



WHITEPAPER
VOLUME FOUR

ONBOARDING & ORIENTATION
MAXIMIZING NEW EMPLOYEE PERFORMANCE

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ONBOARDING AND ORIENTATION

MAXIMIZING NEW EMPLOYEE PERFORMANCE

CONTACT DRAKE FOR FURTHER INFORMATION ON HOW A SUCCESSFUL ONBOARDING AND ORIENTATION PROCESS CAN SIGNIFICANTLY REDUCE THE TIME IT TAKES YOUR NEW EMPLOYEES TO BECOME EFFECTIVE WITHIN YOUR ORGANIZATION.

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ONBOARDING & ORIENTATION

ABOUT DRAKE

Members of The Drake International Group of Companies are global leaders in the field of human resources, consultative management, staffing and technology solutions. For more than 50 years, Drake International has helped North American businesses solve productivity problems and recruit the best people. We begin with a business needs analysis which pinpoints the optimal way in which we can help your organization achieve its strategic objectives and overall workforce optimization strategy.

Using a partnership approach to deliver measurable results, Drake optimizes a company's profitability applying a blend of flexible staffing, permanent recruitment and technology solutions. Using innovative strategies Drake reduces costs, increases revenue and customizes HR solutions including outsourcing of non-core business functions. Our unique vision plans to hire the right people for our clients the first time, thus saving them money by reducing their need for recruitment.

Drake's operating philosophy is based on the principle that organizations and people are at the highest level of productivity when they are working with the right skills, knowledge and behaviours, using the best processes and technologies.

We aim to assist your organization in achieving heightened productivity, performance and profit standards through the effective use of people and the application of proprietary technologies to help match workforce levels to workload. Allow Drake to help you and your company Outperform.

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The information contained in this paper is general information meant to provide an introduction to the topics covered. To find out how this information applies in practice to any specific situation, readers are advised to seek a consultation with a qualified recruitment specialist at Drake.

ONBOARDING & ORIENTATION

In January 2003 a survey of 5643 workers conducted in the U.K. found that 4% of new hires had such a disastrous first day that they never went back.

- Reed Executive

1 :: INTRODUCTION

The employment landscape continues to change - much too rapidly for most organizations. In today's highly competitive employment marketplace, companies must shift their hiring mindset from one of a "buyers" view point to that of a "sellers". The tendency today is to spend more time selling your organization to candidates so they want to become part of your team. To gain the highest productivity and the greatest longevity with new hires, wise employers are engaging their people through a comprehensive orientation process, and through a somewhat reinvented process called onboarding.

Historically, orientation programs have consisted of a half-day to a full-day of completing paperwork, listening to welcoming speeches from managers, getting the "rules" out on the table and maybe watching a video about the company and any necessary safety rules. The orientation program is a component of a larger, more complex onboarding process. As some employers have come to understand, the quality of these programs directly affects the productivity and longevity of all new hires. Companies that adopt a proactive approach to onboarding and orientating their employees reap the benefits of a more effective and productive employee, and increase their retention rates.



- ? • How fast do your new employees become key contributors?
- ? • Does your organization proactively build relationships with newly hired top talent?
- ? • How does your organization onboard and orient new hires?
- ? • What distinction does your organization make between onboarding and orientation of new hires?



ONBOARDING & ORIENTATION

2 :: ONBOARDING VS. ORIENTATION:

Onboarding may be a new term to many people in business. Onboarding is more far reaching than historical orientation programs, linking new employees with team members very early in the employment process and continuing after the traditional orientation program ends.

Onboarding, including orientation, is defined as: Beginning with the first contact and ending upon the first year of employment.

While the components of a traditional orientation program still apply, they now become a “part” or “one stage” of a much more comprehensive onboarding process. Whereas most orientation programs conclude by the end of the first or second day in the new job, onboarding can begin as early as the first interview and will continue well beyond the conclusion of the orientation program. In fact, a number of companies extend their onboarding process for a number of months after the hire date, and in some cases up to the new hires’ first anniversary date. This extended approach assures deeper engagement of new hires, deepens bonds through increased human contact, more “tender loving care” and more relevant information.

