

THE EXTRA POINT

BY JERRY ROBERTS



330 Bring New Workers Onboard the Right Way

I've been preaching on this for years but very few organizations have implemented it. Based on the recent research by Gallup, it is as important as I've been saying, and now, maybe even more important. I'm Jerry Roberts and today, the nuts and bolts behind onboarding new workers. That's next, on The Extra Point.

Every employer has an onboarding process. The Gallup Organization has done significant research on this topic and have found that those who spend more effort in bringing people on have a better chance to keep their better talent long term. They use terms like "journey" and "experience," to describe the onboarding process. Let's look at this.

First, Gallup finds only one in 10 employees, including managers and leaders, strongly agree their organization does a good job of onboarding new employees. In a labor market where good talent isn't always knocking on our door, or we're struggling to fill jobs at all, the way we set people up initially sends a signal. For Millennials and Generation Zs, this is more important than in past generations. They know how their siblings and cousins are treated at jobs on the mainland, and those expectations are being established here.

Let's be straight about this. If you don't pay much attention to somebody when you're first getting to know them, they know it's not likely to get any better as time goes on. So, you lose the chance to make a great first impression, and it plants a seed in the mind of the young worker that maybe there are better options available. If you wonder why kids have no problem jumping from job to job, Gallup feels it starts with a poor onboarding experience.

From Gallup's perspective, onboarding should do two important things: first, to pay off on the promises made during the hiring process; and two, to lay a strong foundation for long-term engagement and performance. Think about

five questions workers are asking themselves.

1. How do we do things here? All the little details about benefits and policies are expressions of organizational culture, and how you explain them tells a new hire a lot about your core values.
2. Will this job play to my strengths? Young workers want to discover what they're good at. That means training. Then, they want to apply those strengths in their work. Those who can will stay with you longer.
3. What is expected of me? Job descriptions and actual work on the job often differ. Make expectations realistic. The manager plays the most important role in this.
4. Who do I connect with? Success may require collaboration with people in other departments. Make introductions and let them spend some time there, learning how and why those connections are important.
5. Is there a future here? Now, understand that "future" to the younger generations may mean 3-5 years at most. If it gets better than that for your company, great. Talented workers want growth and as long as they get that at your place, you have a good chance to keep them.

I've read of companies where onboarding lasts weeks and even months, and a high level of attention is given to the new worker, helping them to fit in and get up to speed. Clearly, the more put into it gives you a better result.

That's The Extra Point. Get out there and make something good happen today. For 93.3 and the Ray Gibson Show, I'm Jerry Roberts.

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