Onboarding: More than a Three-Hour Tour

Emily Paoli Johnson |State of MN Enterprise Workforce Planning

- Creative ways to provide information to new staff

- How to understand the difference between employee orientation and onboarding

- Industry standards for strong onboarding programs that drive employee engagement to get the work done

- Think of a time when you felt like you were a part of a group, like you belonged and were valued for exactly who you are?

    - **What was in place to help you feel that way?**

- **Introduce yourself and Share with the Table**

Onboarding: A strategic **system** in place to **decrease staff turnover** and **increase staff engagement**.

- Emily Bennington, SHRM

How we welcome new staff into our organization

The ways that we prepare them to excel at their jobs

How we ensure that all team members are valued and feel that they have something to contribute to the greater mission

Talent Management

Source: University of California

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- Employees understand the mission of the organization

- Employees know how they contribute to the mission and feel valued for what they bring

- Expectations are clear and reviewed; Employees know what success looks like

- Employees are connected to people

- Employees understand and know how to be successful within the culture of the organization

Retention and Engagement Data

- Within six months of being hired nearly __% of employees are already looking for a new job. (Aberdeen Group)

- Employees are ___% more likely to be at the company three years later when they complete a structured onboarding process. (The Wynhurst Group)

- Effective employee onboarding programs increase employee performance by up to ___%. (Recruiting Roundtable)

- Employees' discretionary effort (willingness) increases by more than __% when they are onboarded effectively. (The Corporate Leadership Council)
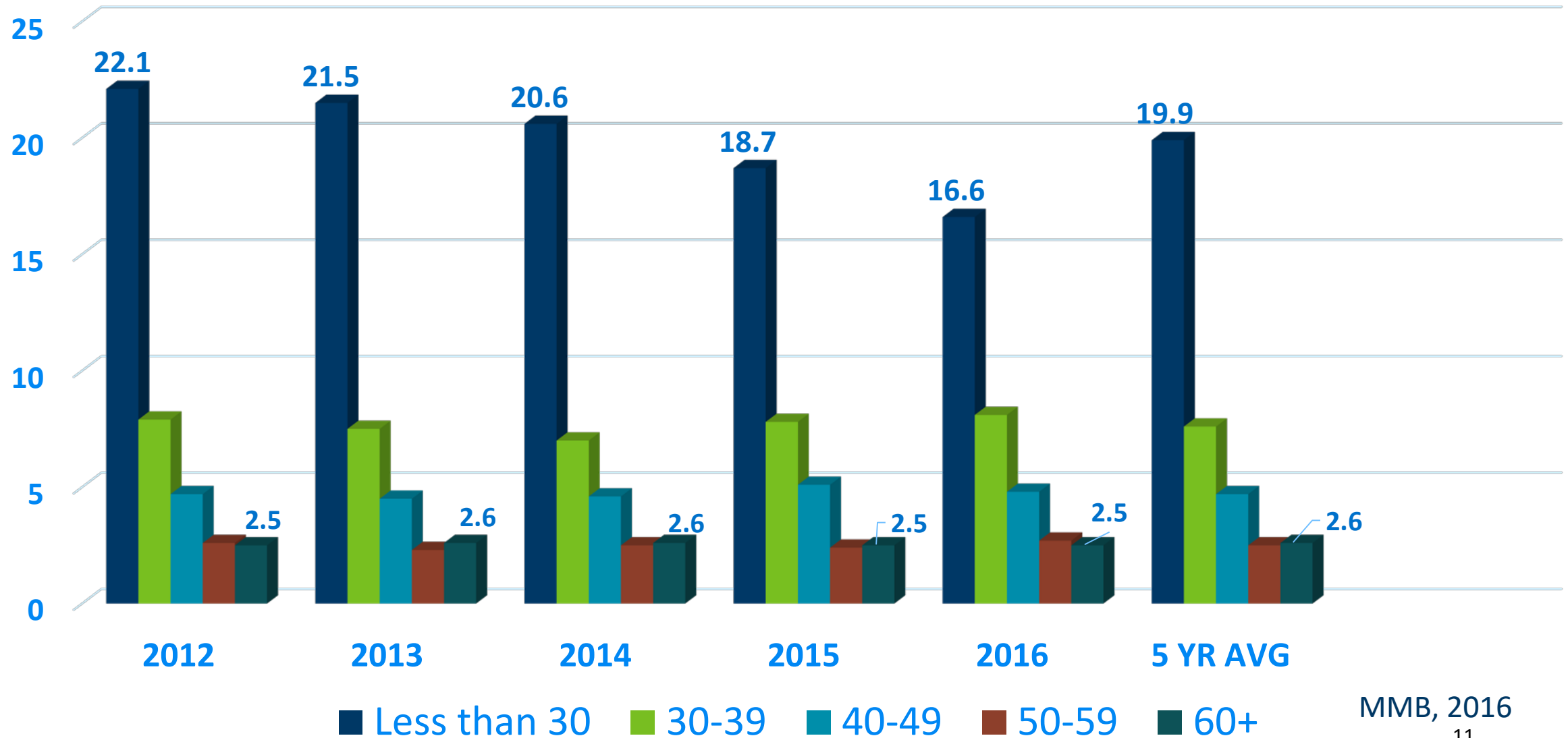
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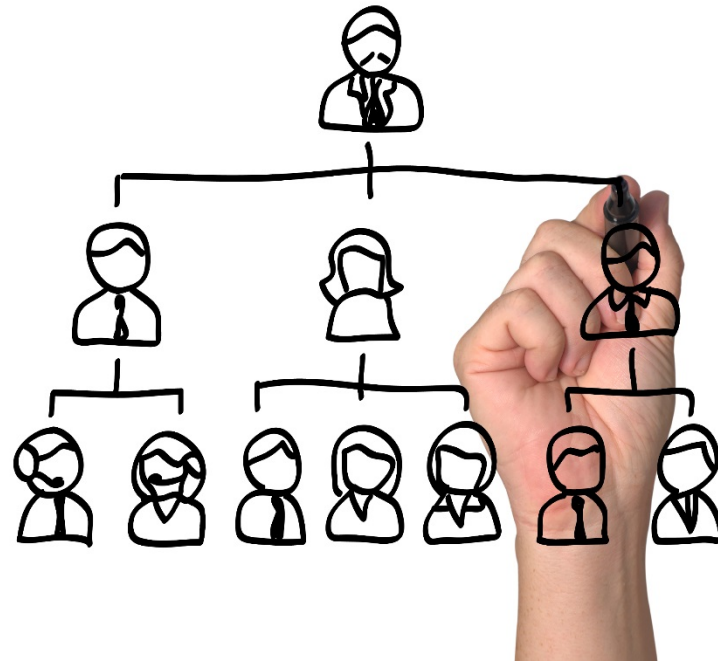
The Future Workforce

