WELCOME ONBOARD! NOW WHAT?

Presented by
Charlie Kimmel, CEO-President
Kimmel & Associates

KIMMEL & ASSOCIATES
SINCE 1981

CFMA CONSTRUCTION FINANCIAL MANAGEMENT ASSOCIATION

Siouxland Chapter of CFMA
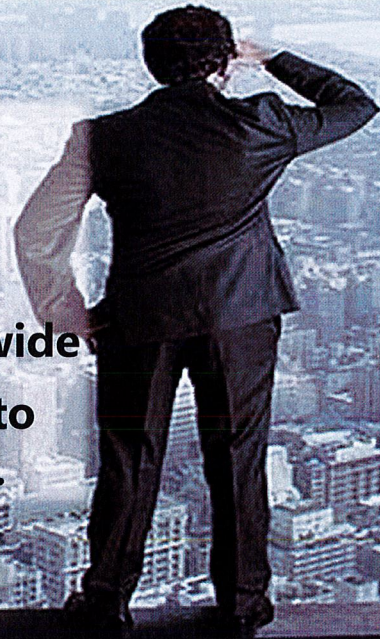
10 YEAR anniversary

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Not a Professional Speaker

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Our Unique Perspective

- **Over 38 Years in the Making**
- **950k Contacts**
- **3,000 Connections Daily**
- **Over 17,000 Placements Nationwide**
- **We go to extraordinary lengths to find the best people in the world.**

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What is Onboarding?

Onboarding is the process of acclimating and welcoming new employees into an organization and providing them with the tools, resources, and knowledge to become successful and productive.
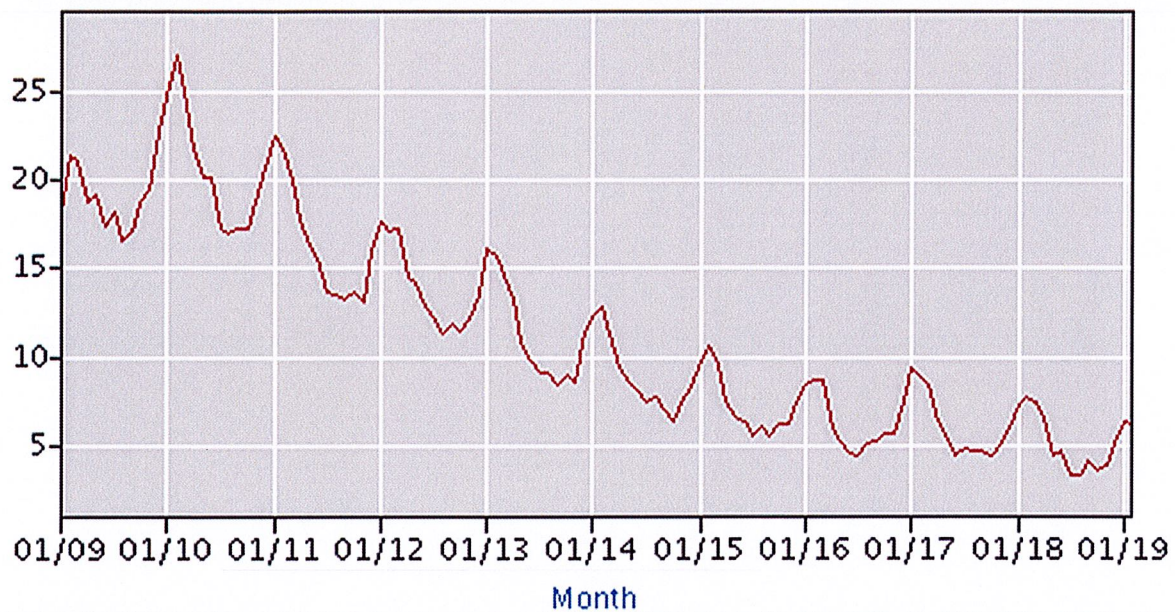
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A Little Different Angle

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Did You Know...

- **20%** of employee turnover happens in the first 45 days
- **71%** of employees who are looking for a job site poor onboarding processes as a major factor
- **35%** of companies spend zero dollars on onboarding and over $11,000 to hire someone
- Cost to replace an employee is **25-100%** of an employee's annual salary
- **69%** of employees are more likely to stay with a company for at least 3 years if they have a positive onboarding experience

