



engage
TO RETAIN

BUILDING EMPLOYEE RETENTION THROUGH
ONBOARDING AND DEVELOPMENT

A SUPERVISORY TRAINING PROGRAM FROM

Express
EMPLOYMENT PROFESSIONALS



In today's economy, retaining top talent is a battle many businesses are fighting harder than ever. Talent pools are drying up and the skills gap continues to grow, which means highly skilled employees are at a premium. In a job market overflowing with opportunities for experienced workers, are you doing all you can to keep your best and brightest employees from exploring other options?



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Engage to Retain is a training program intended for managers and supervisors that addresses two key components of an effective employee retention strategy: onboarding of new employees and the importance of ongoing development.

During the presentation, you'll learn techniques to ensure a new employee feels engaged from day one and how building a culture of growth and development is important to both your employees and the future success of your business.

Use this discussion guide as you watch the videos to organize your thoughts and take notes. At the end of each section, there is a series of questions to help you think about your own onboarding and development strategies and what steps you can take to create a more effective process.

PART ONE:

Set Employees Up for Success

In the first of two videos in this program, you'll follow two new employees during their first few days of work at a company with a strong onboarding process. From the moment they set foot inside the door, they are immersed in the company's culture. Their new supervisors, as well as the other employees, understand the importance of starting a new hire off on the right foot and how setting them up to succeed from day one helps build engagement.

As you watch the video, follow along in this discussion guide and keep your own company's onboarding procedures in mind. At the end of the section, there will be a series of questions that will help you pinpoint areas where you may be able to make your process more effective for retaining new employees.



VIDEO ONE:

To access the video, go to ExpressPros.com/EngageToRetain.

As you watch the video, follow along in this guide to take notes and organize your thoughts.

1) _____ is the process of helping a new hire adjust to both the social and performance aspects of the job so they feel "on board" with the company's culture, goals, and ambitions.

The building blocks of a successful onboarding strategy are often called the Four Cs.

2a) _____ refers to helping the employee understand the company's mission, goals, policies, customers, organizational structure, and how their job fits into the bigger picture.

2c) _____ ensures that the new hire understands the company's values, beliefs, environment, and how they can thrive.

2b) _____ is helping the employee build relationships and information networks with colleagues.

2d) _____ maps out the employees' personal objectives and how they are measured and realized, as well as sets expectations for success and advancement.

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An organization's greatest strength is its people.
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—
Replacing an entry-level employee can cost as much as 50% of their annual salary.
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EREMedia.com

The faster new hires feel welcomed and prepared for their jobs, the faster they will be able to successfully contribute to your company's mission.

BusinessNewsDaily.com

3) **What did you notice about how Sharon and Dan prepared to welcome their new employees?**

4) **Why is it important that Sharon introduce Michelle to employees and leadership in other departments throughout the company?**

7) **What are some key qualifications and characteristics a peer coach should have?**

The retention rate for new hires at companies with a mentoring program is 72%.

Sun Microsystems Mentoring Study

Employees who go through an organized onboarding program are 58% more likely to remain with the organization after three years.

The Wynhurst Group

5) **Why is it important for an employee to understand how their role affects teams and contributes to the success of the company overall?**

6) **Why should supervisors strive to better understand their employees' career goals?**

8) **How does a supervisor ensure the feedback given to new employees stays constructive?**

9) **In the space below, write down some of the major points you took away from this section. Why did they resonate with you?**

Ongoing feedback is important. In fact, 65% of employees say they want more feedback from their supervisors.

OfficeVibe.com

PART ONE: Follow-Up Discussion

Now that you have watched part one of the video series, think about your own onboarding procedures and discuss the following questions with your team.

10) How do you make new hires feel welcome? What else could you do to make their first day more memorable?

11) Would you characterize your current onboarding process as more employee-centric or company-centric? Why?

12) In your experience, what are some top reasons a new hire doesn't last past the first 90 days?

13) What are your biggest constraints to building a more effective onboarding process?

14) Assuming you had no constraints, what are some ways you would like to change your current onboarding process?

NOTES:

PART TWO:

Ongoing Employee Development

In part two of this program, our new employees have passed the 90-day mark at the company and are well on their way toward becoming an integral part of the team. Their supervisors have noticed the hard work and dedication both have exhibited, so now it's time to start thinking about how best to help them continue to develop and hone their skills. As we saw in part one, effective onboarding practices are imperative in laying the groundwork for employee retention, but ongoing development is the key to keeping them engaged.

As you watch the video, follow along in this discussion guide and keep your own company's employee development and engagement practices in mind. At the end of the section, there will be a series of questions that will help you pinpoint areas where you may be able to make your process more effective for developing top talent.



VIDEO TWO:

To access the video, go to ExpressPros.com/EngageToRetain.

As you watch the video, follow along in this guide to take notes and organize your thoughts.

15) _____ helps keep top talent engaged.

16) **What are some of the key factors included in the cost of turnover?**

17) **What are some characteristics of engaged employees?**

18) **Why is it important that both Michelle and Sharon review and agree on a development action plan?**

Studies show that companies with highly engaged employees outperform companies with disengaged employees by as much as 200%.

DaleCarnegie.com

Leaders who open the doors of opportunity for their employees fast-track their development, and in turn, sustain high levels of motivation.

76% of employees want opportunities for career growth.

ClearCompany.com

Engaged employees are 38% more likely to have above average productivity.

Workplace Research Foundation

77% of employees say they would work harder if they felt recognized.

BHEngagement.com

19) What are some of the benefits to a supervisor of regular one-on-one meetings and providing ongoing constructive feedback to employees?

What are the benefits to employees?

20) How does public recognition for Brian's and Michelle's accomplishments help build employee engagement?

21) In the space below, write down some of the major points you took away from this section. Why did they resonate with you?

PART TWO: Follow-Up Discussion

Now that you have watched part two of the video series, think about your own employee development practices and discuss the following questions with your team.

22) What is the main cause of turnover for employees who have been with your company one year or more?

23) How would you describe the current employee engagement level at your company? How has it changed over the years?

24) Assuming you had no constraints, what opportunities would you offer to create an ideal employee development program?

PART TWO:
Follow-Up Discussion

(continued)

25) **What are some ways you celebrate your employees' accomplishments?**

26) **What opportunities are available to you for your own personal development as a leader?**

NOTES:

**Did you enjoy
this program?**

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