

## **April 2017 NEWSLETTER**

### **MILLENIALS IN THE WORKFORCE**

Born between 1981-1997.

Represent 1/3 of today's workforce.

By 2025, 75% of workers will be millennials.

Millennials value a company's culture and values most.

Being heard and having input are more important than money.



### **CREATING A GREAT ON-BOARDING EXPERIENCE**

Think of onboarding a new employee to going on a plane trip. Think of purchasing your tickets is hiring the candidate. While you've reviewed through several choices, you've now made your selection. While it may not always be easy, hiring is only the beginning of the on-boarding process. Now the real work begins. On-boarding is the rest of your travel and represents everything else on the journey, from getting to the airport, boarding, having a smooth flight, safe landing and then traveling to your desired destination. There's a lot that goes into your trip. There's even more that goes into creating a successful on-boarding experience, beyond hiring the right candidate.

New employee onboarding is the process of smoothly integrating a new employee with a company and its culture, as well as getting a new hire the tools and information needed to become a productive member of the team, quickly.

Onboarding new hires at an organization should be a strategic process that lasts at least one year, because **how employers handle the first few days and months of a new employee's experience is crucial to ensuring high retention.**

### **Getting Started with the Onboarding Process**

Hiring the best candidates for positions in your organization is only part of building an effective team. **The process of onboarding new employees can be one of the most critical factors in ensuring recently hired talent will be productive, engaged team members.**

However, **in some organizations, onboarding is often confused with orientation.** While orientation might be necessary—paperwork and other routine tasks must be completed—onboarding is a comprehensive process involving management and other employees that can last up to 12 months.

Before implementing a formal onboarding program, employers should answer some key questions to attain team and upper management buy-in, including:

- ***When will onboarding begin?***
- ***How long will it last?***
- ***What impression do you want new hires to take away at the end of the first day?***
- ***What do new employees need to know about the culture and work environment?***
- ***What role will HR play in the process? What about direct managers? Co-workers?***
- ***What kind of goals do you want to set for new employees?***
- ***How will you gather feedback on the program and measure its success?***

Once these questions have been answered, HR professionals and upper management can devise a plan of action to help new employees quickly assimilate company policies and workflow while getting fully acquainted with the organization's culture.

## The Program

"If we don't worry about onboarding before the employee starts, then we're way behind," said Ben Peterson, CEO of BambooHR, an HR technology company. "Rather than having a stack of papers waiting for their signature, send them out to the employee beforehand, for electronic signature. Give them their benefits selection. Find the technology to help you automate the paper-pushing process."

**Select an HRIS/HR Management Tool that easily synchs will your payroll, benefits and other administrative and operational functions. Don't just go paperless, go for efficiency!**

As soon as new employees receive a job offer, they can also receive access to the company's online onboarding portal, said Amber Hyatt, director of product marketing at SilkRoad, a talent management solutions firm.

"Here they discover content that's designed to engage them, like a friendly note from their manager, first-day information, welcome messages and photos from new teammates, a glossary of company acronyms, a virtual copy of your employee handbook as well as other details about the new hire's department and job responsibilities," she said.

New-hire portals also benefit HR through dashboards that can organize and track tasks that need to be completed and managed electronically, such as W-4 or I-9, benefits and payroll forms, Hyatt said.

In addition to having new employees fill out new-hire paperwork online, consider providing the answers to questions they may have, such as where to go on day one, who to ask for upon arrival and what to wear, she said.

Set up new hires' desk, phone, computer and password logins before they arrive, said Peterson.

"The worst thing for a new employee is being wooed through the recruiting process and then arriving on the job and the receptionist isn't even expecting you or your office isn't set up," he said.

## Day One

The two main goals on the first day should be setting expectations and introducing objectives. Employees need to have crystal clear ideas about what their job duties and responsibilities are on Day 1, Peterson said.

"New employees need to get to know the job and get to know their new co-workers. Social interaction is critical. You want them back on Day 2, right?" he asked.