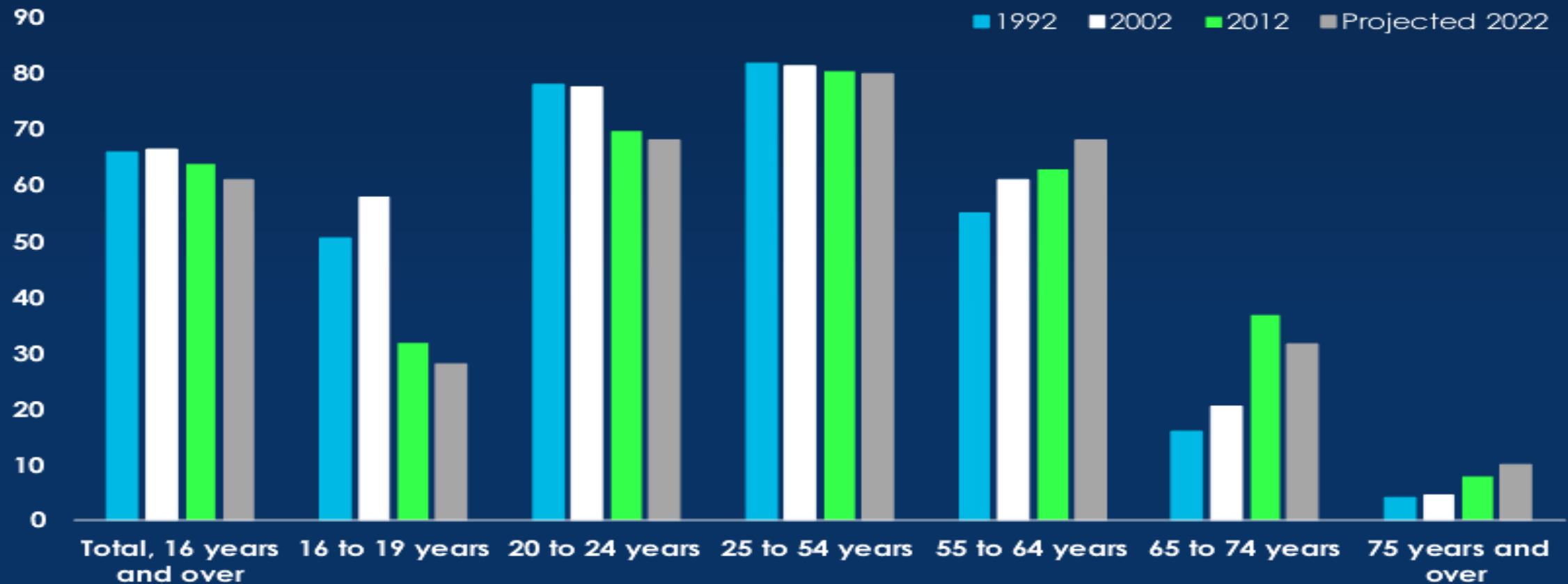Distribution of Executive Branch Appointments by Age Cohorts