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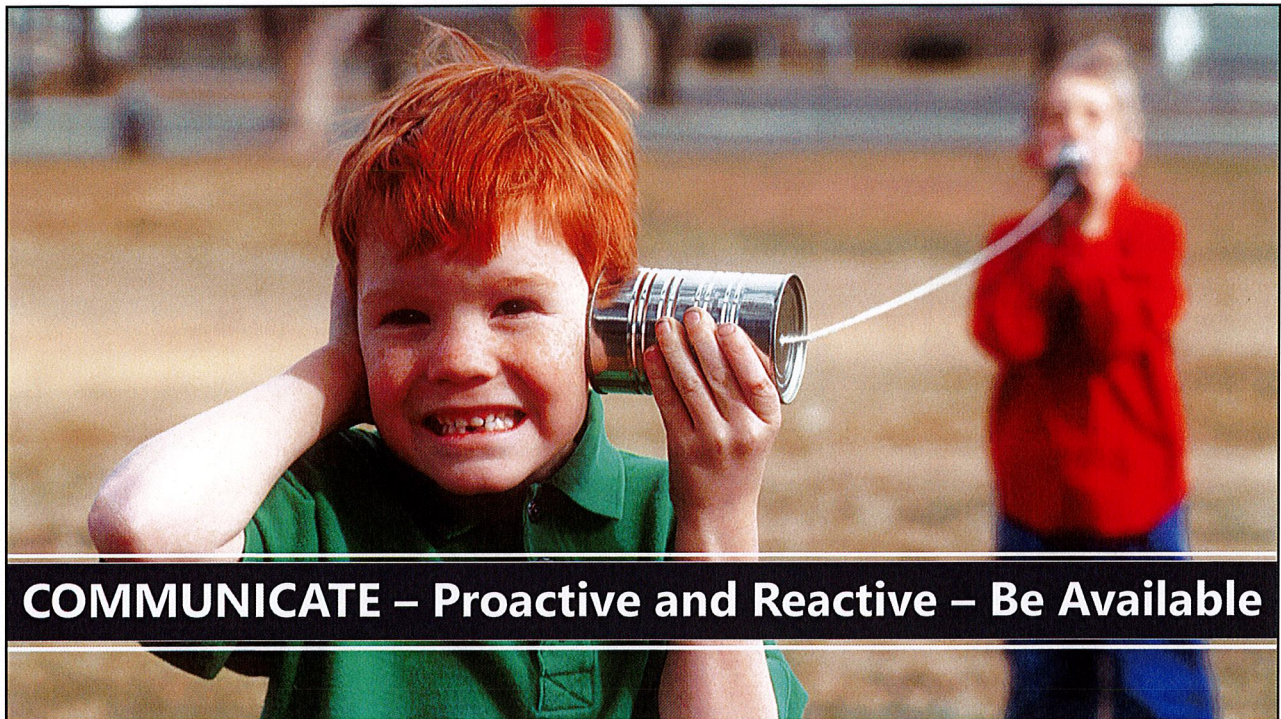# The State of the Construction Workforce

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5 Stages of Onboarding

Interview

Offer/Accept

Hire to
Start

Start to
6 Months
Traditional
Onboarding

Retention

1   2   3   4   5

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North Star –
New Employees
are Needy

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PHASE 1 – Interviewing – It All Starts Here

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COMMUNICATE – Proactive and Reactive – Be Available

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Be Honest – Be Clear

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PHASE 2 – Offer/Hire

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Put Your Best Foot Forward – No Pause

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Do Not Take It for Granted
–
Blasé/ Unprofessional