New employees at BambooHR are taken out to lunch on the first day. "We cared enough to hire them, we want them to know we care enough to build rapport," Peterson said.

Aligning expectations is critical.

"Organizations that don't focus on acclimating new employees to their corporate culture are at a significant disadvantage," said Hyatt. "Employees who know what to expect from their company's culture and work environment make better decisions that are more aligned with the accepted practices of the company."

To keep existing team members from resenting a new employee, make sure roles and responsibilities are outlined for the entire team, Peterson advised.

"Sometimes existing team members could feel threatened that someone new could take over their responsibilities. So it's a good idea to clarify the position of the new hire as well as [the positions of] other team members whose work is closely related, how they'll interact with each other, and how projects will run," he said.

**You only get one chance to make a first impression. Make it count!**

## The First Three to Six Months

It's important for HR to have a one-month check-in to make sure that the new employee is comfortable, happy and engaged, said Peterson. "Reviewing and giving thoughtful feedback on your new hire's early contributions are also important during onboarding," he said.

According to a BambooHR survey, three-fourths of new hires said training during the first week on the job is most important to them. Meanwhile, 41 percent of HR professionals felt they needed to update training in onboarding.

"If you aren't communicating what new hires are supposed to be doing and arming them with the tools to do it properly, you're setting them up to fail," Peterson said.

You also don't want to inundate your new hires with too much information.

"While it's important to get your new hire ramped up and productive quickly, you also need to make sure you provide on-the-job training in a manageable flow," he said.

Hopefully, new hires have picked a mentor by the end of the first month, Peterson added. Fifty-six percent of respondents in the BambooHR study said that having a buddy or mentor at work was very important when getting started.

The Aberdeen Group report found that high-performing organizations are nearly two-and-a-half times more likely than lower-performing employers to assign a mentor or coach during the onboarding process.

"Mentoring programs can be as simple as assigning a new employee a go-to person or having an elaborate team of mentors for any questions that might arise," Hyatt said

Peterson advised HR to conduct another check-in between three and six months, depending on the employee and the role.

"Unfortunately, only 15 percent of companies continue onboarding after six months," he said.

**Remember, nearly 90 percent of employees decide whether to stay or go within that first six months.** "You have a huge impact on that choice. Sometimes you just have to show that you sincerely care," he said.

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*"First Rate people hire first rate people; second rate people hire third rate people"-Leo Rosten*

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## **7 SOCIAL MEDIA TIPS TO ATTRACT MILLENNIALS**

If you want to attract Millennials and other tech-savvy talent, you need to do more than that. From an HR perspective, social media is about creating an aura that you are the employer of choice. Use social media to show your company's personality, values and culture. "Millennials will look at your social media to see if they want to work there.

*1. Use social media to project your company's values and mission, highlight your best employees, and showcase organization-led volunteer opportunities that support the local community.*

*2. Be aware of what's being said about your organization on social media and respond when necessary.*

*3. Partner with universities, colleges, and friends and families of workers to help get the word out about your company.*

*4. Tie social media messaging to your organization's values, particularly if they are identified on your website. If diversity is prized, reflect that in the staff images on your social network pages.*

*5. Work with your public relations and marketing departments to create an appealing narrative around your organization.*

6. *Encourage workers to share creative photos that align with the company's values and mission.*

7. *Be authentic. Don't rely exclusively on the HR and PR departments to take and post photos.*

*If your company needs assistance:*

- *Developing an effective on-boarding program.*
- *Social Media Policy.*
- *Recruitment Strategy for Millennials*

*Please contact Milan Roy at One Source HR and Risk Solutions:*

*e-mail: [milan.roy@onesourcehrrisk.com](mailto:milan.roy@onesourcehrrisk.com)*

*Phone: 407-998-5010; 407-453-3229*

*Website: [www.onesourcehrrisk.com](http://www.onesourcehrrisk.com)*

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