By enveloping a quality orientation program within the extended onboarding process, companies experience stronger initial relationships with new hires, which allow them to focus the new employee on performance standards helping to make them more productive faster. This new approach is seen as a differentiating factor in improving productivity and effectiveness while re-establishing that rare sense of loyalty that for many years has all but disappeared.



- Can your organization afford to not effectively onboard and orient your new talent?

A :: Stage One - “The Pre-Offer”

What information do you provide prospective employees in the introductory process? How is your company and the role described? Who is involved in this stage of the hiring process? Does your hiring process change based on the seniority of the role?

You can only make a first impression once.

During the hiring process, while you are evaluating the potential employees suitability for your organization and for the role, the potential employee is evaluating the company and your representatives.

Onboarding begins the moment the candidate first connects with the company. At this stage they are learning about the organization and forming their first impressions. This is the earliest stage in the onboarding process, and is essential to making a positive and realistic impact on the employee’s understanding and expectations of the company. The experience they have at this stage will carry over to every facet of the interview, hiring and employment process.

A hiring process that involves a variety of people in the interview phase helps a prospective employee get a sense of the company culture and the realities of the position. You may want to consider engaging someone who is in the role, and someone who works closely with the role as a part of the panel interview process.

Actively managing candidates expectations involves clearly communicating such things as information about the organization, the position, the structure and their potential boss, workplace performance and behaviour standards. Ideally this information is provided in writing so they can carefully consider both the opportunity and their fit. This information should be tailored to the seniority of the role.

By giving the candidate a realistic overview of what a ‘day in the life’ in their new role will be like, you are giving the prospective employee a fair chance to adequately evaluate the opportunity. If they decide that the position is unsuitable, then you have saved the time and costs associated with hiring and training.

B :: Stage Two - “Extending The Offer”

What information do you include in your offer packages? Is it too little? Too much? Is it customized and relevant to the person?

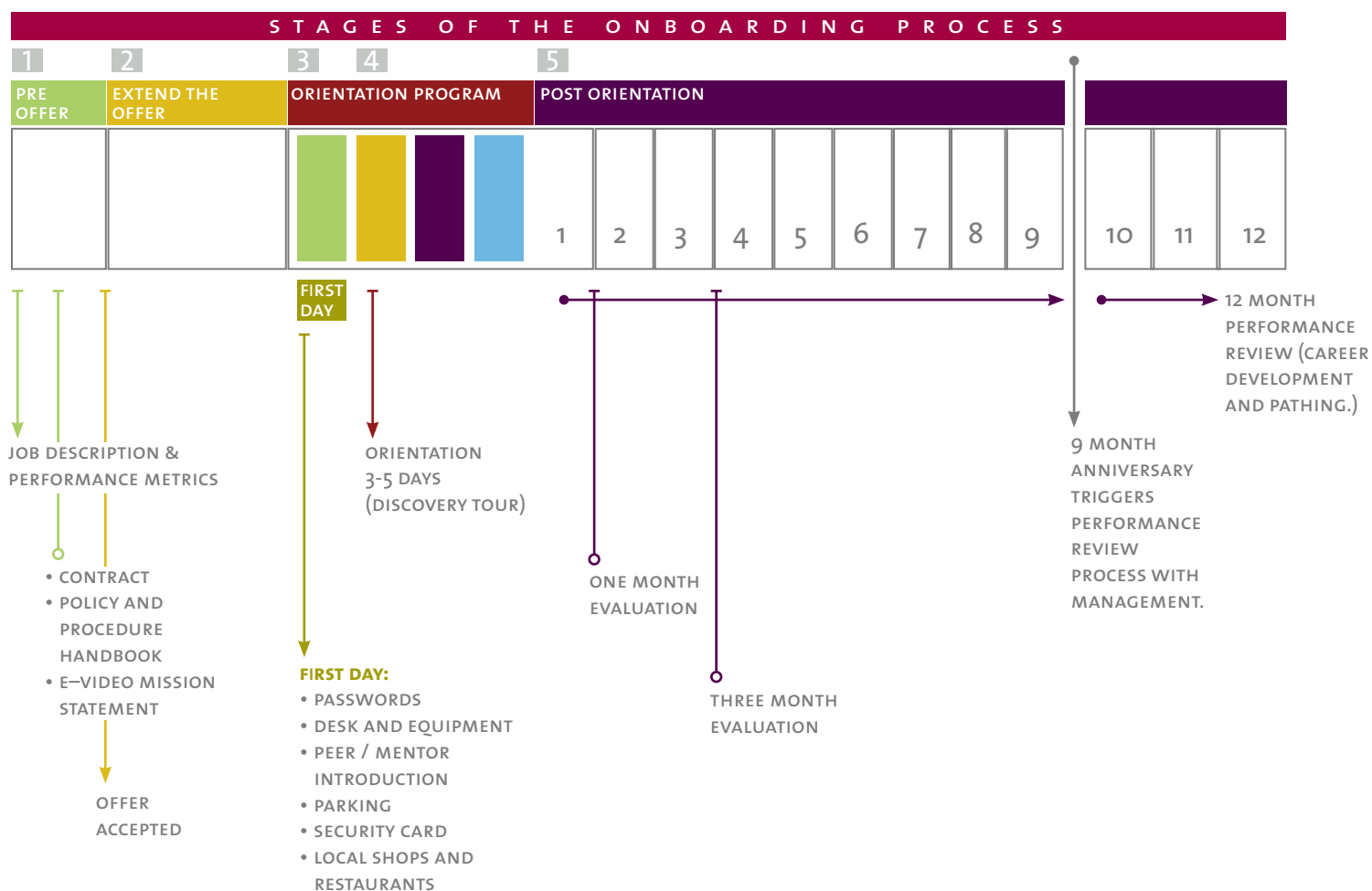
After accepting the position and signing the offer, ideally a candidate is provided detailed information relevant to their joining the company and starting in their new position. This is the second stage of an effective onboarding process.