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Be Clear
"Fight v. Attack"
Things Can Be Misinterpreted
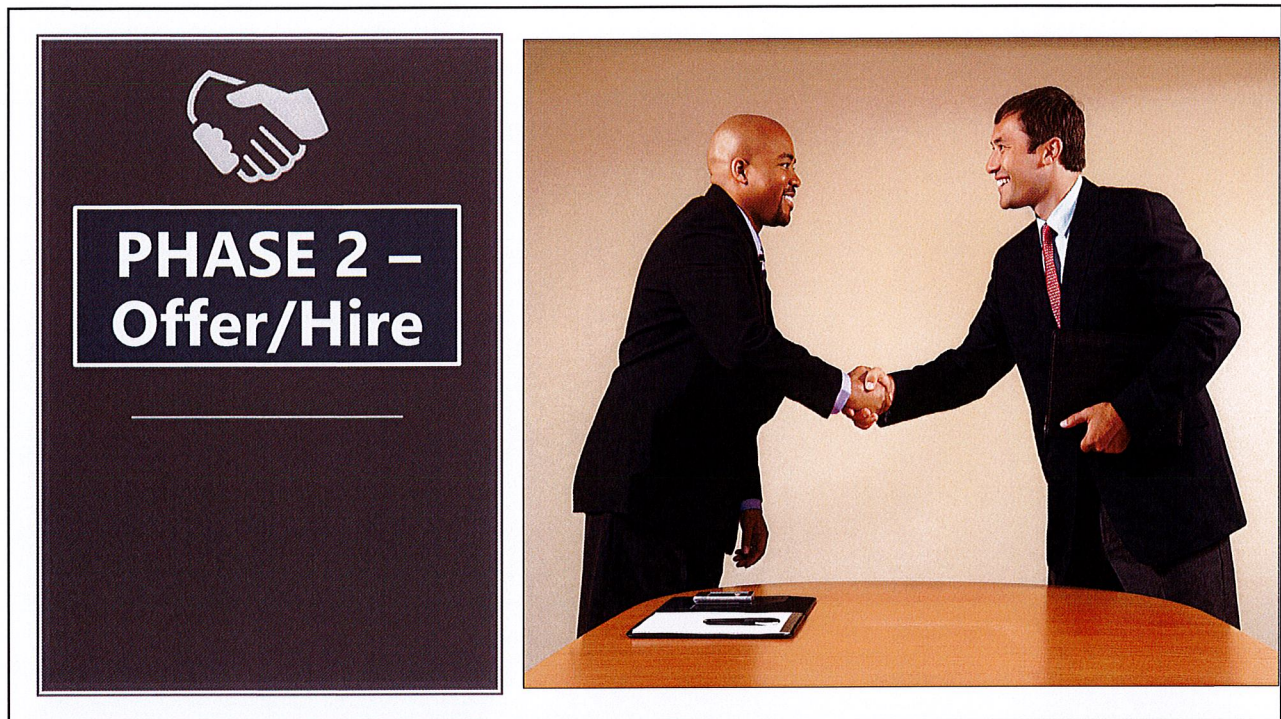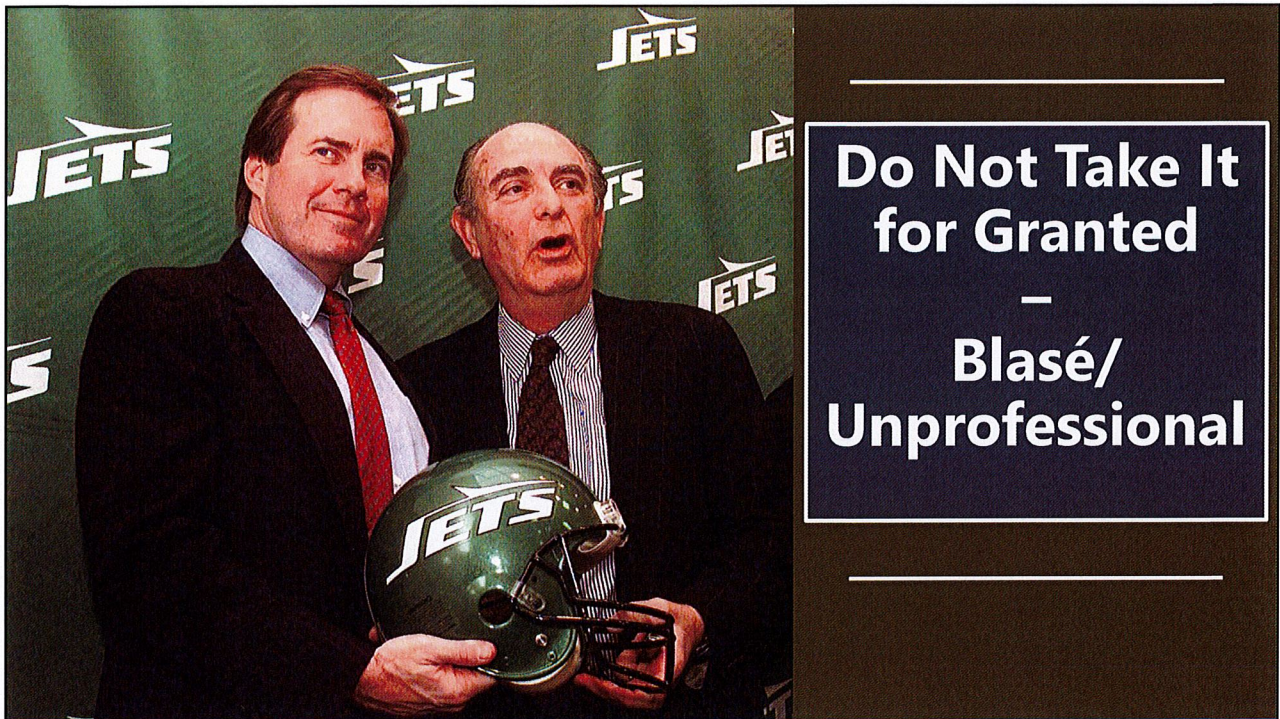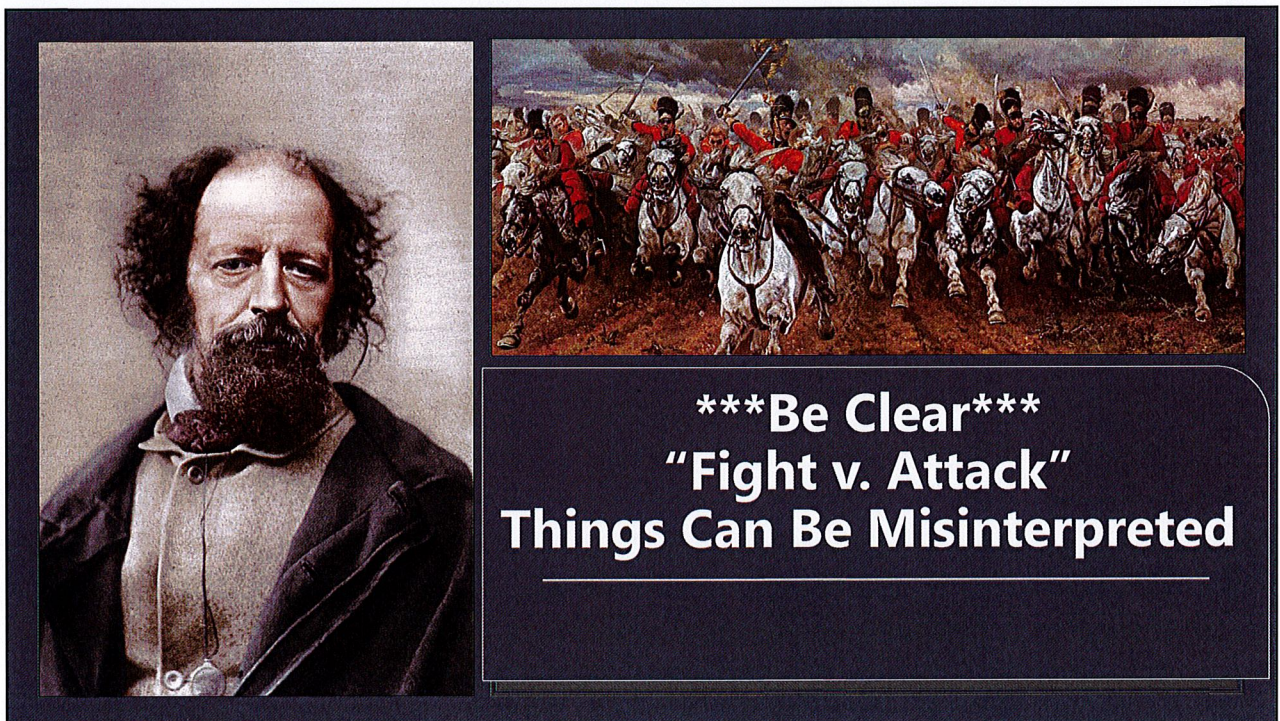
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PHASE 3 - Hire to Start – *Danger Zone*

