



UNIT 4

Employee Orientation and Onboarding

Learning Outcomes

By the end of this unit the learner will be able to:

- ✓ Understand compensation and benefits.



Unit 4

Employee Orientation and Onboarding

Why Have Orientation?

Companies spend a lot of time and money recruiting and hiring new employees. Once the hiring decision has been made, many managers feel their job is done. Once the new employee arrives for work, there is very little formal attention paid to reinforce the notion that the employee made the right decision and that they have come to a well-organized, well-run company.

The orientation program actually begins during the interview process, as interviewers give the employee some sense of what the organization is like. The orientation continues either planned or unplanned when the employee arrives at work. The employee is making up their mind about what type of company this is and whether they will want to continue working here.

Most employees arrive for work that first day full of enthusiasm and determined to do a good job. Sure, they are a little bit nervous, but they are confident everything will work out. A poorly-planned or non-existent orientation program will cost the organization more money in the long run and perhaps make the new employee another turnover statistic. You also need to remember the importance of providing an orientation for part-time employees. Over the long term your organization loses if they don't feel you recognize them as a part of the team.

Orientation

This is the initial exposure to the company that takes place in the first couple of weeks on the new job. It is how you share your policies and procedures, introduce the new person, and help them get up and running in the new environment. It can include on the job training, short safety courses, as well as any certifications that need to be secured as the employee starts their new job. (Things like defensive driving, first aid, and company specific tools and software could be included here.)

Onboarding

Onboarding starts during orientation, and can go on for as long as 18-24 months. This is the training and engagement process that helps to link the person to the organization, and where there is an exchange of their value and growth being productive for the company. Onboarding can include a plan for professional development, training, and succession within the new company.



How Did Your Orientation Rate?

Questionnaire

Think back to your first day on the job with your current company. Read each statement and check True or False as it relates to the orientation you received.

Statement	True	False
I was made to feel welcome.		
I was introduced to other members of my workgroup.		
My boss paid attention to me and made me feel welcome.		
My orientation seemed well planned.		
Company benefits were well explained on the first day.		
My office or workspace was set up and waiting for me.		
I received a tour of the organization by a qualified person.		
All the necessary paperwork and forms were available and I received assistance to complete them properly.		
I received a copy of relevant information such as the Employee Handbook, Operations Manual, etc.		
I learned about the company's history and future plans.		
My supervisor reviewed my job description with me and outlined his/her expectations of me.		
I was invited to lunch that first day with my boss or some other key person.		
I met people from other departments.		
I was able to observe colleagues at work before starting a task.		
I was given a specific job assignment, along with instruction or training.		
Office hours, dress code, sick leave, and other policies were explained to me.		
I was shown the necessary systems (telephone, computer, etc.).		
I had opportunities to ask questions.		



Statement	True	False
Payroll policies (and withholdings) were explained to me the first day.		
At the end of the week I felt like a member of the team.		

Scoring

How did your orientation rate?

- **18-20 True:** Your orientation was outstanding.
- **15-17 True:** Your orientation was above average.
- **11-14 True:** Your orientation was average orientation.
- **10 or Less True:** You have an opportunity to help your organization improve its orientation process.

Making Connections

Think back to your first day on the job. Now, consider how you can use those memories to make improvements to the orientation programs at your company.

Problems to Avoid

There are some common mistakes many managers make when it comes to orientation and onboarding:

- Telling too much at one time
- A failure to use demonstrations and involvement; they just talk at new employees
- Lack of patience
- Lack of preparation
- Not allowing for feedback
- Failure to reduce tension



How can you avoid these problems?

How have you avoided them?

Planning the Orientation Program

How will you plan to make the new employee feel welcome?



How can you make certain the employee has clear direction about job expectations?

What might you put in a "New Employee" kit?

How can you lay the foundation for any training the new employee might need?

What follow-up, if any, should you do after the employee has gone through the orientation program?



What is the manager's role in the orientation process?

Follow the Leader

As a supervisor or manager at your company, you help to set the standard for professionalism within the organization. Your staff looks to you for leadership, credibility, and reliability, among many other things. This exercise will look at some leaders throughout time and look at those we want to follow.

Look at the images around the room. Then, match a leader on the wall to each question below.

Which leader would you most like to have as a staff member?

Which leader would you least like to have as a staff member?

Which leader would be most effective at providing human resources services?



Which leader would be the best at inspiring change in your organization?

Which leader would be the best at motivating your employees?

Which leader would be the best teacher in your organization?

Which leader would you like to have as your supervisor?

Which leader are you most like?

Which leader would you want to be like?

If you could choose any of these leaders to join your organization today, who would you choose?



Planning Training

The Training Cycle

The Five Steps

At some point we will all need to arrange training for our employees. There could be new equipment, changes to our environment, the need for growth in soft skills, or an ability to manage our own selves better.

The training process consists of five steps:

1. What is it the organization needs?
2. What are the priorities?
3. Design the training strategy.
4. Deliver the training.
5. Measure the effect of the training.

Advantages of a Training Needs Assessment (TNA)

In order to determine what the organization needs, you may want to conduct a training needs assessment. A training needs assessment will help you identify what the employees need. They also let employees have their say in the type of training they are to receive.

Training Needs Assessment (TNA) Process



Getting Your Plan Approved

Once you have determined the need for training, you can work with senior management to approve training once you are able to demonstrate the value to the organization (a return on their investment on the training that is recommended), and still give employees the feeling they have had input. Employees are only likely to benefit from training that they can also see a benefit to.

Internal vs. External Training

Identify some possible advantages and disadvantages of internal and external training.

Internal Training	External Training



Further Reading:

- ✓ Collins, Jim. *Good to Great*. Harper Business, 2001.
- ✓ —. *Great By Choice*. Collins Business, 2011.
- ✓ Pink, Daniel. *Drive: The Surprising Truth About What Motivates Us*. Riverhead Books, 2009.
- ✓ Savtiz, Andrew. *Talent, Transformation, and the Triple Bottom Line: How Companies Can Leverage Human Resources to Achieve Sustainable Growth*. Jossey-Bass, 2013.