Their package should be customized and include information on the essential, everyday things along with benefits and insurance, policies and practices, an employee handbook, a detailed job description and performance metrics.

ONBOARDING & ORIENTATION

3 :: DESIGNING YOUR PROCESS

THE MECHANICS OF ONBOARDING AND ORIENTATION



EXAMPLES OF THE SPECIFIC DOCUMENTS AND SUBJECTS WHICH SHOULD BE ADDRESSED WITHIN THE PRE-EMPLOYMENT PACKAGE:

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Equal Opportunity Employment standards 2. Workplace Safety Insurance Board Forms 3. Safety Clothes 4. Probationary period 5. Union memberships, contracts and initiation 6. News bulletin boards 7. Job posting locations 8. Holidays & vacations 9. Safety – First aid 10. Attendance and proper reporting (i.e.: sick leave) | <ol style="list-style-type: none"> 11. Important telephone numbers (internal and external) 12. Cafeteria & dining facilities 13. Parking facilities 14. Service awards and scholarship programs 15. Employee purchases and ordering 16. Working hours 17. Pay procedures 18. Other workplace rules |
|--|--|

ONBOARDING & ORIENTATION

The new employee should be given a site tour, shown where they will work, and be introduced to their new colleagues. If this is done prior to their first day on the job they will start already feeling somewhat accustomed to their new environment.

C :: Stage Three - "The First Day"

New employees arrive for the first day of work with a mixture of excitement, nerves and enthusiasm. In a sense they are a blank sheet of paper. It is the organizations responsibility to put this initial interest to positive use or it will quickly diminish. A non-existent or poorly planned orientation program can turn a carefully recruited employee into another turnover statistic. On the other hand, with a well crafted orientation process all parties win – you, your organization, the employee and ultimately, your clients.

Managers should strive to see that new employees leave at the end of their first week, first month and first quarter with the same enthusiasm that they had on their first day.

A common mistake many managers make is to cram all the relevant information into that first day. Think of any one of your first days on the job. Can you even remember what happened that first day? Often with all the new things coming at you it is a blur!

