

# New Employee Orientation Best Practices

Presented by:

Brad Lindsey, CSP, SPHR

Senior Risk Management Consultant



*Member of the ProAssurance  
Family of Companies.*

*"The only thing worse than training your employees and having them leave, is not training them and having them stay."*

— Henry Ford

# Employees in Year One — The Numbers

- **25%** of Eastern's claim count is employees with less than one year experience working for the employer. (Note: OSHA data shows that nationwide this is 40%).
- **32%** of claims cost are employees with less than one year experience working with the employer.
- **40%** of claims over \$500,000 in the past four years are employees with less than one year experience working with the employer.

Eastern data showed when comparing the total number of days employed for all injured workers with the total number of days worked for employees with less than one year experience, the new employees represented only 1% of the total days worked.

**1% of days worked resulted in 32% of total incurred losses.**

# Unemployment Numbers

2012	2013	2014	2015	2016	2017	2018
7.9%	6.7%	5.6%	5.0%	4.7%	4.1%	3.7%?

# The Cyclical Effect

Higher demand for workers with a growing economy

Fewer qualified candidates due to low unemployment

**This leads to hiring more frequently**

Higher demand for qualified employees leads to higher turnover of existing employees. They leave for a “better opportunity” or better compensation, ...

**More difficult to attract good candidates**

- We do not drug screen: Apply Today!
- Hiring for immediate opening — Apply Inside

## How desperate are you?

# Selection: Setting Expectations and Making Good Decisions

- Does the candidate know what they are applying for?
  - Job description with physical demands
  - Where are the interviews performed?
  - Tours of the facility
- Who is involved in the interviews?
  - Multiple members of management
  - Multiple interviews
  - Are interviewers knowledgeable about the position and can they answer questions?

**Shortcuts on the front end can lead to bad outcomes later on.**



# Post Offer Screening



**Motor vehicle record checks – *not only on hired drivers***

**Drug screening**

**Physicals**

**Medical questionnaires**

# PLANNING TIP

Needs analysis and a recruitment strategy are important. Use ongoing **employee communications** to identify potential turnover before it occurs so the new hire process doesn't have to be last minute.

*“The more money an organization spends on employee training and development, the greater the concern that the highly skilled people will leave and take their knowledge somewhere else; however, research has shown that employee training actually reduces turnover and absenteeism.”*

– Wendy Bliss

**Training = Retention = Fewer Employee Injuries**

**A better educated and safer workforce with upward mobility.**

# New Hire Training — Where are You?

- **No training**
- **Read and sign orientation**
- **Limited Training in Office**
- **Facility Training by Existing Employee**
- **Combination of office and hands on training**
- **KCRAF**

# New Hire Training — Where are You?

- **No training** – just get started. No verification of previous understanding and assumption that the new hire has the knowledge to successfully perform all job tasks.
- **Read and sign orientation** – Often performed in the office and the new hire is often asked to read large amounts of information and sign and date after reading. There is limited understanding and limited knowledge retention and **no verification of understanding**.

- **Limited training in the office** – A brief classroom or office overview. This is often performed by a person with limited knowledge of the actual job tasks. Often will include a more interactive review of safety policies and some explanations. There can also be some DVD or computer based training that can include testing. This verifies that the new hire can pass a test and interact with an office employee but does not truly determine competency for the task.

- **Assigned to an existing employee in the operation —**  
This is a type of mentorship or hands-on training can be positive, but can also have underlying issues.
  - Who is performing the hands-on training?
  - Are they qualified?
  - Do they have time to actively train?
  - Is there a built in method to determine the progress and understanding of the new hire?

- **A combination of office training/orientation along with hands-on ongoing training in the facility** – This method begins to combine positive elements and when performed by qualified and knowledgeable trainers, can yield good results.
- **A combined approach that includes Knowledge, Competence, Resources, Audit and Feedback components** – This program will often combine a number of participants to provide the training to include detailed hands-on training and verification of understanding. When mentorship is used, the mentors are qualified and management oversees the training with consistent audit and feedback. **Pre-planning** is imperative for a successful outcome.



**K**nowledge

**C**ompetence

**R**esources

**A**udit

**F**eedback

**Let's take a look at each of these...**

- What does the new hire need to know to be able to successfully and safely perform the tasks associated with the position?
  - What are the hazards (Job Hazard Analysis)?
  - **Never assume knowledge**
- How is information going to be shared with the employee?
  - Training (electronic resources, human resources, ***task specific***, etc....)
  - Knowledge verification (testing, hands-on training, observations...)
  - **Ongoing sharing of information and training throughout the new hire process, not just on day 1.**

**Information should be presented in a manner that employees receiving it are capable of understanding it.**

**“Our nations workers speak numerous languages, and many of those with limited English proficiency work in the most high hazard jobs...OSHA has made it a priority to ensure these workers receive training and information in a language and vocabulary they can understand.” – Dr. David Michaels**

- Some training is more effective with hands-on demonstrations by the trainer and new hires demonstrating understanding by performing the task.
- Examples can include:
  - ladder training
  - safe lifting methods
  - stretching
  - use of equipment
  - energy control (lockout/tagout)
  - three points of contact entering and exiting vehicles
  - inspections of work areas and equipment, among others...

