

How Orientation Passport Can Help Your Organization Get New Hires Productive as Fast as Possible

***ORIENTATION PASSPORT** is a patent-pending business method that integrates new employees into the organization resulting reduced learning curve, improved productivity and increased retention.*

Human Resource organizations have eliminated 35% of the human resource positions since 2001. This presents a potential resource problem because the responsibility for orienting new employees usually lies with human resources first and then managers second. Organizations are coping for now, because organizations have not been hiring. Research has shown that having a good employee integration program can improve employee retention by as much as 25%. Most companies deal with new employees in one of the following ways:

Have them fill out paperwork on the first day and send them to their department with little or no formal explanations on how to be productive. This type of individual usually learns his/her job on an ad hoc basis from other workers. Quite a bit of time is spent standing or sitting around waiting for someone to tell them what to do. **It usually takes new hires 2-4 weeks to be productive.**

Employees come into an organization and there is a formal orientation. This can be anywhere from 4 hours to several days. The problem with this is that new employees have no context to link the information to and immediately forget 90% of what they heard.

Employees come into an organization and complete orientation online. While online orientations provide new hires with a place to find information, the problems with this are that there is not follow up to see if the new hire understands or has even covered the material. It does not get new employees to go beyond their immediate work group to meet others in the company or to understand how their job fits into the overall picture.

Once organizations begin hiring, they will need to find new ways to handle business methods or rehire the staff to do it. Many organizations push managers to do the department or work group orientation. This varies based on the manager's skills, time, and interest.

Relying on managers provides no consistency or discipline to ensure that each new hire will have the same information. When an organization has a decentralized structure (several sites throughout the country or world), consistency becomes even more important to increasing productivity and reducing the learning curve. Human Capital is the competitive advantage of many of the best organizations that are thriving in this economy.

Organizations, especially large organizations, have a requirement to provide documentation of training, etc. for several compliance audits. These include EEO/AA, OSHA, and ISO. When a person files a discrimination charge, the organization must provide evidence to counter that discrimination. This requires resources both time, and systems to capture and maintain that proof.

With all the downsizing of the past two years, employee loyalty is at an all-time low. Predictions say that by 2005, there will be another labor shortage where organizations will be fighting for limited resources. Each time an employee quits an organization, it costs the organization at least one to one-and-a-half times that person's annual salary to recruit, hire and train the new employee.

According to SHRM (The Society of Human Resource Managers), the national employee turnover rate is 17% for companies with less than 500 employees and it goes up to 25% for larger companies. Some industries like the hospitality industry have employee turnover rates of as much as 300%. A company with 1000 employees with a turnover rate of 17% loses an average of \$5.1 million per year because of turnover. This directly hits the bottom line. By improving retention by only 1% will save this company \$51,000 per year.

Our Solution

The **ORIENTATION PASSPORT** is a business method that addresses all of these problems simultaneously. The process shifts the responsibility from human resources and management to that of the new hire. New employees receive a booklet called **ORIENTATION PASSPORT**.

The passport consists of about 100 task statements that the new hire must accomplish within the first ninety days on the job. The new employee must network through the organization to acquire the information. When the new hire has synthesized the information, they accomplish the task in front of a mentor who initials completion of that task. Employees can have many mentors throughout the organization. A mentor can be the person receiving the paperwork or teaching a class. It can be a manager or a co-worker.



At the end of the ninety days, the new employee and the manager review the accomplishments in the passport. The employee signs off in the passport. The manager signs verifying that the new hire has completed all the tasks and associated training. The employee turns the signed passport into Human Resources. The organization has established a reward the employee receives upon completion. The employee receives the reward. Human Resources file the completed passport in the employee personnel file. When the organization is audited or a charge is filed, the human resources department refers to the passport.

The **ORIENTATION PASSPORT** is a legal document that has three levels of verification: The mentor initials stating that the employee has accomplished a task. Each task has a mentor's initials. The employee and the manager have signed verifying completion.

Using the passport and accomplishing the tasks over ninety days reduces the need for taking the employees off the job for formal training. Instead of providing a data-dump during orientation, the employee absorbs the information when it is relevant. By having a reward system, support departments do not need to spend time tracking down new employees to accomplish tasks (like turning in paperwork or getting a parking decal); the new employee comes to them.

