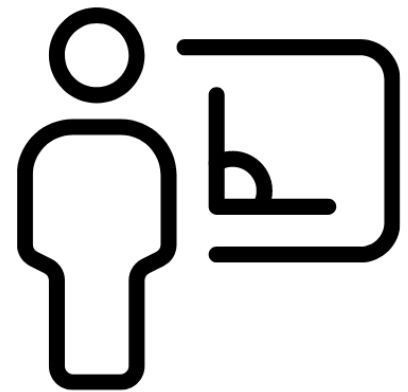


Instructors Guide



On the following pages is a sample module from our Instructor Guide. It provides the instructor with a copy of the material and a Lesson Plans box.

The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor for each lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to assist in delivering the lessons such as Stories to Share and Delivery Tips.



The employer generally gets the employees he deserves.

Walter Gilbey

Module Two: The Purpose of Onboarding



The purpose of onboarding is to help new hires transition into the roles at the company. When implemented correctly, onboarding will alleviate stress as it improves the culture of an organization. Employees who start well are more likely to stay at the company long-term. This will reduce turnover and save money in hiring and training costs.

Start-up Cost

Hiring new employees is expensive. Besides the recruiting costs and salary, there is a number of start-up costs associated with new hires.



Costs:

- 1.) **Salary:** This is the agreed upon pay rate.
- 2.) **Benefits:** This includes insurance, vacation pay, legal benefits, supplemental pay, and retirement. This is roughly .02 to .04 percent of the salary.
- 3.) **Miscellaneous:** These are the costs of training, rent, equipment, etc. This is .05 to 1.3 percent of the salary.

Onboarding can reduce the miscellaneous costs by quickly familiarizing employees with their position.

Estimated Time	10 minutes
Topic Objective	Explain employee start-up cost.

Topic Summary	Start-up Cost Calculate employee start-up cost.
Materials Required	Worksheet 1: Start-up.
Planning Checklist	None
Recommended Activity	Complete the worksheet individually. Discuss your answers with the rest of the class.
Stories to Share	None
Delivery Tips	You may want to bring a calculator and break into small groups for the discussion.
Review Questions	What is included in the start-up cost?

Anxiety



People naturally experience anxiety when they are placed in new situations. Taking a new job will automatically create stress. There is the stress of learning a new job and fitting in with the company's culture. Employees who are not properly oriented, both in their job and their surroundings, will remain stressed and anxious. Excessive stress will impede performance and increase company turnover.

Estimated Time	5 minutes
Topic Objective	Explore anxiety.
Topic Summary	Anxiety Discuss new job anxiety.
Materials Required	Flipchart/Marker
Planning Checklist	None
Recommended Activity	Have participants discuss their new job experiences. Make a list of ways these companies did and did not address anxiety.
Stories to Share	Share any relevant personal experiences that relate to a new job.

Delivery Tips	Encourage everyone to participate.
Review Questions	What is a natural reaction to change?

Employee Turnover

Turnover is inconvenient and expensive. Replacing qualified employees requires more than onboarding costs. There are a number of factors to consider when calculating the cost of employee turnover.



Factors:

- 4.) **Exit costs:** This includes paperwork, exit interviews, knowledge, contacts, benefits etc.
- 5.) **Absence costs:** Company loses money in productivity, disruption, and possible overtime.
- 6.) **Recruitment:** The cost of advertising, recruiting, and screening candidates can be high.
- 7.) **Onboarding costs:** The cost associated with the hiring process.

There are very specific ways to calculate turnover. A basic method, however, is to estimate 50 percent to 200 percent of an individual salary.

Estimated Time	10 minutes
Topic Objective	Explore turnover.
Topic Summary	Employee Turnover Outline the cost of turnover.
Materials Required	Worksheet 2: Turnover
Planning Checklist	None
Recommended Activity	Complete the worksheet individually. Discuss your answers with the rest of the class.
Stories to Share	You may want to show an online turnover calculator, so participants can do a more accurate estimate on their own.
Delivery Tips	You can skip the class discussion to save time.
Review Questions	What are the factors that contribute to turnover costs?

Realistic Expectations

It is important to inform employees of the expectations placed on them from the beginning of their association with the organization. These expectations must be realistic. Not informing employees of all expectations, or making the expectation unrealistic, will hinder performance.

