Creating a Plan for New Employee Success

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What is Onboarding & why is it important?

- According to Research conducted at the Middlesex University for Work Based Learning, covering three generations (Baby Boomers, Generation X and Millennials), over 74% of all participants stated 'lack of training' as the single biggest hurdle in achieving their full potential at work.
- Onboarding begins in the interview when you post the job with specific info, allowing candidates easy access to library history and culture. During interview, hiring manager demonstrates organizational values to the candidate that reflect library's culture and attitudes.
- Cost of bad training = regular turnover

Proven strategies for effective orientation and onboarding of employees:

- Checklists for employees and supervisors during the onboarding process
  - The checklist represents the organization's expectations for consistency in the experience of new employees across departments and supervisors
- Formalized orientation programs
  - These programs help acclimatize new staff to the organizational culture and "ensure that all new staff are introduced to all parts of the library, its resources and services, and to the expectations of the role of the individual as a professional."
- Mentoring/peer buddies
  - They are important because they can efficiently answer questions that employees may be less comfortable asking their managers and they provide social and political support that helps the new employee fit in.
- Support and training for co-workers and supervisors of new hires
  - It is easy for co-workers to forget what new hires do not know and it is also important for everyone in the organization to be aware of the goals and challenges of employee onboarding and orientation.

Establishing a Training Process:

- Organizations with strong onboarding process improve new hire retention by 82% and productivity by over 70%.
  - For example, touch base with new hire to make sure they know what to expect on the first day, including what to wear, where to park, schedule for the first day, etc.
- Sync onboarding with initial performance evaluation schedule.
  - What does success look like in 30 days, 60 days, 100 days?

Training Process Breakdown:
- Day 1 Orientation
- Onboarding:
  - Library overview
  - Department-specific training
  - Position-specific training
  - On-the-job training

Evaluation Process:
- Clear expectations
- Monthly progress evaluations
- Testing skills
- Training resources
- Re-training

Example of 100 Day Onboarding Process:

Hire Employee for Attitude
- Training begins during recruitment and hiring.
- Allow them to easily access to history and culture via website.
- Hiring managers demonstrate organizational values to the candidate that reflect the culture and attitudes.
- Once the offer has been made and accepted, the preboarding process begins.

Preboarding
- The period of time between an employee accepting their job offer and their first day.
- Touch base with them before they arrive and let them know what to expect for the first day (ex: what to wear, where to park, lunch options, schedule for the day, etc.)
- Prepare Welcome Packet (HR paperwork, handbook, benefit packages, etc.) before first day
- Send information about the company
- Announce new employee to the team
- Register employee for required trainings
- Create access logins for payroll, emails, computer login, etc.
- Stay in contact – especially if longer period before starting

Train for Skill
- 100 Day Onboarding - Standardized onboarding checklist creates an equal opportunity for each employee to achieve success.
  - What do they need to know at each phase:
    - First Day Theme: Confidence is built through connection!
      - Welcome, clarification, agenda
      - Staff introductions
      - Workstation
      - Compliance/paperwork
      - Culture & organization

- First 30 Days: Confidence is built through trial and support!
  - Employee functions
  - Storytime
  - Safety trainings complete
  - Technical skills
  - Tasks are novel
- First 60 Days: Confidence is built through independence!
  - Programs built with support
  - Safety trainings are completed
  - Organization connections
  - Desk time is utilized
  - Tasks are aligning with department goals and values
- First 100 Days: Confidence is built through understanding purpose in their role!
  - Part of recurring programs
  - Desk time is utilized
  - Employee is contributing to the organization

After the First 100 Days: Lifelong Learning and Discovery
- Monthly safety trainings
- Bi-weekly manager/supervisor training and discussion
- Public awareness trainings
- Department/career specific training

Sources:

- Emily Rogers, Deputy Director, Brown County Library
- James Ouellette Jr., training specialist, Allen County Public Library, "THE LIBRARY EMPLOYEE JOURNEY: FROM RECRUITMENT TO ONBOARDING AND LIFE-LONG LEARNING," https://www.nicheacademy.com/blog/the-library-employee-journey.
- The Public Library Director's Toolkit, Kate Hall & Kathy Parker, ALA Edition 2019