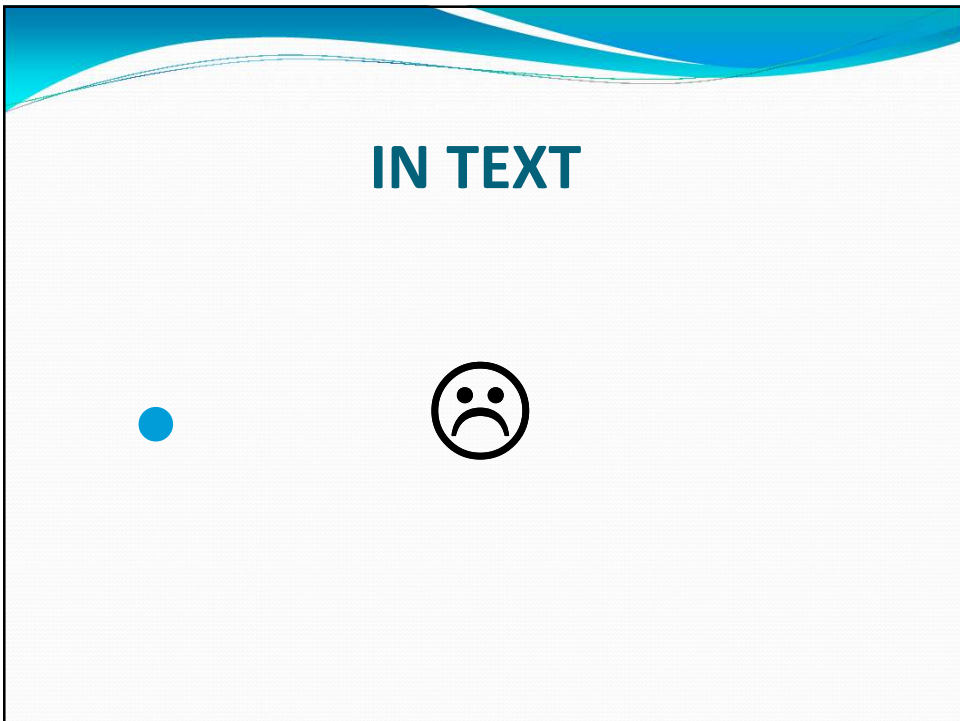


# MOTIVATING NEW EMPLOYEES

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## The Plan

- I. What's it like out there
- II. Making the right choice
  - III. Onboarding
  - IV. Life after
  - V. The big finish



## Center For Economic and Policy Research

- Center for Economic and Policy Research estimated in September 2009 that in previous two years that 110,000 jobs have been lost in State and Local Government
- California, Florida, Michigan, New York and Illinois accounted for half
- Jefferson County Alabama closed offices and laid off over 1000 employees
- Hawaii-1339 layoffs, three unpaid days per month for two years
- 48 out of 50 States to have budget shortfalls through FY10

## 2010 Bureau of Labor Statistics

- There are about 4-5 unemployed workers for every job opening
- November 2008-January 2010, layoffs and discharges outnumbered quits
- 2001, 3 million quits, 2 million layoff/discharges
- Good for hiring ?

- **GET TO HIRE, GREAT, BUT YOU BETTER MAKE IT COUNT**

## **Who is the competition ?**

- Private sector
- Non for profit
- Government

## Can we compete financially?

- BLS 2007 study
- Management Average Wage
  - Private Sector 41.86
  - Local Government 39.75
  - State Government 36.18
  - Non for profit 34.24-actually have IRS rules to limit executive compensation
  - Bell, California

## Financial

- Private 30.35
- Local Government 26.79
- Non for Profit 26.49
- State Government 23.16

## Computer staff

- Private 36.01
- Non for profit 32.00
- Local Government 28.25
- State 23.16

## Attorneys

- Private 40.46
- State Government 38.14
- Non for profit 33.53
- Local Government 28.99

## Office staff

- Local Government 16.76
- State Government 15.92
- Private Sector 15.53
- Non for profit 15.46

## Why work for Government or Non Profit ?

- Donation theory-give part of my salary to help or serve fellow humans
- Benefits
- Creative things such as flexible work schedules
- Job Security?

# MAKING THE RIGHT CHOICE

## Job Posting

- Title
- Salary
- Minimum requirements
- Exams
- Location
- How to apply
- JOB DESCRIPTION

## ONBOARDING

- Money-Zine. com
- “ A systematic and comprehensive approach to orientating a new employee to help them get ONBOARD”.
- Want to make new employees feel welcome
- Make productive faster
- Increase morale
- Reduce turnover save 100-200% of salary

## Aberdeen Group 2006

- 90% of employees make their decision to stay at a company within the first 6 months
- 2005-60% of companies had no onboarding process, only 24% more current

## Realistic job preview

- Starts with posting
- Careerbuilder.com-10 Commandments of Onboarding
- “misrepresenting your employees new role destroys trust in you immediately, after which no amount of orientation efforts can undo the damage”.
- What does your posting convey about your company?

