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# Leadership: With Confidence

## Module 4: Onboarding, Goal-Setting & Prioritizing Work

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# Imagine...

You're invited to a friend's house for a holiday party. You're excited. You put on your best shirt. You get a baby-sitter.

But when you arrive, the host is still in their pajamas. There's no food on the table. You're told to just "find your way around" and "help yourself."

Would this be a good experience?  
What would you expect instead?



“The ultimate opportunity to imprint the employer brand is when a new employee joins. In this brief window of time, the employee is a sponge for every belief the business wishes to instill. Open, willing to believe, and not yet influenced by others.”

# A Revolving Door

- In a recent employment survey, 91% of new hires admitted that they thought about quitting within their first month.
- 28% actually did quit.





- You want new hires to feel like they have finally found somewhere they belong!
- How can you make their experience even better?
- This isn't a distraction from the job of a supervisor, it's *part* of the job.



# Goals of New Hire Onboarding

- **Reinforce** with the new hire that they made the right choice coming to your company.
- **Connect** the new hire to colleagues and co-workers. Help them fit in and feel like part of the team.
- **Ramp up** their time to full performance in the job – we want them to succeed for their own benefit, and for the company's benefit.
- **Align** their results to expectations, through training and feedback.
- What would you add to this list?



# Have a Plan!

## Learning Styles

- Some learn by reading – what can you provide?
- Some learn by hearing things explained and asking questions/talking about it
- Some learn by diving in and getting their hands dirty
- Some learn by watching
- How can you meet these different needs?

## Who Can Help?

- Involve an experienced or high-potential member of your team – training others makes a GREAT development opportunity for current staff

## Frequent Dialogue

- Lots of two-way dialogue and one-on-ones: don't assume that "no news is good news"
- Frequency can slow down after 1st week, second week, etc.
- Settle in to 90 day review

Workbook page 5



# Two Weeks Before the Start Date

A great first day doesn't happen on accident. Take the time to craft a thorough onboarding plan well before the actual start date.

- Confirm physical is completed (HR).
- Confirm work location/position. If changed, need to discuss with candidate.
- Block your calendar for the new hire's first day.
- Determine who the New Hire Ambassador will be (work with HR).
- Create or print a New Hire Checklist.
- Order company merchandise as well as laptops, tools or other equipment that might be needed.

Handout





# One Week Before the Start Date

- Confirm work location/position. If changed, need to discuss with candidate.
- Reserve training rooms / materials that might be needed.
- Meet with the New Hire Ambassador regarding their role.
- Arrange time with your safety trainer, supervisor, co-workers and anyone else the new hire will want to meet on their first day or first week.
- Make sure all participants know their role in helping the new hire be successful.

# One Day Before the Start Date

- Set up the new hire's workstation so that all equipment is clean, organized and ready for use.
- Lay out the company merchandise or safety gear / PPE you've ordered.
- Print any forms, documents, training materials or policy manuals the new hire will need (HR may have some of this covered).

# The Big Day!



- The supervisor, HR professional, or new hire ambassador should be ready to greet the new hire, give them a tour.
- Don't leave them wondering where to park or where the break room is!
- Explain job duties, policies and important technology.
- New hires should meet leaders and co-workers.
- Follow the New Hire Checklist; involve the New Hire Ambassador.



# New Hire Orientation?



# Supervisor's Role

- **Support and Engagement:** Supervisors will provide oversight and support for the Ambassador program, and will work to set the Ambassador and the New Hire up for success.
- **Policy Interpretation:** Supervisors are responsible for communicating and answering questions about operational, safety, and personnel policies.
- **Performance Management:** Supervisors maintain responsibility for delivering performance feedback and conducting performance review meetings.
- **Corrective Action:** If corrective or disciplinary action is needed at any time, supervisors would be responsible for that action, in partnership with HR.





# The First Week and Beyond

- If position/business needs change, discuss with the new hire.
- Continue to check-in with the new hire regularly. This time is used for training, feedback, and early correction of anything that might get off to a slow start. You want them to know how their performance is measured, what's expected and how to be successful. Don't leave them guessing!
- By offering performance feedback you'll help your new hire perform better, faster, and gain confidence that they can reach their potential working for you.
- Get to know your new hire – their hobbies and interests outside of work; help them assimilate to your organization and make a “first friend” at work. Making quick connections and fostering a sense of belonging increases retention.
- Continue to follow New Hire Checklist and work with Ambassador through the first 90 days.
- Complete a 90-day performance check-in.

Handout