Managers should thoughtfully introduce the new employee into the company and their role. A great way to begin the first day is to plan an informal breakfast or lunch meeting where the new candidate is welcomed by the existing staff. The informal setting will provide a relaxing, easy-going way to get to know the others. The primary goal of the first day should be putting the new employee at ease.

"Success is where preparation and opportunity meet"
– Bobby Unser

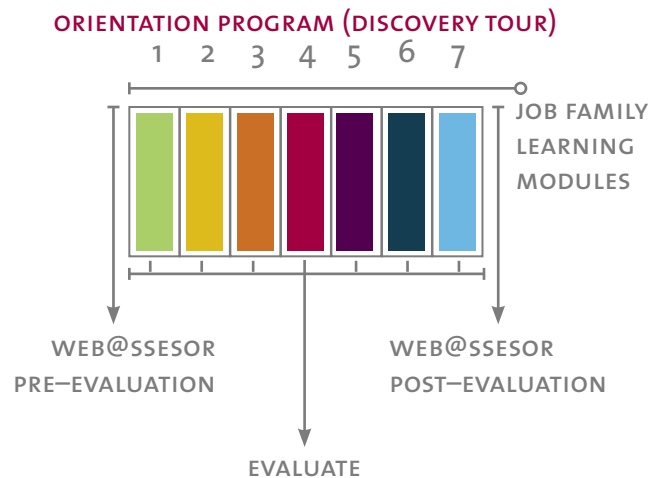
D :: Stage Four - "Orientation"

What does the new employee need to know about the company and their role to do their job effectively? What do they already know? What additional information do they need? What is the most effective means to transfer this knowledge?

When you go on vacation or visit a new city, the first thing you want to do is see, learn and discover as much about the place as possible. You want a general overview so you can begin to focus your time on what is really of interest to you in the time you have available. It is the same for new employees when they begin working for your company. With only a limited period of time to spend with the new employee, what information do you need to share to effectively introduce them to

the organization and to their job?

Ideally orientation programs are structured around an internal "Discovery Tour" that aims to educate attendees about your company. The intention is to provide a well-designed learning session, consistently applied to all new employees and that is generally spread out over a number of days. The orientation program can be broken down into 2 sections. One that deals with the organization and another that deals with the unique elements of the job. All 'Discovery Tour' modules should be aligned and convey how the individual departments contribute to the overall company vision. Such an integrated approach will solidify organizational goals and familiarize new employees with company terms and concepts they will use when performing their job function.



The Organization

In building a strong company culture, consistency of messaging is critical. Orientation programs can play a leading role in delivering the common message to your new employees.

Discovery Tour modules might include:

1. Company Vision
2. Introduction to the Structure, Executive Team and Key Personnel
3. Company Approach to the Market
4. Client Success stories and project highlights
5. Marketplace trends
6. Human Resources policies, procedures
7. Training and Development
8. Functional Responsibilities

Specific to the Role

Starting an employee off on the right foot includes setting their expectations for how they will be performance managed. What skills, knowledge and behaviors will they need to demonstrate to be a top performer? How will the company support their success?

ONBOARDING & ORIENTATION

Discovery Tour modules might include:

1. Department responsibilities
2. Role responsibilities and accountabilities
3. Specific skills required – technologies, methodologies...etc
4. Specific knowledge required
5. Career paths and opportunities

What modules would you add to your Discovery Tour? The delivery of orientation programs can be customized to meet an organization's specific needs and requirements.

Delivery options include:

- Centralized, onsite meetings
- Decentralized distance learning
- Classroom style vs Practical on-the-job sessions

Orientation programs can involve employees beyond just new staff. Employees that have been with the organization for a long period of time may benefit from a 'refresher' on the organization just as someone who has started a new role within the company would. Starting any orientation process with an assessment of the employee's knowledge helps you to pinpoint what your new hire knows, and what they don't know. This also sets up a wonderful 'post-orientation' period where a 2nd assessment can be applied to see what information they learned from your orientation and what areas need further development.