1% 11% 21% 22% 31% 14%
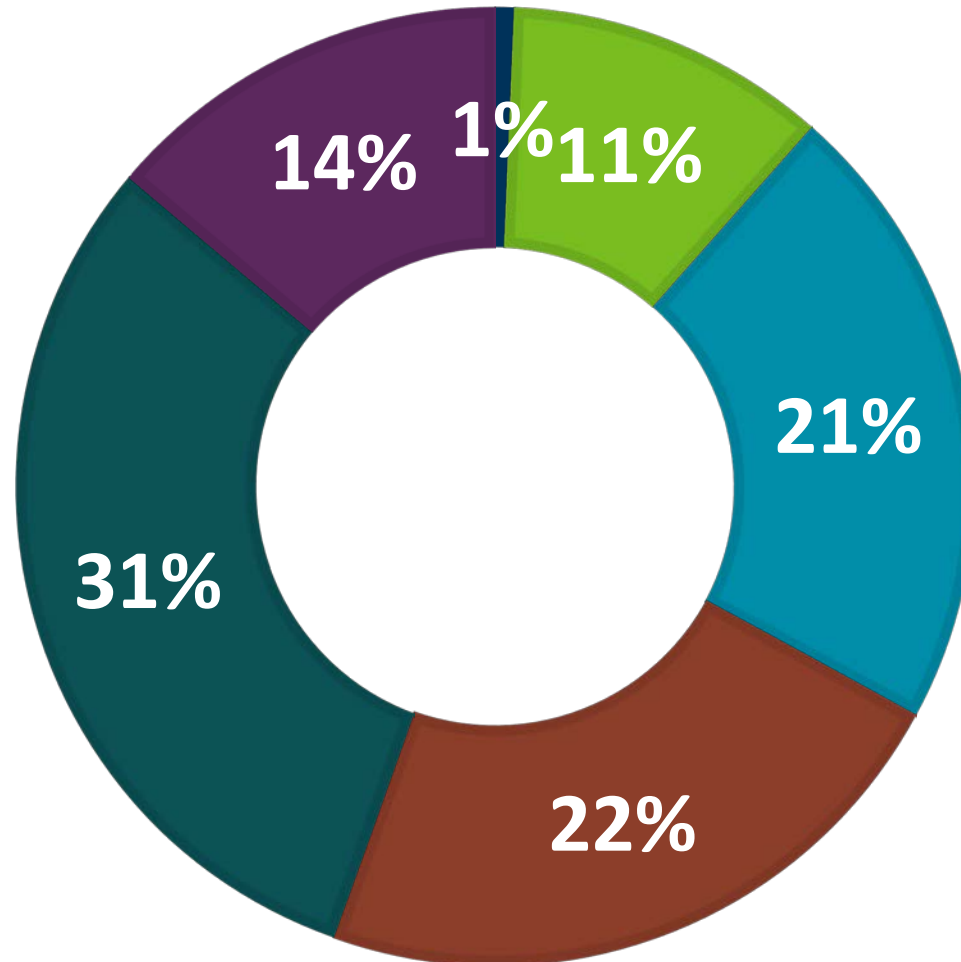
16 to 19   20 to 29   30 to 39   40 to 49   50 to 59   60+