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*****COMMUNICATION*****

✓ Polled Company

✓ Most Important Thing **100%**
  To Do: COMMUNICATION

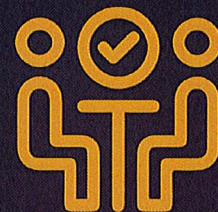✓ Biggest Mistake: **100%**
  POOR COMMUNICATION

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Communicate

"Mistakes and successes all revolve around communication and making people feel welcome. If a company does not communicate effectively and often enough pre-start or in the initial 6 months, onboarding is a failure. If they do, candidates are happy and onboarding is successful. "
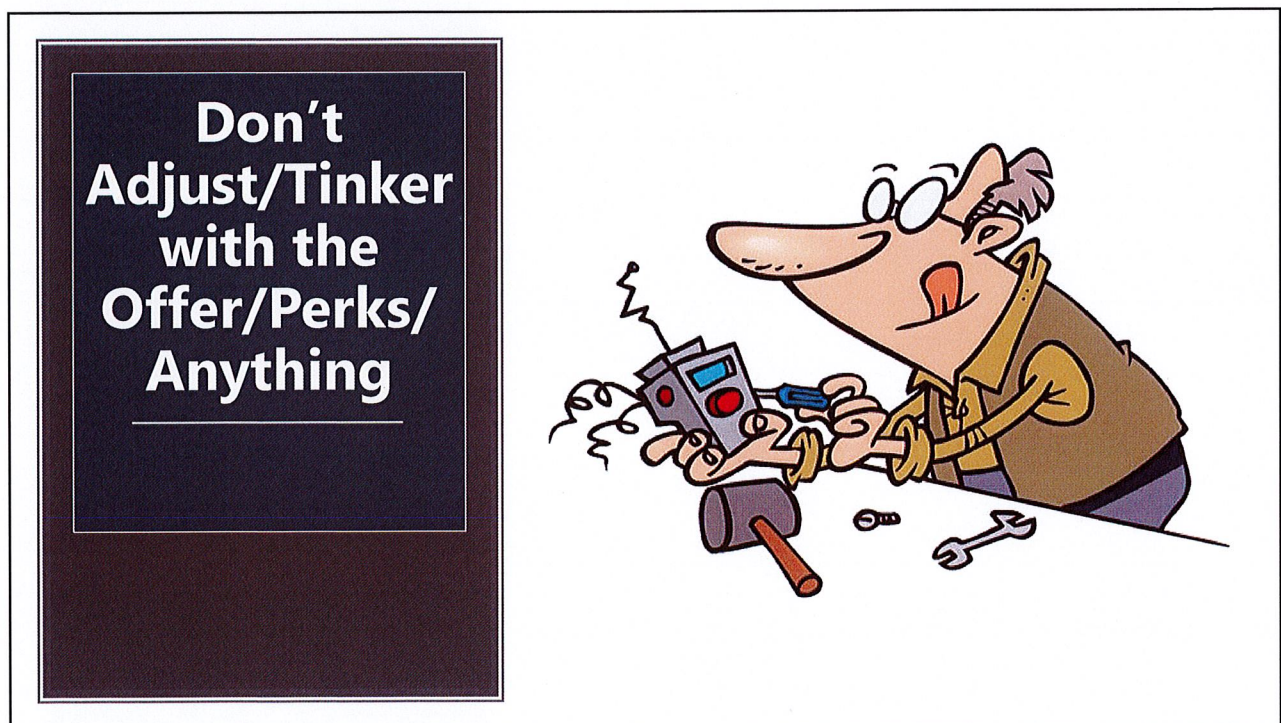
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Meet Spouse

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Get Them Involved

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Don't Adjust/Tinker with the Offer/Perks/ Anything

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Communicate

"Not being prompt with follow up communication about anything the candidate wants to know."