Expectations:

- 8.) **Company expectations:** The vision and mission of the company
- 9.) **Policies and procedures:** The company policies and procedures that everyone must follow
- 10.) **Housekeeping:** Informal rules and guidelines
- 11.) **Job description:** Expectations, training, and evaluation procedures of the individual's job



Estimated Time	10 minutes
Topic Objective	Outline expectations.
Topic Summary	Realistic Expectations Understand what expectations must be communicated.
Materials Required	Flipchart/Marker
Planning Checklist	None
Recommended Activity	Create a list of expectations as a group. Make sure to include one for each heading and that the expectations are realistic. Write these goals on the flipchart.
Stories to Share	Share any personal stories about unrealistic expectations.
Delivery Tips	Encourage everyone to participate.
Review Questions	What is a company expectation?

Practical Illustration



A small publishing firm had high turnover of 75 percent. Most employees left within a year, and very few people lasted five years. The company paid well, but people would not stay long. Eventually, the cost of turnover began to significantly cut into the profits of the organization. A consultant was hired to examine the problem.

The company lacked basic procedures. There was no orientation or onboarding process. New employees were hired and put to work without basic training. The CEO assumed existing employees would show new ones what to do, but they were too busy with their own work. New employees were scolded for their poor productivity, and most left for less stressful positions. Implementing a simple onboarding strategy reduced turnover by 55 percent within a year.

Module Two: Review Questions

1.) What is not a benefit?

- a) Insurance
- b) Vacation pay
- c) Legal benefits
- d) Training

Training is a miscellaneous cost. The other answers are all benefit costs.

2.) What is not a miscellaneous cost?

- a) Training
- b) Equipment
- c) Retirement
- d) Rent

Retirement is a benefit. The other answers are miscellaneous costs.

3.) Employees need to be oriented in their jobs and _____.

- a) Surroundings
- b) Location
- c) Requirements
- d) Area

Employees need to be oriented in their jobs and surroundings. People need to feel comfortable in their workspace and with their peers.

4.) What is the effect of stress on performance?

- a) It increases productivity
- b) It impedes performance
- c) There is no effect
- d) It increases goals

Stress can impede performance and decrease productivity. It will also increase turnover.

5.) What is an exit cost?

- a) Productivity
- b) Contacts
- c) Advertising
- d) Screening

Employees who leave will take their contacts with them. This is an exit cost.

6.) What is a recruitment cost?

- a) Disruption
- b) Productivity
- c) Advertising
- d) Overtime

Advertising is a recruitment cost. The other answers are all absence costs.

7.) Expectations that are unexplained or _____ hinder performance.

- a) Unrealistic
- b) Measurable
- c) Attainable
- d) Timely

Expectations that are unexplained or unrealistic hinder performance. The other answers apply to goals.

8.) What is not part of a job description?

- a) Training
- b) Evaluation
- c) Expectation
- d) Vision

Vision is part of the company expectation. The other answers relate to a job description.

9.) _____ will alleviate stress as it improves the culture of an organization.

- a) Turnover
- b) Expectations
- c) Onboarding
- d) All of the above

When implemented correctly, onboarding will alleviate stress as it improves the culture of an organization.

10.) Onboarding can reduce the _____ by quickly familiarizing employees with their position.

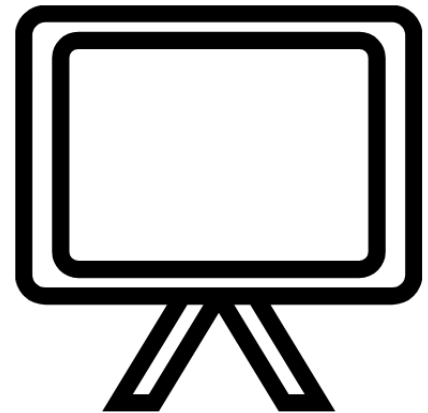
- a) Turnover rate
- b) Miscellaneous costs
- c) A and B
- d) Neither A nor B