E :: Stage Five - "Post-Orientation"

While the orientation stage may have finished for a new employee their onboarding process continues! The post-orientation stage should be clearly defined and communicated to the employee. This stage sets the foundation for positive morale and increases the likelihood of improved retention with a view to the long term.

Paying close attention to the new employee in this stage provides ongoing care, concern, and a sense of security that the organization supports their success and that they will not be forgotten. It will clearly monitor performance against role expectations, and will actively demonstrate the company's commitment to the new hire through open dialogue with direct supervisors, team members and other cross functional contributors throughout the organization.

Drake recommends extending this stage until the employee's first year anniversary. A natural conclusion to this fifth stage of the onboarding process is a comprehensive Performance Review. At this point, you will have the ability to assess the employee's achievements and their capabilities moving forward.

4 :: THE RETURN ON INVESTMENT

The last time you joined a company, was the onboarding experience as comprehensive as this? If it had been, would it have made a positive impact to you in your new job? Imagine having this comprehensive onboarding process integrated into your current organization, what positive impact could it make starting immediately? How does your organization measure its onboarding return on investment?

In measurable terms return on investment is defined as - reduced costs, avoided costs, and potentially increased revenues.

Implementing an effective onboarding and orientation process will require some upfront investment, but with staff salaries as some of the largest cost items in your company can you afford not to make this investment?

We are confident that the return on investment from an effective onboarding and orientation program will far exceed your expectations.

There are 3 key areas to evaluate Onboarding & Orientation ROI:

1. Streamlined Cost and Time Efficiencies
2. Employees become effective and productive faster
3. Reduced Turnover

1. Streamlined Cost and Time Efficiencies

Often there are large variable costs associated to implementing onboarding and orientation programs. As a responsible executive you need to be certain that your investment is wisely spent and will produce a significant return for you.



ONBOARDING & ORIENTATION

What are some of these costs and how can you drive and measure a strong ROI?

The cost of time spent by recruiters and hiring managers 'selling' the company, the vision, and the future opportunity to candidates

Streamline your recruitment and 'selling process' by crafting company branded rich media Interactive Messages as part of your company's auto-response when someone applies for a vacant position. Using Drake's Interactive Message technology all applicants can view a high-quality, intimate conversation with your senior executive team about the vision of the organization, and the future opportunities that exist

Even if the applicant goes no further in the process, the warmth and thoroughness of this reply can go a long way - great people know great people, and candidates often become future clients. Word of mouth communication is so effective in today's highly competitive hiring marketplace, it can make or break a company's reputation.

As the employee gets close to the end of the recruitment process have a senior executive call them for a telephone overview during non-business hours to answer any remaining questions and simply thank them for their efforts to date.

The cost of time spent by trainers and managers to be involved in the programs preparing and transferring knowledge, not including the opportunity cost lost when they are not productive themselves

Often orientation programs have as much as 50 – 80% of the total content that is repetitive and consistent from one orientation program to the next. Using e-learning tools such as Pixion's Pictoretalk, and Drake's Interactive Messaging orientation modules allow managers to create and recreate modules easily and very cost effectively. New employees can watch recorded sessions and then spend quality time in more interactive question and answer and role playing sessions.

The cost of travel, accommodation and meals when new employees meet centrally to engage in this program

E-learning tools such as Pixion's Pictoretalk allow users at different locations to attend 'virtual' meetings at the same time. Such tools reach their intended audience faster and more cost-effectively right from the manager's desktop thereby reducing the time and associated costs of travel.

2. Employees Become Effective and Productive Faster

New hires can shift from 'new kids on the block' to key contributors – faster with more effective onboarding and orientation programs.

Salaries and benefits (which can be upwards of 24% of base salary) are some of the largest costs to any company. The faster an individual moves from being a 'cost' to the company to being a producer, the quicker you will see measurable return from the individual's salary. The idea is to be able to quantify the impact of accelerating an employee's learning curve, in other words, reducing the number of days it takes to become 'productive' to the point that they equal that of an average tenured employee.