Voluntary Turnover by Age Group, Executive Branch 2012-2016

Legend: Less than 30 | 30-39 | 40-49 | 50-59 | 60+

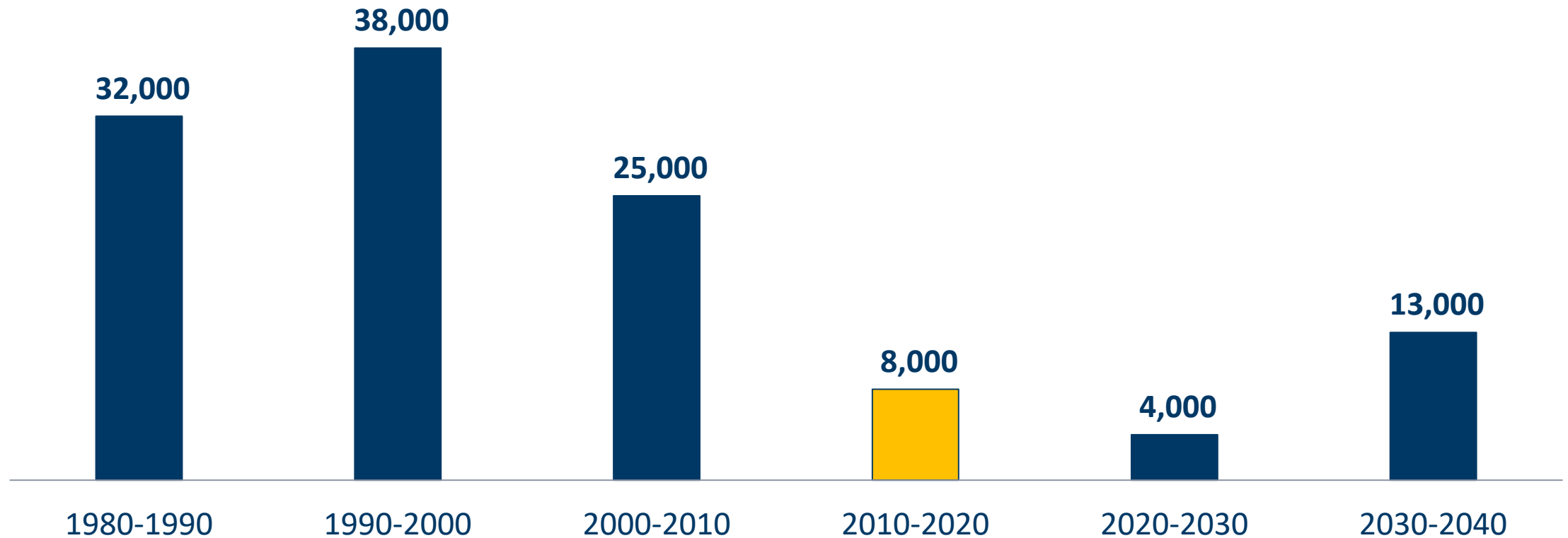| Year	Less than 30	60+
2012	22.1	2.5
2013	21.5	2.6
2014	20.6	2.6
2015	18.7	2.5
2016	16.6	2.5
5 YR AVG	19.9	2.6

MMB, 2016

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Labor Force Participation Rates

Labor force participation rates in 1992, 2002, 2012, and projected 2022, by age.