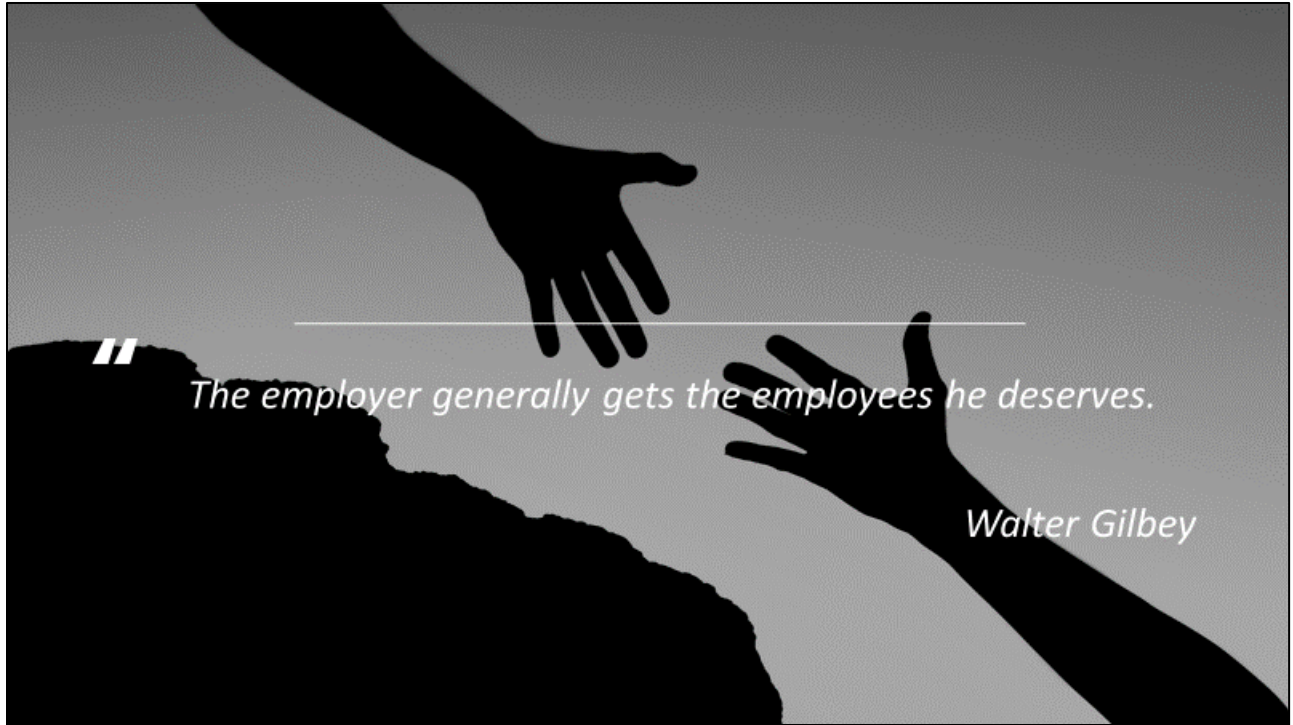
Onboarding can reduce the miscellaneous costs by quickly familiarizing employees with their position.

PowerPoint Slides



Below you will find the PowerPoint sample. The slides are based on and created from the Instructor Guide. PowerPoint slides are a great tool to use during the facilitation of the material; they help to focus on the important points of information presented during the training.





MODULE TWO

The Purpose of Onboarding

The purpose of onboarding is to help new hires transition into the roles at the company. When implemented correctly, onboarding will alleviate stress.



Start-up Cost

Salary

Benefits

Miscellaneous

Anxiety

There is stress when learning a new job and fitting in with the company's culture.





Employee Turnover



Realistic Expectations

- Company expectations
- Policies and procedures
- Housekeeping
- Job description



Practical Illustration



- Start-up Cost
- Anxiety
- Employee Turnover
- Realistic Expectations

Module Two: Review Questions

1. What is not a benefit?

A. Insurance

B. Vacation pay

C. Legal benefits

D. Training

Quick Reference Sheets



Below is an example of our Quick Reference Sheets. They are used to provide the participants with a quick way to reference the material after the course has been completed. They can be customized by the trainer to provide the material deemed the most important. They are a way the participants can look back and reference the material at a later date. They are also very useful as a take-away from the workshop when branded. When a participant leaves with a Quick Reference Sheet it provides a great way to promote future business.



Employee Onboarding Quick Reference Sheet



Pre-Arrival

- **Send welcome letter/packet:** This should be done two weeks before the start date if possible.
- **Prepare work area:** Have the work area ready as well as any necessary items nametags, parking permits etc.
- **Provide a contact:** Employees should be able to contact someone with questions before they begin work.
- **Schedule onboarding:** Schedule a start date, welcome, and orientation.
- **Inform others:** Let other employees know when the new hire is starting.
- **First week's checklist:** Work on the checklist for the first week.