## Where do you get high performers?

- Internet
- Employee referrals-EEOC caution-WHY?
- 
- Job fairs
- 
- Walk in
- Newspaper \$\$\$\$\$\$\$\$

## Application-What message do you send

- Name
- Address
- Education
- Work History-why did you leave –chicken
- References
- Felony conviction
- What job-committed to job
- Availability
- How long will you employed

## A great question

- Delaware County, New York
- “Did you ever resign from employment rather than face dismissal?”
- Great HR web page –even study guide!

## A great example-expectations

- Kootenai County, Idaho-on application
- “Employees of Kootenai County are selected in order to accomplish the legal and operational duties established by statute and the policy choices of the County’s elected officials. Each employee of Kootenai is expected to conduct his/herself in a manner which reflects favorably upon the County and recognize that County employees are subject to additional public scrutiny in their public and personal lives”

## LIAR, LIAR

- 20%-50% applications contain false information
- Previous position held
- Length of employment
- Salary
- Reason for leaving
- EMPLOYMENT VERIFICATION IS HUGE

## Hiring Process

- Says a great deal about who you are-Onboarding early
- Make it timely-lose good candidates
- Invest the time-employment verification
- Invest the money
- Interviews-prepare and again give applicant realistic preview about what to expect-give a tour? Are you too busy for the interview? Do you get interrupted
- Don't try to hire a "ready made employee" Don't be so fascinated with just technical
- Good communication throughout the hiring process

## A great example-communication

- Kent County, Michigan
- By job:
- Accepting applications
- Applications in review
- Interviews in progress
- Position filled

# ONBOARDING

## **All ABOARD!**

- Money-Zine.com overall objectives
- help employee identify with new employer
- help understand companies values and priorities
- build positive attitude
- avoid misunderstanding
- help employee feel valued
- encourage socialization
- reduce anxiety
- set performance expectations-CareerBuilder.com estimates 37 billion dollars every year



- The new employee stood before the paper shredder and looked confused. “Need some help?” a secretary asked. “Yes,” he replied . “How does this thing work?” “Simple ,” she said, taking the fat report from his hand and feeding it into the shredder.
- “ Thanks, but where do the copies come out?” 😊

## Onboarding parts

- Really is individualized , but usually has:
  - Really basic stuff
  - Policies
  - Company overview
  - Job expectations
  - Forms
  - YOU, YOU, YOU

## Really basic start

- What do I need to bring
- Where do I park
- Who should I ask for
- Where is the bathroom
- Where is copy machine (not shredder)
- Where is cafeteria
- Have paperwork ready
- Have workstation ready
- Introduce to others

## Policies and procedures

- Harassment
- Work comp
- Pay system
- Drug and alcohol
- Work place violence

## Company overview

- Mission statement
- Organizational charts
- Common goals
- Department specific
- How do they and department fit into the big picture – how do they contribute to the organizations success

## Job expectations

- “a written plan detailing objectives, strategy and expectations of future results helps diminish any confusion about a new employees job functions and instead opens up the floor to discuss concerns or new opportunities” Career Builder
- Job description
- How will they be evaluated –what is the system
- Probation
- Who do they go to for help?

## Forms

- W-2's
- Insurance
- I-9's
- Technology may reduce the inefficiency
- Can be done in some cases before first day

## The never ending role of you

- Be there the first day-Like getting married and not having your spouse on you honey moon
- Set aside time for them-avoid interruptions-do not send the message of "I am not that into you"
- Schedule regular one to one time
- Mentor, mentor, mentor

## How long should program last?

- 90 days to six months is common

## LIFE AFTER ONBOARDING

## ONBOARDING FOREVER

- Herzberg Hygiene Factors/Satisfiers
- **Hygiene**
- Policies and administration
- Supervision
- Working conditions
- Interpersonal relations
- Money
- Status
- Security

## Satisfiers

- Content of job
- Achievement
- Recognition
- Challenging work
- Responsibility
- Growth and development

## Gallup Poll

- Top five predictors of turnover all reflected in onboarding

## The immediate manager

- Unclear expectations
- Inadequate resources
- Opportunities for development and progress are few and far between

## Poor job fit

- Employee does not have the opportunity to do what they do best every day

## Co-workers

- Co-workers are not committed to quality or to a high standard of work

## Pay and benefits

- Engaged employees (43%) are more likely to perceive they are paid appropriately than disengaged employees (15%)
- Benefits a bigger issue for people who feel co-workers are not committed to quality

## Connection to Senior Management or organization

- Don't feel connected to organization mission or purpose

# THE BIG FINISH

## Summary

- Onboarding a systematic way of trying to implement good management practices early on
- It really never ends
- **Do not underestimate the effect that management has on employees –it is significant and has a huge impact on employee satisfaction and turnover**
- Herzberg was right-recognition, growth , achievement all affect how we feel about work

## THANK YOU

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