Legend: ■ 1992 ■ 2002 ■ 2012 ■ Projected 2022

Categories: Total, 16 years and over | 16 to 19 years | 20 to 24 years | 25 to 54 years | 55 to 64 years | 65 to 74 years | 75 years and over

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Projected Growth, MN Labor Force
Annual Average, Ages 16+

Period	Value
1980-1990	32,000
1990-2000	38,000
2000-2010	25,000
2010-2020	8,000
2020-2030	4,000
2030-2040	13,000

Source: MN State Demographer

Get Ready for Millennials

What they are looking for in a workforce.

What we have learned: Five elements drive engagement

Meaningful work	Hands-on management	Positive work environment	Growth opportunity
Autonomy	Clear, transparent goals	Flexible work environment	Training and support on the job
Select to fit	Coaching	Humanistic workplace	Facilitated talent mobility
Small, empowered teams	Invest in management development	Culture of recognition	Self-directed, dynamic learning
Time for slack	Modern performance management	Inclusive, diverse work environment	High-impact learning culture

A focus on simplicity

- Baby boomers retiring at high rates in the next 10 years

- Labor shortage = less workers available

- Inclusivity in agency work cultures

- More mobile workforce

- State capacity around technology usage

Inclusive Onboarding

- Values
- Behaviors
- Beliefs
- Principals
- Management Style
- Vision

- Norms
- Systems
- Symbols
- Assumptions
- Habits
- Language

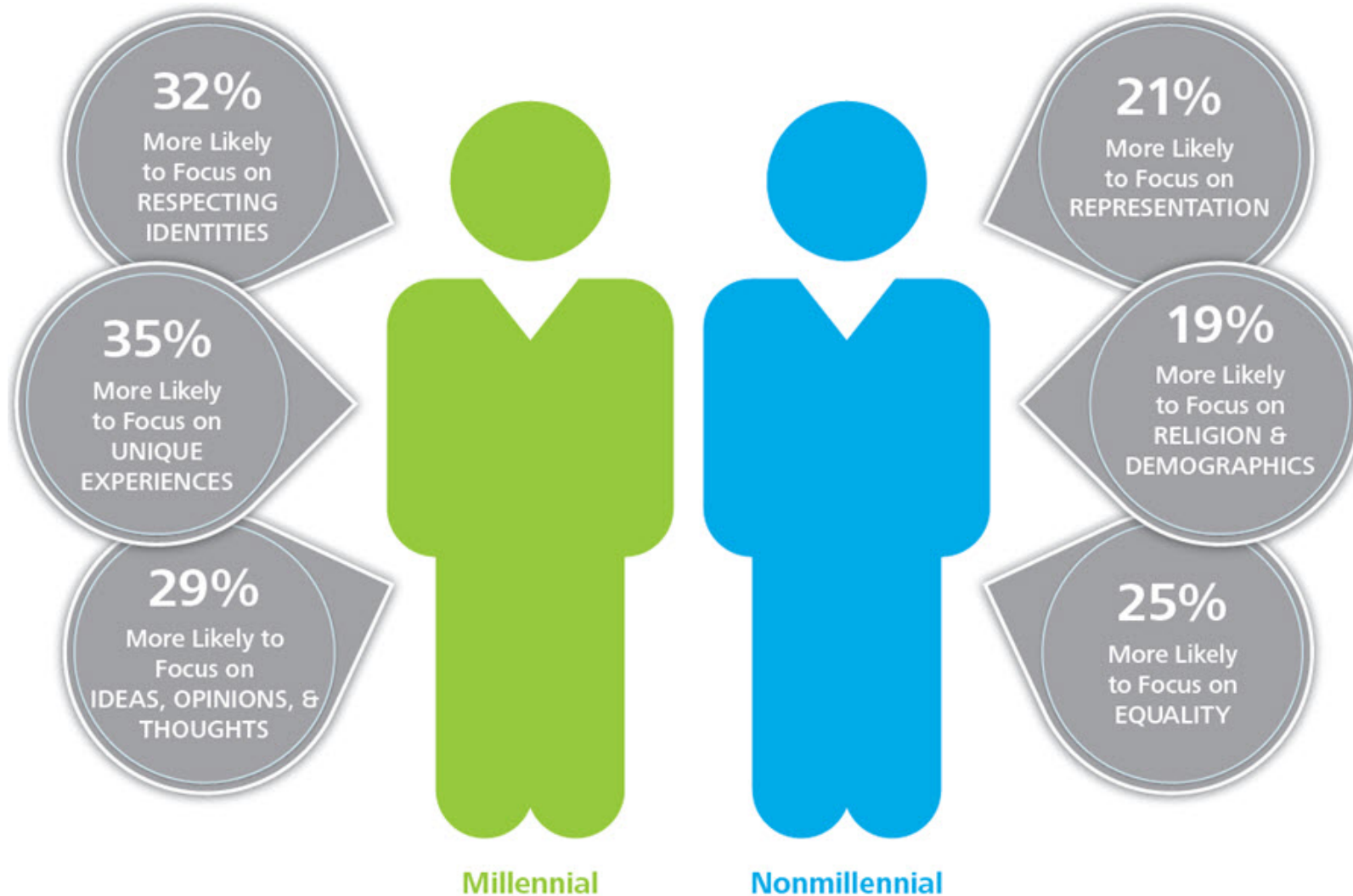- Culture change= Challenge seldom-questioned basic assumptions (reassess and change value systems, beliefs, thinking, mindsets)