First Month

The first month should help the employee settle in easily. It is important not to become complacent when a new employee settles in quickly. Keep up with the first month's checklist to ensure that the onboarding is a success.



- **Clarify:** Continue to clarify roles and expectations.
- **Meet:** Meet weekly to give and receive feedback.
- **Enroll:** If necessary, enroll the new hire for any benefits.
- **Check training:** Make sure that the training is completed.
- **Evaluate:** Schedule a 30-day evaluation.

Designating a Mentor

- **Time:** Employees who are already overworked cannot effectively mentor another.
- **Training:** Is the employee qualified to teach someone else? Experience does not equal the ability to teach.
- **Role model:** Make sure that you choose a mentor who has qualities you would like to see in other employees.

After designating a mentor, monitor the relationship closely. If they do not work together well, you may need to designate another mentor.



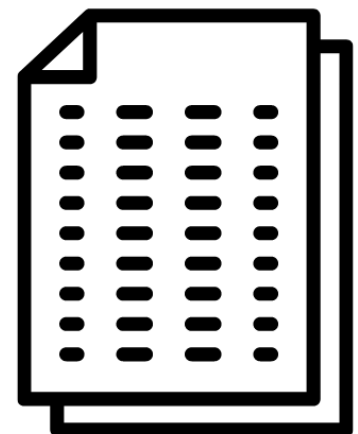
Handouts



Each course is provided with a wide range of worksheets.

Worksheets help check your participants' understanding. If a lesson calls for a worksheet, it will be listed in the Lesson Plan box under Materials Required. All worksheets are customizable and can be found in the Appendix of the Instructor Guide and the Training Manual.

As a trainer, icebreakers give your participants the opportunity to get to know each other better or simply begin the training session on a positive note. Icebreakers promote collaboration, increase engagement, and make your training more light-hearted and fun. Below is an example from the Icebreakers folder.



Sample Worksheet 1

Start-up

Calculate the employee start-up costs using the low estimate and the high estimate in the module.

Low:

- Salary: \$30,000
- Benefits: _____
- Misc.: _____

Total: _____

High:

- Salary: \$30,000
- Benefits: _____
- Misc.: _____

Total: _____

Sample Worksheet 2

Training

Role-play the following scenarios with your partner. Switch roles for the second scenario.

- A supervisor meets with a new hire to check in.
- A training manager has to remind a new hire how to file a report.

Icebreaker: Cartoon Character

PURPOSE

To get participants to examine themselves and to meet each other.

MATERIALS REQUIRED

1. 2 name cards for each person
2. 1 3x5 index card for each person
3. Markers

ACTIVITY

Have participants write their name on one name card and put it on. Then, ask participants to think of the cartoon character they think is most like them. Have them write the name of the cartoon character on the other name card. The cartoon character can be from any legitimate source such as a comic book, animated movie, or comic strip.

Have each participant stand up, announce their name and character, and why they chose that character. Once all participants have had a chance to speak, ask them to write the name of a real person or movie character they would like to become more like onto the index card (this is their Goal Card).

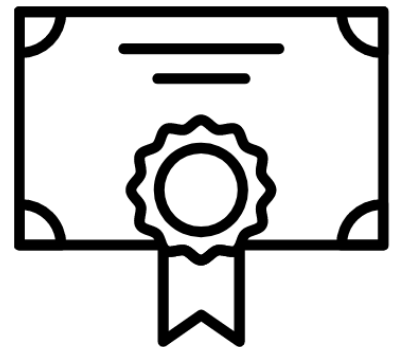
Have each participant stand up and explain who they chose and why. When they sit back down, have them place the Goal Card someplace visible in front of them to remind them of their goal.

[INSTRUCTOR'S NOTE: the self-identity and role model may well change during the class, and that's fine. You now have some valuable insight into who your participants are and what leadership skills they may already have.]

Certificate of Completion



Every course comes with a Certificate of Completion where the participants can be recognized for completing the course. It provides a record of their attendance and to be recognized for their participation in the workshop.



CERTIFICATE OF COMPLETION

[Name]

*Has mastered the course
Employee Onboarding*

Awarded this _____ day of _____, 20____

Presenter Name and Title