"Biggest mistake I see is lack of communication between company and candidate. They need to feel *welcome* and part of the team."

"Not staying engaged in between the accepted offer and start date (simple phone call to show enthusiasm of the hire usually puts it to rest)."

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PHASE 4 - Start to 6 Months
Traditional ONBOARDING

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Onboarding Plan – Highlight a Few Below

WHO/WHEN	Prepare			Welcome/Orient		Connect/Integrate		
	Upon hire decision	After Network creation	Close to start date	First day(s)	First week(s)	First month(s)	Months 3-6	Months 7-12
Local HR Contact	• Finalize start date [1] • Submit hire or change transaction in database • Confirm onboarding roles & responsibilities • Confirm employee's receipt of New Hire Letter • Email New Hire Letter to mgr. • Email employee with additional local instructions [2]	• Send Network username to those who need it	• Communicate first day logistics [7] • Communicate social/practical norms & info [4]	• Assist with completing any outstanding New Hire Activities	• Check in with employee • Check in with manager	• Confirm understanding of key department policies & procedures • Invite to welcome breakfast	• Perform 4-month interview [5] • Send 5-month notice	
Office Administrator	• Request technology equipment [6] • Create personnel file • Order personalized supplies [7] • Identify office location • Identify orientation buddy	• Update department documents and databases [8] • Arrange parking, if needed • Request phone set up						
Manager	• Identify peer buddy [9] • Block off time for employee on calendar	• Add to standing meetings • Request authorizations [10]	• Orient peer buddy • Announce hire to department/team/ area [11] • Place welcome call to employee • Create schedule for first few weeks [12]	• Orient to role, responsibilities & expectations [13] • Take employee to lunch	• Identify & address learning needs [14] • Discuss communication [15] • Give overview of department/ area [16] • Perform 1-month feedback & review	• Orient to Company [17] • Discuss & set goals [18] • Perform 3-month check in • Introduce to clients/colleagues from other sites [19]	• Perform 6-month review [20]	• Perform 9-month & 1-year review [21]
Orientation Buddy			• Block off time to spend with employee • Prepare welcome packet [22] • Prepare office [23]	• Give tour of local work environment(s) [24] • Introduce employee to local co-workers	• Orient to local IT systems [25] • Explain local administrative & financial procedures [26] • Orient to online resources [27]	• Orient to Job Site [28] • Share perks and benefits of Company employment [29]		
Peer Buddy				• Introduce self • Introduce co-workers	• Take employee to lunch • Suggest mailing lists/Company	•		

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No Matter How Good the Process is by the Book

Dear Employee,

Human Resource is undergoing an Employee Satisfaction and Benefits survey to know your views about working with us. Your participation is completely mandatory, confidential and should only take a few minutes. Your feedback's will help us improve in areas which the survey highlights as potential sources of dissatisfaction and concern.
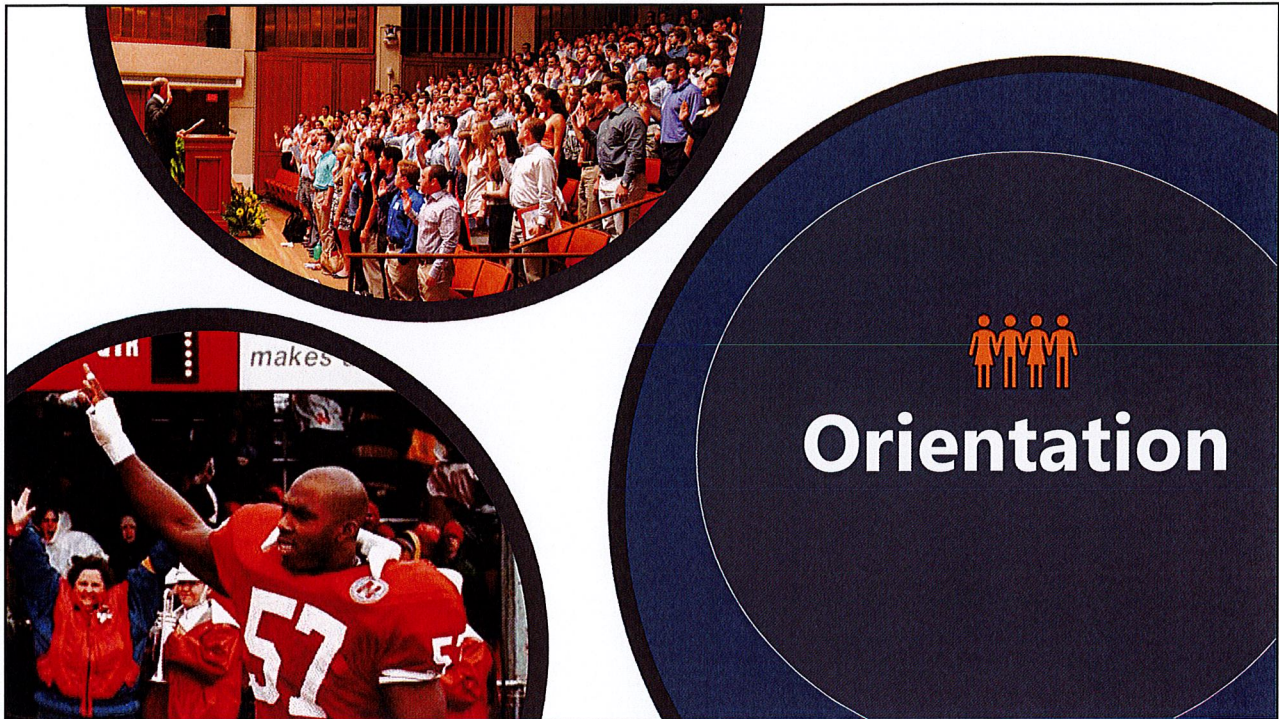
Please take a few moments of your time, either at work or at home to complete this survey by the end of today.