- Western Thinking= Dominant thinking style (good/bad, yes/no, win/loose) no space for "in-between"

- Hierarchy and Individualism

- Barriers to teamwork

Source: Pless & Maak, 2004

Generational Beliefs on Inclusivity

Resources…to **support** you
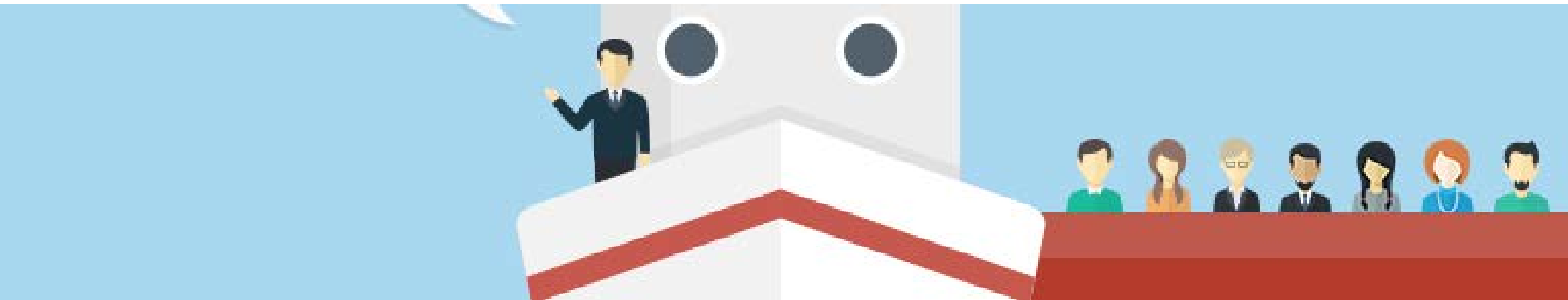
Relationships… to **connect** you

Readiness… to **prepare** you

BREAK!!!!!

Components of an Effective Onboarding Process

Growth

Belonging

Common Goals

Compliance Competence

Job Satisfaction

Support Development

Understanding of Expectations

Connection Belonging

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Connection

Culture

Clarification

Compliance

Efficiency
+
Empathy

Connection

Culture

Clarification

Compliance

- HR is a strong partner

- Pre- first day and first day

- Make it exciting

- Don't stop here!

- Accessible documents, spaces

Connection

Culture

Clarification

Compliance

- Review expectations

- Connect them to a purpose

- Provide them with training

- Provide feedback on job performance

What is it like to work here?

Connection

Culture

Clarification

Compliance

- What are the norms and values?

- How do we solve problems?

- Who makes decisions?

- Is there chain of command to follow?

- What "fun" activities happen?

