The 4 Elements of Effective Onboarding

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Present & Accounted 4

First impressions last!

The way in which people are inducted and integrated into your team sets the tone.

Recent surveys reveal that 30% of job-seekers have quit a job within the first 90 days of being hired. This statistic has proven to be the catalyst for many employers to rush the process of on-boarding, given the risk of a short employment tenure. However, the rushing of this process only serves to increase the likelihood of new team members resigning.

We suggest you buck that trend and 'roll out the welcome mat' properly. If you treat people like you expect them to be around for a long time, then that might just happen. Here's how...

The 4 C's of a Great Employee Exerience



Compliance

The rules of the game

Clarification

The who, what, why and how

Connection

Building a sense of belonging

Culture

Align and integrate people to collaborate

LET'S BREAK THESE COMPONENTS DOWN ONE-BY-ONE...



"It takes less time to do things rights than to explain why you did it wrong"

HENRY WADSWORTH LONGFELLOW

Compliance

Probably the least fun element of on-boarding, but still vitally important! After all, you don't want your team members to miss their first pay packet or have a nasty tax bill down the track.

These situations are all too common, and although easily dismissed as teething problems, can also erode confidence and weaken newly formed relationships.

Getting your housekeeping and compliance obligations in order at the outset smooths the transition process new staff undertake when they join your team.

So set aside time, create a checklist and do the basics well..

Compliance will include, but not limited to:

EMPLOYMENT AGREEMENTS

E.g. Is there a trial period - how will this be managed?
What are the normal hours of work?
How are rosters and break times organised?

TENANCY AGREEMENTS

E.g, Is there a bond to pay?
Will there be inspections? How often?
Who is responsible for the upkeep of the outside areas (i.e. lawns gardens)?

REMUNERATION ELEMENTS (& DEDUCTIONS)

E.g. What is our overtime policy?
Are there extra incentives, for what, and at what intervals?
How is my rent paid - and how much is it?

PAYROLL PROCESSES

E.g. How is my pay calculated and what does my payslip detail?
Do we have timesheets, what detail is required, when are they due?
When is payday and who do I talk to if I have a pay query?

LEAVE ENTITLEMENTS

E.g. What are the paid holiday and sick leave provisions?
How do I apply for leave?
What reasons might this not be accepted for?

HEALTH & SAFETY PROCESSES / PROVISIONS / DOCUMENTATION

E.g. What workplace hazards exist and what controls are in place?
How are incidents and/or near misses logged?
What PPE is provided and for what purposes?

Clarification

Removing any ambiguity for either or both parties (employer/employee) ensures we can move faster towards a fully integrated, committed, engaged, and ultimately productive team member.

Bite-size information sessions rather than an intensive one-off deep dive into anything and everything is a must to ensure important details aren't glossed over and new recruits have a realistic opportunity to absorb the new learnings.

A successful induction process should integrate great questioning tactics to ensure what is said and what is heard are as close to the same thing as possible.

Some examples of great induction questions include:

- How does this approach differ from your previous workplace?
- Can you restate that back to me?
- How would you apply this out on-farm?
- What would you expect this to involve? (asked before instruction)
- If you had to teach this forward what would your key points be?
- Thinking back to what we covered yesterday, have any questions come to light?
- Now you're applying the processes, what feedback or queries do you have?

Beyond in-person questioning, other ways to keep expectations clear:

- Policies & Procedures manual(s)
- Signage - especially in close proximity to hazards
- Digital aides (e.g. best practice pointer videos)
- Toolbox meetings
- PPE Stations

> "Teams have to eliminate ambiguity and interpretation when it comes to success."
>
> **– PATRICK LENCIONI**



> Succeeding in business is all about making connections
> – RICHARD BRANSON

Connection

The line of separation between our work and personal lives is more blurred in this industry than most others. For that reason the interpersonal relationships we forge with our co-workers have an even larger bearing on job satisfaction, engagement levels and ultimately, tenure.

Providing opportunity to build and strengthen bonds between team members, along with their loved ones (where possible) is integral to developing true connections.

This can be achieved in a multitude of ways, including:



Social sports team fixtures



Team dinners (with partners)



Shared lunches



Attend community events



Workplace wellbeing program



Bring your kids to work



Industry events



Mentoring / Buddy system



All hands meetings



Group chat functions (e.g. Slack, Teams, Messenger, Whats app)

Culture

"Culture can simply be defined as - the way we do things."

Every business has its own individual characteristics that make you unique and are likely to reflect what you value, but like common sense, they may not be all that common, and need to be explained or highlighted to allow a new person to see their value.

Often we're not entirely aware of all that makes up 'our culture", so here are some prompts for you to first consider then communicate where you see fit:

What unique protocols or processes do you have?

Is there any special language,acronyms or turns of phrase you use that might either mean something different to you or might not make immediate sense to them?

How do you and your team live into your values, how can they, as a new addition?

What are some bugbears among your team that deserve some prior clarification?

What quick wins could a new team member have if they employed a certain tactic?

Where have others struggled to assimilate themselves? How can this be avoided?

What overarching purpose or mission does the business have?

What core values do we have, and use to guide our collective behaviour ?

What key measures do we have that allow us to monitor whether we're on track?

What shared goals do we have and how do we keep one another accountable to ensure they are achieved and remain front of mind?



Bringing the 4 C’s together

If you glance back to the 4 C’s diagram in this booklet, you’ll note the combination of these elements determines your unique employee experience.

Review your current systems and processes to identify where you may have opportunities to improve any existing aspects that will ultimately improve the experience you are currently delivering.

Not sure where to start?

Here’s some relatively simple ways to breathe some life into your onboarding:

Digitise your compliance documentation so much of it can be sent out and returned ahead of their start date.

Use video content to share bite-size trainings for your team to view on demand

What are their hobbies and interests? Can you integrate this information into your interactions with them as you welcome them aboard?

Do they have a favourite treat? Can you include this as part of their welcome pack?

What’s their most preferred cuisine? Can you cater a team lunch within their first week to match?

Invite them/their family to dinner or a BBQ at your place on their move-in day. Cooking will likely be the last thing on their mind.

Parting thought

In a competitive employment environment, where the talent pool isn't as deep as we would like it to be, the onus is on you to be an 'employer of choice'.

A business where team members past and present advocate for the value of the opportunities you offer, and the environment you have created.

While this is a workplace and not an amusement park - you do want people going home or out into the community feeling great about the experience, especially early in their journey.

This happens by design, not by chance. Be deliberate, be successful.

