

Bringing On and Retaining a New Hire

Hiring a new employee requires time, effort and money. Matching an individual to a position is not always a simple task due to skill requirements, trying to match personality with company culture and hundreds of other factors. Therefore, when you find an individual that fits your job position, it is essential to take steps from day one to enhance the likelihood of retaining that new employee.

There are two elements to successfully bringing on and retaining a new employee – the managerial function and the human resources function.

A Manager's Role

The direct manager of a new hire can have the largest impact on that employee's retention. This is the time to establish the tone of your relationship – ideally one of mutual respect and trust so the employee can come to you with any concerns or questions. Creating a friendly relationship with your staff will enable them to work more confidently and ultimately lead to higher production.

Also important to keep in mind, is that the employee is in an orientation – or trial – period for the first 60 to 90 days (depending on your company policy). This means that both the employer and employee have a set time to determine whether or not the individual will work out in the job long-term. During this period of time, constant feedback on task completion and work behaviors needs to be given to the new hire. If he/she needs improvement on a certain skill, now is the time to address that topic. Managers need to pay particular attention to a new hire during the orientation period and document important discussions with the employee regarding work performance or other issues. This brief period of time serves as a “safe zone” that enables employers to terminate new employees if they are unable to fulfill the essential job functions of the role. On the other hand, this time also enables managers to avoid terminating the employee by working directly with the new hire so that they adjust to the job duties more smoothly.

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A Note on the Importance of Job Descriptions

Job descriptions are an essential part of hiring and managing your employees. These written summaries ensure your applicants and employees understand their roles and what they need to do to be held accountable.

Job Descriptions

- ▲ Help attract the right job candidates
- ▲ Describe the major areas of an employee's job or position
- ▲ Serve as a major basis for outlining performance expectations, job training, job evaluation and career advancement
- ▲ Provide a reference point for compensation decisions and unfair hiring practices

Overview

A job description should be practical, clear and accurate to effectively define your needs. Good job descriptions typically begin with a careful analysis of the important facts about a job such as:

- ▲ Individual tasks involved
- ▲ The methods used to complete the tasks
- ▲ The purpose and responsibilities of the job
- ▲ The relationship of the job to other jobs
- ▲ Qualifications needed for the job

Don't be inflexible with your job description. Jobs are subject to change for personal growth, organizational development and/or evolution of new technologies. A flexible job description encourages employees to grow within their position and contribute over time to your overall business.

Job Descriptions Typically Include:

- ▲ Job title
- ▲ Job objective or overall purpose statement
- ▲ Summary of the general nature and level of the job
- ▲ Description of the broad function and scope of the position
- ▲ List of duties or tasks performed critical to success
- ▲ Key functional and relational responsibilities in order of significance
- ▲ Description of the relationships and roles within the company, including supervisory positions, subordinating roles and other working relationships

Additional Items for Job Descriptions for Recruiting Situations

- ▲ Job specifications, standards, and requirements
- ▲ Job location where the work will be performed
- ▲ Equipment to be used in the performance of the job

A MANAGER'S CHECKLIST

Getting Started

- Welcome the new employee
- Outline the orientation process for the day
- Introduce the new employee to his/her coworkers
- Give the employee a tour of the assigned workspace and the rest of the facility including:
 - » Where to safely put belongings
 - » Where to hang coat, store lunch
 - » Location of restrooms

Job Duties and Responsibilities

- Review the employee's job description, outline of duties and expected outcomes
- Explain how the job is related to the other jobs in the organization
- Give employee his/her initial assignment and give specific outcomes for the first day
- Identify the work that needs to be accomplished in the first week
- Give the employee reports, information that is need for the job and explain what each item is
- Clarify the first week's schedule, and confirm required and recommended training
- Provide an overview of the functional area – its purpose, organizational structure, and goals

Work Expectation

- Start and finish times
- Lunch time
- Orientation period
- Safety procedures to be followed

First Two Weeks

- Check to see if there are any problems with equipment or the workspace
- Ensure that the employee has met all the other staff members
- Review the performance management system
- Explain the internal communication process including staff meetings
- Explain how absences are called in and covered, telephone and e-mail protocol
- Ask if the new employee has any question or if there is anything that needs to be addressed
- Confirm that the employee understands what is expected – duties and responsibilities
- Review all fire and safety procedures

HUMAN RESOURCES (HR) ROLE

HR plays a critical role in employee retention as well. They are one of the most important sources of company information and guidance for employees. When HR is done properly, files are filled out accurately, employees have a safe place to raise concerns or questions and company policies are accessible.

HR New Hire Orientation Checklist:

- W-4 Form completed and signed
- I-9 Form completed and signed within 3 days (appropriate documents verified)
- Copy of Driver's License or State ID
- Employee Handbook explained and acknowledgment Form signed
- Drug & Alcohol Policy reviewed and signed
- Report new employee to the State within 20 days of the date of hire
- Emergency Information Update Sheet filled out
- Health Insurance Application explained or waiver signed
- Dental Insurance Application Explained or Waiver Signed
- Life and Disability Insurance Application explained or waiver signed
- Employee Assistance Program (EAP) explained
- Pay periods explained
- Direct payroll deposit
- Holiday and Vacation Policy explained
- Safety Training scheduled
Date: _____
- Building tour and introduction to key departments
- Appropriate parking area explained
- Time clock explained (if applicable)