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https://corporate.target.com/about/purpose-beliefshttps://corporate.target.com/careers/culture
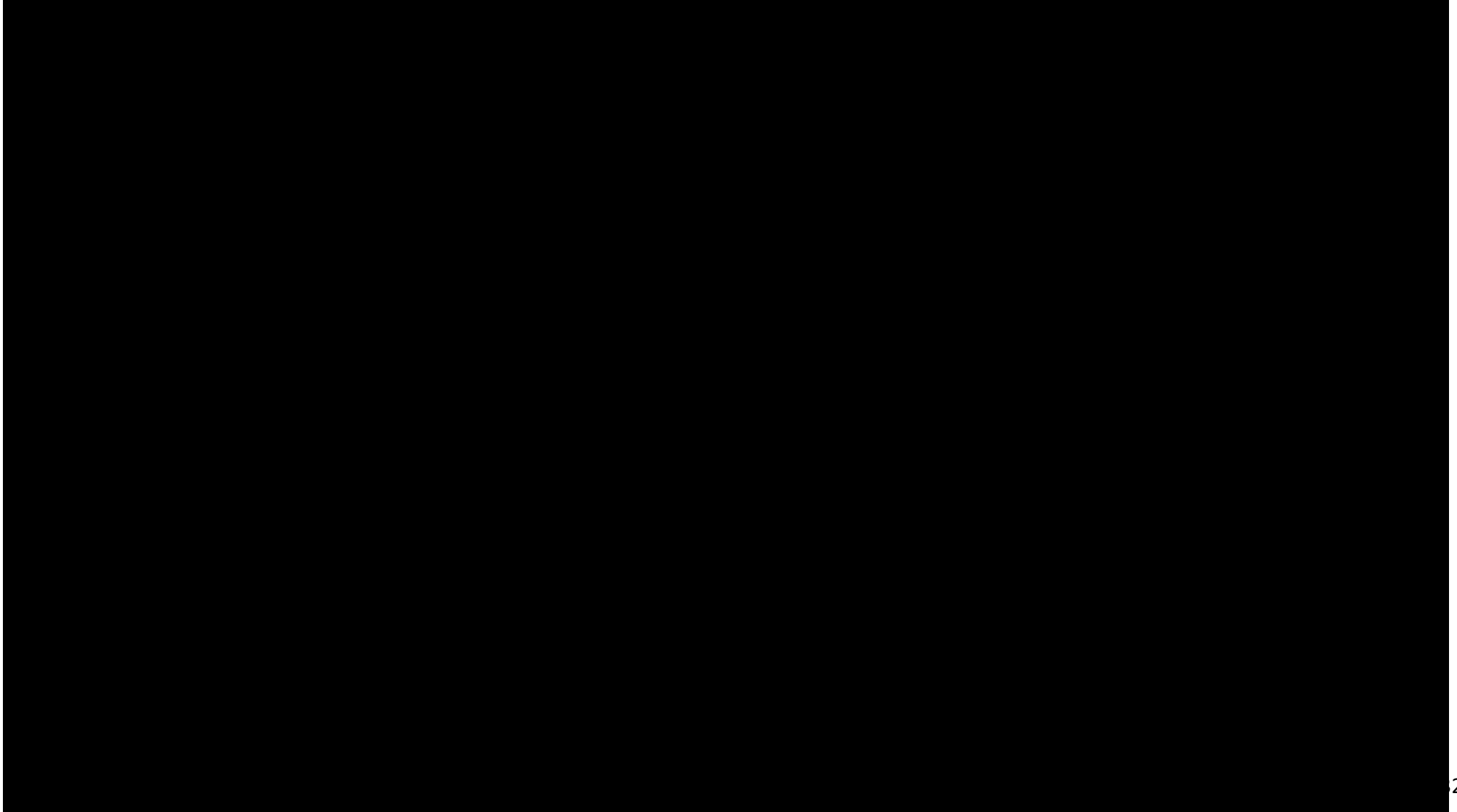
Connection