For example:

120	The traditional number of days to reach the top performer level
- 105	Less the 'new' number of days to reach the top performer level-based on improved orientation
15	Equals number of days 'saved' (productivity improvement in days)
$\$150 \times 15$	The average cost of employee for one day multiplied by the number of saved days
= \$2,250	Equals the productivity savings
- \$1,000	Less employee onboarding costs
= \$1,250	Equals the return on investment (125% return).

By increasing the quality and effectiveness of the onboarding and the orientation program, companies can dramatically reduce the number of days it takes an employee to become 'productive', and producing a significant return on your investment.

3. Reduced Turnover

All new hires should be considered Top Performers. (see Drake's October's white paper on Effective Hiring). Onboarding and Orientation processes should be designed to address the needs, concerns and interests of your new top performers. As the economy improves and the labor market tightens, it is imperative to retain your top performers. Without skilled workers, an employer cannot serve its customers and fulfill its mission. When customers are not happy, they take their business elsewhere, leaving the employer with less revenue, cash flow challenges, and lost business.

The first step to keeping employees is a process which will attract, hire and bond with talented people who are worth keeping. The most desirable workers are worthless if they leave the company too soon. To keep these people, employers should bring them on board in a positive way, enabling them to develop the emotional bonds that foster engagement, high performance, and unwavering loyalty. This process may act as an internal marketing and public relations plan which will make the employee want to stay and make a contribution.

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Replacing employees is costly at any time, but can be particularly expensive within their first six to twelve months of their employment considering some of the following financial implications:

HIRING ACTIVITY	HYPOTHETICAL COSTS
Recruiting	\$400
Screening	\$570
Interviewing	\$990
Orientation	\$112
Equipping/Administration	\$1 300
Training	\$10 571
Total Cost of Recruitment	\$13 943

† The above table highlights a range of typical costs associated with employing someone for a secretarial position worth \$35 000 per annum who reports to someone earning \$55 000 per annum. The figures are based on an actual case study within the insurance industry. The cost this company spends on replacing someone for this position is \$13 943 on top of the individual's salary.

