Approach

- **First three months** critical...**first** impressions = **lasting** impressions
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Change

Goals & Objectives



- Help new hire **succeed.....support** new hire.....be sure they **know how** they are **doing** (+ and -)
- **Consistent, structured, planned, repeatable**
- Build **strong**, productive **bond and connection with Immediate Supervisor** – *most critical relationship* – and **with senior management**
- Provide needed **information, tools, feedback and training** (job-specific training is functional management’s responsibility)
- Opportunity for **two-way feedback.....performance management and new hire perceptions**
- Reinforce ***scil spirit***
- Accelerate **ramp-up & productivity/contribution**
- Positively impact **engagement, motivation and commitment = retention**

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Change

Due Diligence

- Reviewed **existing materials** – e.g., New Hire Meetings, 12 week sales training
- Conducted **Focus Groups** – 1 Office Staff, 1 Sales.....key suggestions:
 - **Organized, unrushed**
 - **Resources** lined up in **advance...planning**
 - Greater **consistency** (e.g., peer mentor, trade show involvement)
 - Expanded **emphasis on culture (*scil spirit*)**
 - Updated **sales training**: consistent, clear expectations, timely feedback, planned

Components & Materials: Overview



- Congratulatory **phone calls** – immediate supervisor, senior management
- **Peer mentor** – assigned, **congratulatory call, periodic check-ins**
- Internal **announcement**
- **“Welcome Package”** – scil branded merchandise
- **Training Plan**
- **Functional Informational Meetings** (“Who We Are & What We Do”) – entire dept.
- ***scil spirit* Overview**
- **Performance** management
 - **30-60-90-180 day goals** (including ***scil spirit***)
 - **Weekly feedback/coaching** with immediate supervisor
 - **30-60-90-180 day interim reviews**
- **New Hire Feedback: Post Hire Interview @ 30-90-180 days** (60-day optional)

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Components & Materials: In Depth



- What They Look Like
- How Used

Beta Test: Educational Coordinator (US)

What Was Used	What Was Learned
Peer Mentor	Positive , helpful experience when face-to-face, but no on-going follow-up other than emails....conversation important (“take for granted that things are OK”)
30-Day Interim Goal Setting & Performance Review	Positive, helped structure initial work plan; incorporation of <i>scil spirit a plus</i> ; review was constructive, form easy to use (but needs to be available on-line); on-going feedback informal, periodic specific touch bases would have been helpful vs. waiting 30 days
30 Day Post-Hire Interview (PHI)	Flowed well, questions appeared to be relevant ; follow-up questioning to get specific examples important ; recommended another PHI @ 100-days – the 90-day approach was fine; some concern about whether candid feedback would be given to an internal staff member

12-Week Lab Diagnostic/Orthopedic Sales Rep Training – synced with O-B'ing

- All **pre-start date actions** in process are **relevant**
- Use **expectations** in training outline **to establish 4-8-12 week goals**
- Replace **“attitude”** with ***scil spirit***
- Initiate **weekly feedback/coaching sessions** (phone or face-to-face) with Manager in **week 1 (vs. waiting until week 4)**
- Complete **interim performance reviews at 4-8-12 weeks (vs. waiting until week 12)**
- Add **PHI's @ 4 and 12 weeks (required) and @ 8 weeks (optional)**
- **Add** other process **components** (Peer Mentor, Senior Mgt. touch-bases, etc.)...extend overall process to 180 days (or 24/26 weeks)

Measurement/ROI

- Greater *productivity/faster ramp-up time – numbers/performance*

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- More *engagement with the culture/organization – perceptions*



Increased Retention Rate

Next Steps

- **Move forward**
- **Roles and responsibilities**
- **Update/create materials/action steps** internally – *scil spirit* overview, Welcome Package
- **Recent hires** (Ortho Outside Sales Rep and Ortho Inside Sales) **into process**