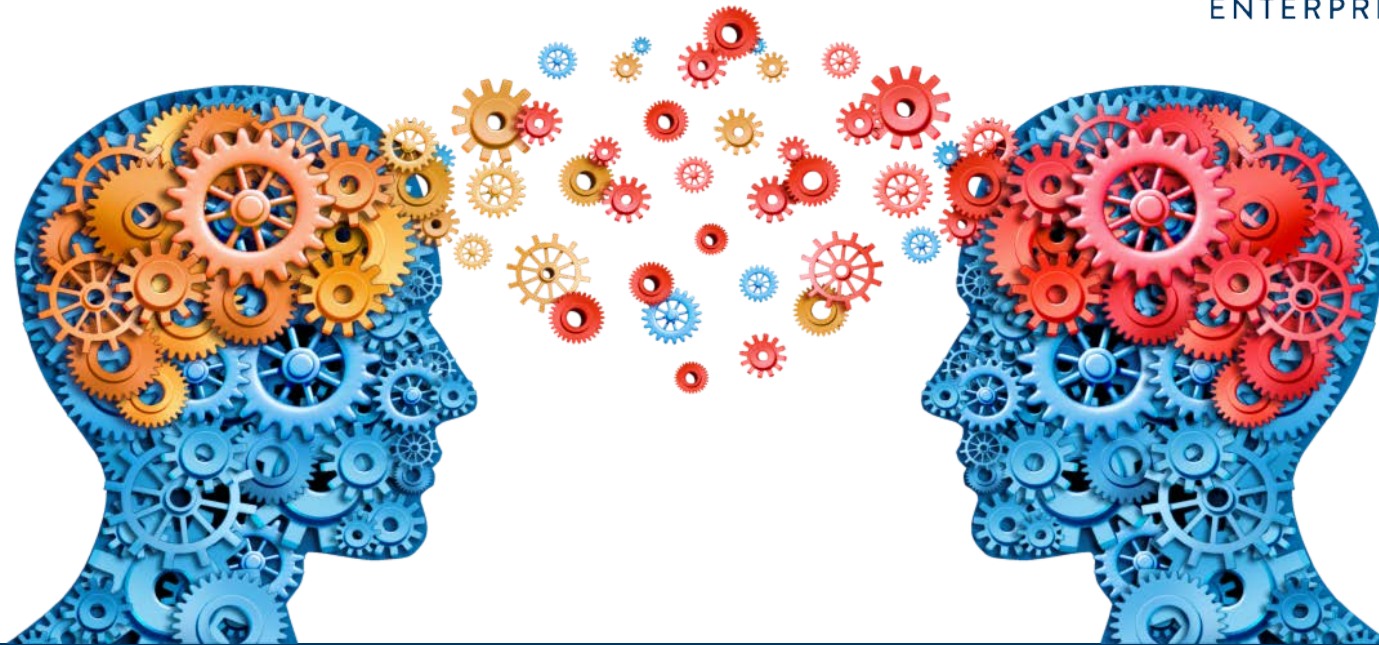**Culture**

Clarification

Compliance

- Connect them to someone right away
- Introduce them to the team
- Celebrate with a lunch or morning social
- Introduce them to leaders
- Try to keep the **Negative Nellies** away!

Employee Empowerment in Onboarding

- http://humanresources.umn.edu/new-employees/what-expect

- http://welcome.mit.edu/

Knowledge Transfer

Explicit Knowledge

- Easier to Transfer

- Includes info that can be captured in writing

  - Standard Operating Procedures

  - Laws, Policies, Procedures

  - Timelines, Trainings

  - Strategic Plans, Work Plans

Implicit Knowledge

- Harder to Transfer

- Subjective, derived from personal experiences

- Includes the following:

  - Decision-Making strategies

  - Relationships, collaborations, connections

  - Expert knowledge of a task

  - Time is required for this to be successful

Explicit Knowledge

- Trainings

- Process manuals

- Standard Work

- Process Mapping

- Timelines

- Shared Drives

Implicit Knowledge

- Communities of Practice

- On the Job Training

- Job Shadowing

- Job Rotation

- Coaching and Mentoring

What are some challenging situations someone could face in your role?

What are some possible mistakes that a new person might make in the role?

How can someone avoid or minimize the damage of a mistake?

What are some lessons learned that would be helpful to share with someone new in your role?

Workbook pages 9-11

Evaluating Progress

How will you know if you are successful?

- Entrance, stay and exit Interviews

- Engagement surveys

- Performance

- Less Turnover- review your data

- If you ask them if they like their job what will they say?

Thank You!

Emily Paoli Johnson

Emily.johnson@state.mn.us

651-259-3778