TAKE COMPANY SURVEY NOW

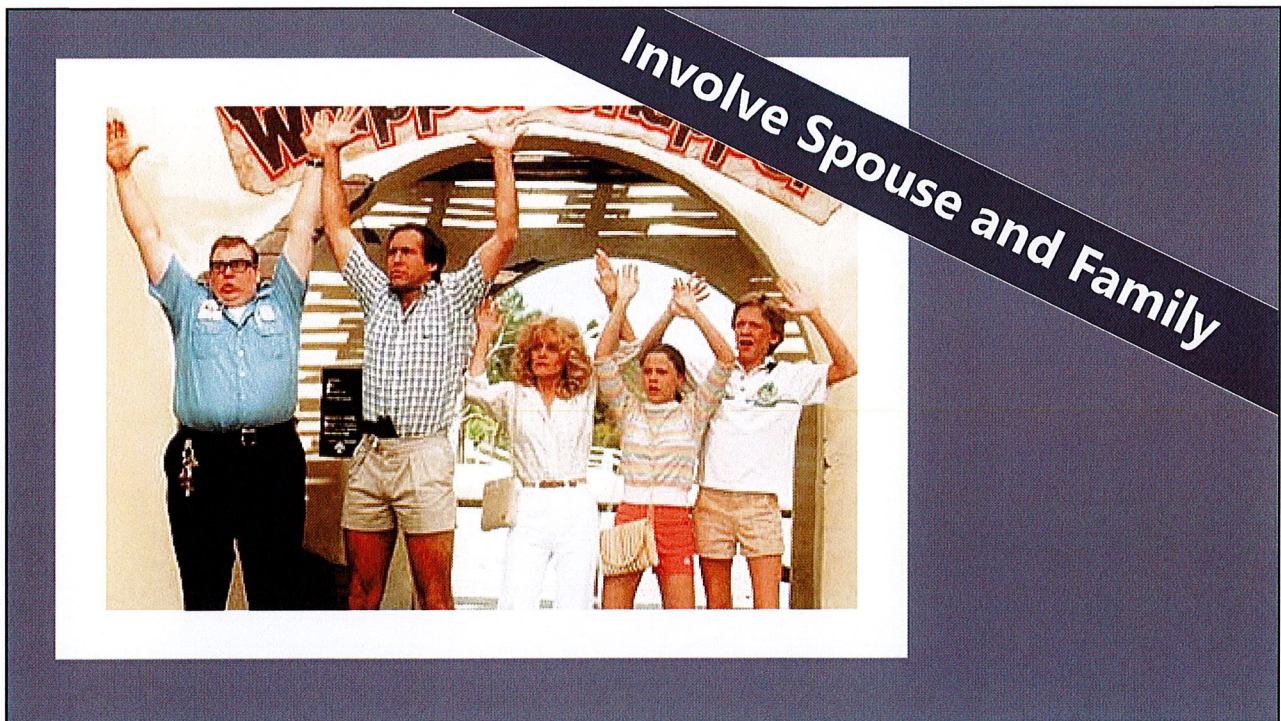Thank you in advance for your participation!
Human Resource

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Orientation

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Introduce to President/CEO

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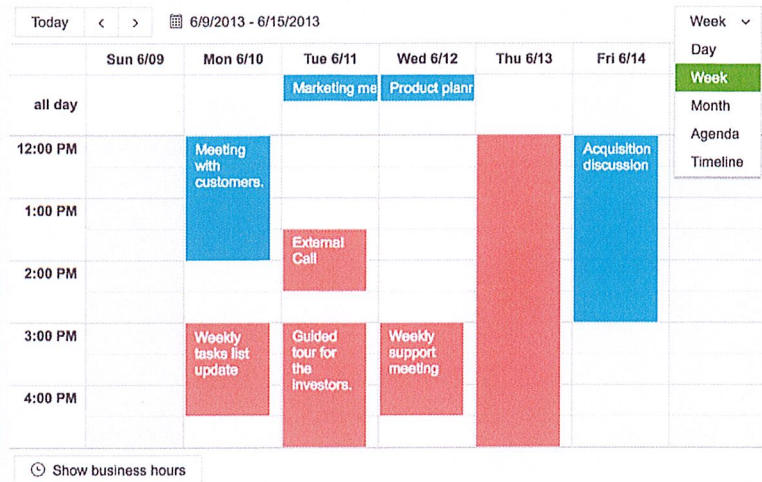
Involve Spouse and Family

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Part of the Team


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Frequent and Planned Reviews

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Contact with Person Who Interviewed /Hired

"No contact from the person who hired them post starting for 90 days made him feel disconnected. The VP who hired him had a different personality than the Field Manager who he was reporting to and the Assistant felt that there was great inconsistencies with what he was told and what occurs on site. If the VP had communicated directly with him or scheduled a meeting after 30 or 60 or 90 days, the candidate would have probably stayed. Or, they could have all met more during the interview process to iron out the details. Everyone is busy, but a call or visit goes a long way."