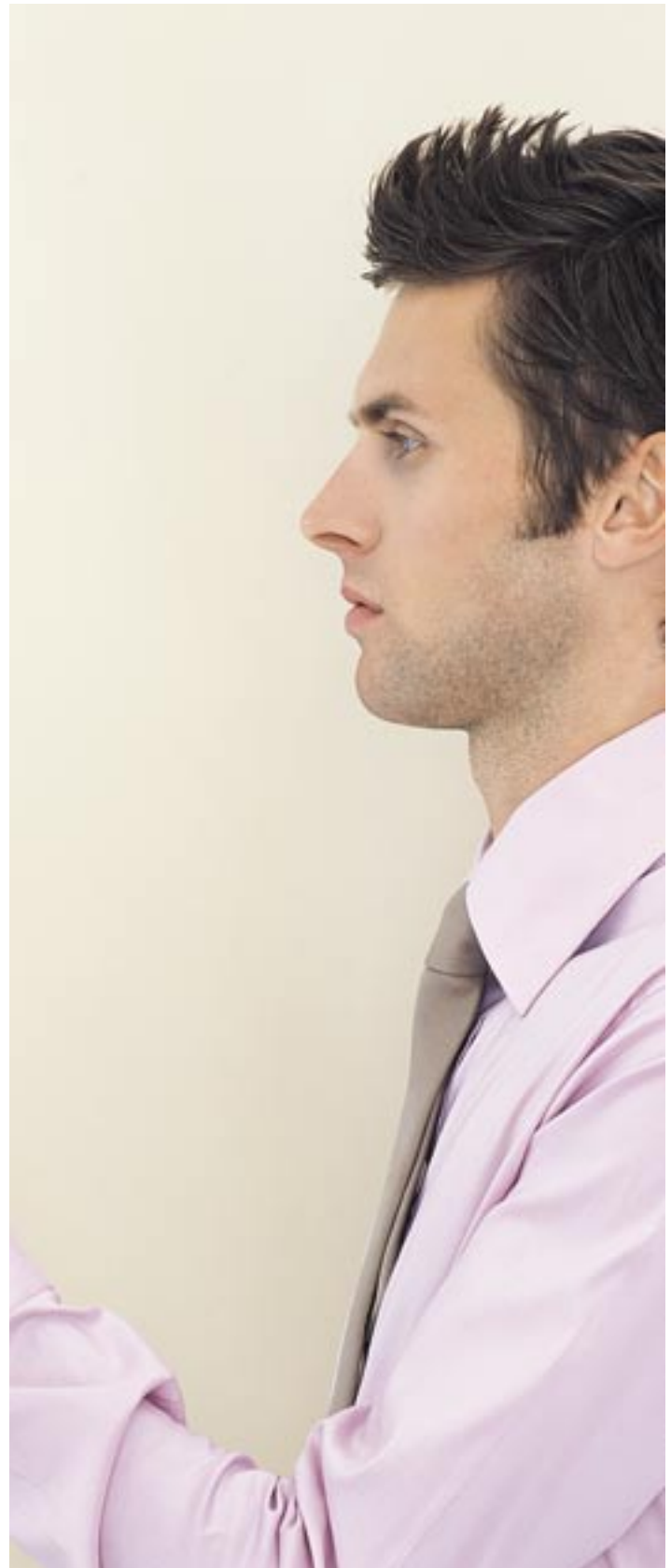
5 :: CONCLUSION

To gain the fastest and highest productivity and the greatest longevity with new hires, wise employers are engaging their people through a comprehensive orientation process, and through a reinvented process called onboarding.

The value to an organization ranges from avoiding and reducing costs, to faster productivity and return on salary costs, to increased employee retention.

Drake is a company that has the skills, the knowledge and the tools that can work with your company to quickly, easily and cost effectively implement your orientation and onboarding programs. We take care of the details, so you can take care of your people.

Drake will link technology with the human touch to attract, onboard, assess, orient and hold on to your top talent. We recognize that combining an extended and effective onboarding process with innovative technologies will provide a welcoming and caring approach to each new employee, thus reducing turnover and building individual and corporate performance - faster and for the long term. If your company does not use a personalized, meaningful onboarding process, supported by today's technology tools, take steps today to immediately change that situation.



6 :: ONBOARDING AND ORIENTATION OBJECTIVES CHECKLIST:

1. Recognize that a comprehensive, extended onboarding process is essential to ensuring your new hires become effective – faster.
2. Recognize the distinction between onboarding and orientation. At Drake, we see the orientation program as an intensive learning opportunity made up of modules and enveloped into the broader, longer-lasting onboarding process.
3. **Stage One – The Pre-Offer:**
Make first impressions count and provide meaningful, positive information about the role and the company. The results will carry on further into the candidate’s time with your organization.
4. **Stage Two – Extending the Offer:**
Upon extending the offer, the employee will be issued a comprehensive onboarding pre-employment package containing all relevant contracts, information, and forms. This is a great introduction to the daily working life of the employee.
5. **Stage Three – The First Day:**
As the orientation program begins, capitalize on a new employee’s enthusiasm and maintain that energy by making their first day as positive as possible. Being attentive to their needs and not overwhelming them will reap success.
6. **Stage Four – Orientation Program:**
Broken down into intensive, highly informative modules, this program will highlight all aspects of your company and allow the new employee to walk away with a complete understanding of all company initiatives and responsibilities. Discovery Tour should include organizational and role-specific modules.
7. **Stage Five – Post-Orientation:**
Essentially, this is the evaluation stage when the orientation program is completed. Assessing your new employees allows you, the manager, to identify areas of further learning and increases the likelihood of information retention.
8. Ensure that you have in place a system which can measure your return on investment of the onboarding process. This will allow you to identify your reduced costs and increased productivity.
9. Maximize use of technology. Utilize communication tools and audio-visual solutions which will allow the employee to interact with your company’s key people. These tools will result in consistent, across-the-board training.
10. Let Drake do the work for you. Our experienced and qualified professionals, in conjunction with our suite of technologies go beyond all expectations to ensure your new employees become effective faster while allowing you and your existing staff to concentrate on your core business goals.

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