# KNOWLEDGE TIP

Consider cross training possibilities for new hires and always identify all areas where knowledge and training should be shared, even incidental tasks that are performed infrequently. Refresher training is needed before performing infrequent tasks

- Do your new hires have the knowledge and analytic skills to understand the potential risks based on effective training that makes them competent to work safely?
- Is management active during the new hire training process and showing commitment to help this new hire be successful?
- Do you view the new hire as having the potential to learn other tasks and grow with the company? How are you going to develop this person?

***If you value them, you will train them, and you will receive return on the training investment.***

# 4 Stages in the Competence Analysis Cycle

1. Company is unaware they are doing things wrong. You ***'don't know what you don't know'***.
2. Company has become aware they are doing things wrong, knows that they need to make changes, but isn't sure how to make those cultural changes.
3. Company is implementing changes to improve outcomes, but it is taking **conscious** thought and effort to maintain changes.
4. Company has become skilled at safety analysis and review of training and processes, and it has become an **unconscious** practice or habit to continuously analyze their competency.

# COMPETENCE TIP

The new hire training and probation process is a great time to identify potential talent for company promotions and for important roles such as safety committee members.



- New hires are given the resources needed to be successful.
  - Preparations are made for incoming new hires. (PPE, training materials, and personnel.)
  - Time allotted for detailed training.
  - There is a formal schedule that is followed to verify that training is consistent.
  - Only the most **talented** and **well trained** employees and management should be used in the training and mentor process.
- **Management** shows **commitment** to making each new hire successful.
  - Management is involved in the onboarding process to include upper level management interaction with new hires (this interaction helps to set the tone for safety commitment.)
  - Resources for training are planned throughout the probationary period, not just for Day 1.

# RESOURCES TIP

Periodically review the resources that are used in training to verify that they are relevant and the information is accurate. Trainers should stay informed on safety data and industry trends.

## *Trust But Verify*

- Constant verification to determine any gaps in knowledge and competency.
- Formal observations performed by management.
- Formal and informal communications throughout the probationary period and ongoing with all employees.
- Training progress – books and packets are good tools to use in this process and allows the progress to be monitored and compared to previous days/weeks.

# AUDIT TIP

Involving multiple members of management/supervision/mentors in the training and audit process allows for more detail in what can be learned from the audits.

- **Progress monitored** - training books, employee trend charts, targets/goals, specific
- **Communication is critical** – formal and informal (should be daily from supervisor)
- **Schedule time for communications sessions** – where everyone can focus
- **Track progress** – The manager, supervisor, mentor, and new hire should know exactly how things are progressing. The progress analysis should drive areas of emphasis in addition to the normal training schedule
- **Review information from audits** – use information gathered
- **Ask open ended questions** – of supervisors, mentor, and the new hire to gain maximum information
- **Keep multiple managers/mentors involved throughout** – maintain relationships throughout the process
- **Ask for feedback from new hires** – monitor feedback for needed areas of improvement

# FEEDBACK TIP

No feedback = destructive  
Some feedback = constructive  
All feedback = instructive

The purpose of feedback is to instruct the employee to properly develop them which will lead to the success of the employee, their co-workers, and the company as a whole.

- **Repetition** and **applicability** of training are important.
  - Week 1 for new hires is information overload. Much of this is forgotten very quickly.
  - Training should be applicable to the specific tasks of the position, not simply a one size fits all.
- Having a re-training push in weeks 3 and 4 can be very strategic.
  - This allows employees to grow more accustomed to the job and the training to be retained and contextualized.
  - Allows the training to be more interactive and can be part of the audit and feedback process.

The **KCRAF** training process should also be used for employees moving to a new position within the company or when new tasks, equipment, and methods are added.



# The Takeaway

- **Planning** – for the recruitment, interview, onboarding, training and retention
- **Communications** – frequently throughout the process
- **Involvement** – at all levels (management commitment is key)
- **Follow-up** – process should be monitored throughout with built in follow-up

**K**nowledge

**C**ompetence

**R**esources

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**F**eedback

# Be Consistent

**Don't sacrifice safety, training, and communication at the altar of production.**

***How committed are you to the safety  
and success of your employees and the  
long term success of your company?***

# Questions?

# Thank you!