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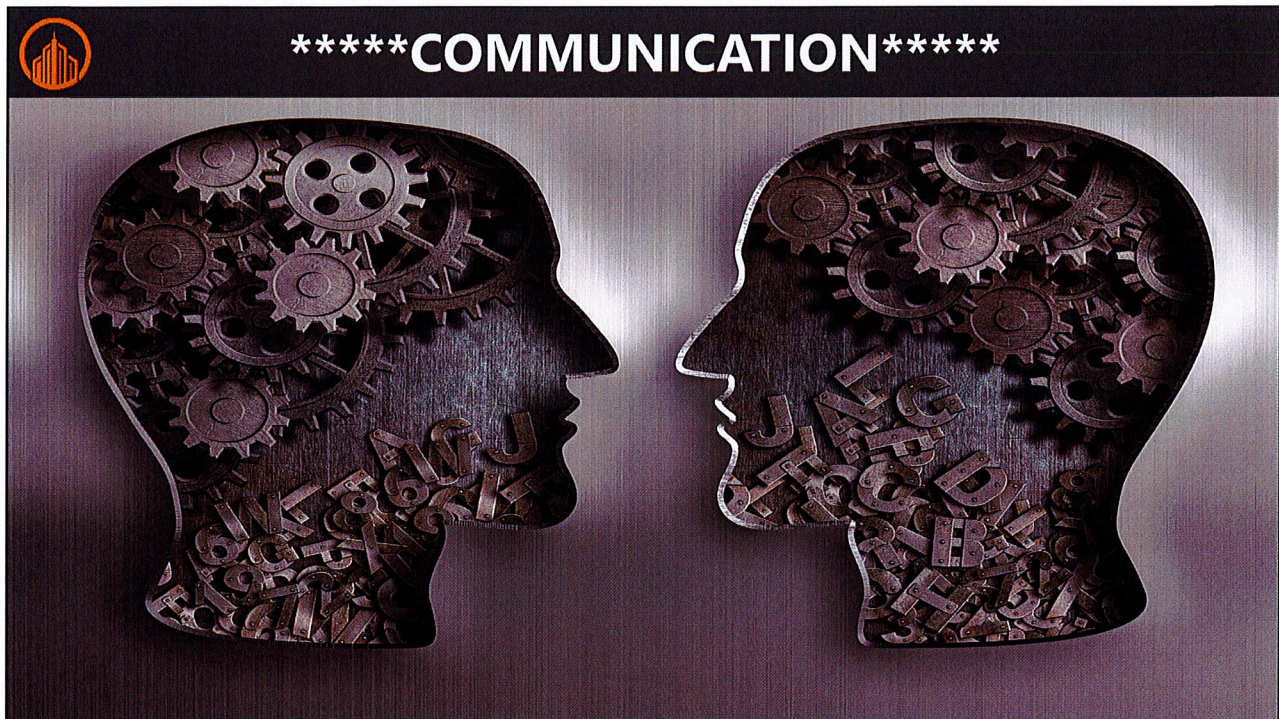
*****COMMUNICATION*****

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Top Reasons People Leave In First <u>3</u> Months

- *Job Description/Duties Change*
- Culture not as expected
- Unkept Promises – big and little
- Lack of communication with direct boss
- Boss and Hiring Manager not aligned
- Company unprepared

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Keep Your Word

#1 Reason

People Leave in First 3 Months

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TAKEAWAYS

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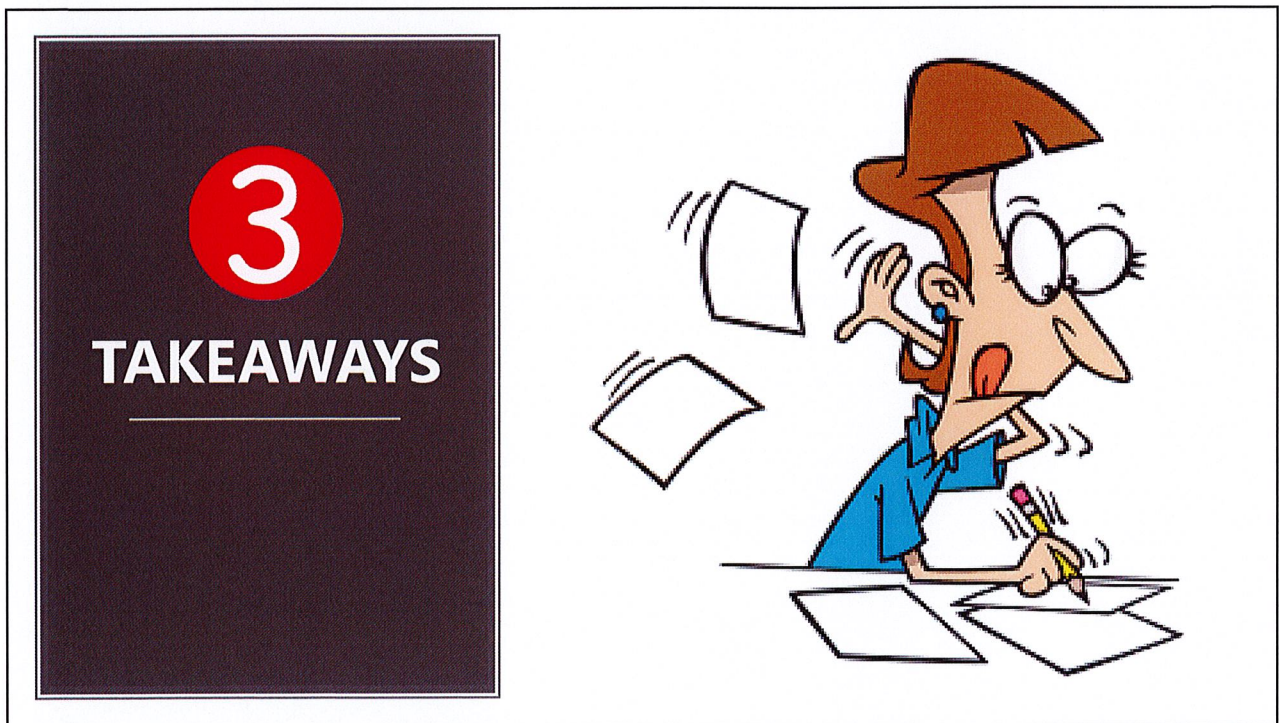
Hint
New Employees are Needy

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Be Honest – Be Clear

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Communicate

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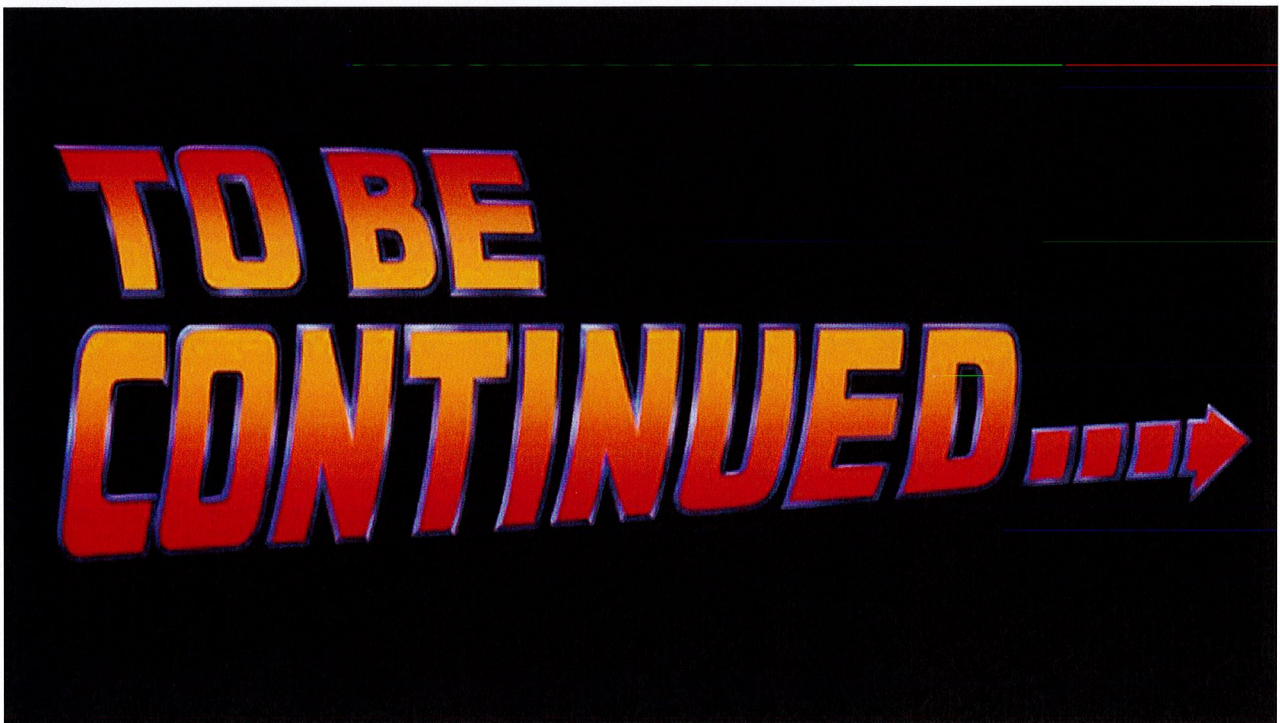COMMUNICATE – COMMUNICATE – COMMUNICATE – COMMUNICATE –

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Keep Your Word

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What is the One Thing to REMEMBER?

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