This business method/process encourages employees to be proactive from the first day of work. It shifts the responsibility from the human resource representative and manager to the employee. The manager becomes an advisor with specific task statements providing feedback loops back to the manager throughout the process. It facilitates an empowered workforce that identifies problems and searches out solutions.

The **ORIENTATION PASSPORT** provides consistency in terms that each employee must demonstrate understanding and proficiency in the same tasks. The tasks are written in a way to accommodate various diverse functions within the organization. No longer do organizations rely on the manager to have a checklist of items to cover and actually accomplish them.

The **ORIENTATION PASSPORT** is unique in that it records completion once a new hire can synthesize the information in the task and demonstrate that they can or have performed the task themselves. Currently, orientation checklists track what human resources or the manager tells to the employee – not what the employee does.

The **ORIENTATION PASSPORT** provides a disciplined approach to ensure consistency. The **ORIENTATION PASSPORT** includes tasks that facilitate goal alignment looking at the organization and seeing how the employee's job and function adds value to the overall organization. Organizations may customize the passport task statements to include the items that are critical to their company or industry.

The ***ORIENTATION PASSPORT*** captures the new employee's perspective, resulting in innovation, streamlining products and processes, and uncovering customer service opportunities for the new hire's department or workgroup.

The ***ORIENTATION PASSPORT*** includes categories such as Health & Safety and Human Resources EEO where new hires accomplish tasks required for those compliance audits. The ***ORIENTATIONPASSPORT*** focuses on understanding processes, policies and procedures necessary for ISO and the Malcolm Baldrige assessments. The ***ORIENTATION PASSPORT*** being a self-contained, the booklet proves valuable as a defense strategy documenting the new employee's understanding.

Research has shown that integrating new employees into an organization socially provides connections that retain employees. Using the ***ORIENTATION PASSPORT*** business method pushes new hires to get to know others in the organization beyond their immediate workgroup. SHRM has stated that it can increase retention by as much as 25%.

Employees want to feel that they are providing value to the organization. The ***ORIENTATION PASSPORT*** includes task statements to help them determine that value and link their work to the organization's business strategies.

How the Process Works

Planning for the Implementation

When your organization decides to implement the ***ORIENTATION PASSPORT***, there are several things to be decided prior to implementation:

1. Do we need customization?

Do the generic passports fit your needs? We have conducted numerous focus groups of HR leaders from all industries to determine the tasks included in the generic passports. We have three versions of generic passports: Employee, Manager, and English-Spanish. The Employee and English-Spanish versions have the same tasks, but one is printed in both languages. The Manager version has many of the same tasks as the employee to orient themselves to the organization; but also included are several task statements designed to ensure the manager understands his/her role and the steps to consistently lead direct reports.

Customization of the tasks may include eliminating some of the tasks or adding tasks unique to that organization. We work with you to analyze, write and publish the changes. Once this decision is made, the passports should be ordered while the rest of the planning is completed.

2. Reward Mechanism.

We recommend that the organization show the new employees that completing the passport is important by determining some reward new employees receive upon completion of the passport. The reward provides the incentive for each employee to complete the passport within the ninety days.

We have found that rewarding employees saves significant time in follow-up of managers and HR personnel. The reward should be something that encourages everyone from directors to non-exempt to complete it on time. Rewards could be a gift certificate or smart card with a monetary value; a pay bump (if you normally give a pay increase after the probationary period - you could now link to passport completion), or some other special gift.

You need to determine what is right for your organization's culture, its employees, and your financial limitations. Remember, loosing these people will cost you approximately \$30,000 per person, so make it of value to the employee.

3. Mentor Assignments.

The people who sign under mentor initials can be anyone. Some organizations assign a specific person to be a mentor to another, while other organizations assign numerous mentors. If you do not assign mentors, you will need a listing of "Go to" people or departments to get specific information.

Online resources may be used as one source; but you want new hires to network throughout the organization and talk to people outside of their workgroup. You might want to provide a "Yellow Pages" with phone numbers (and office locations) for such areas as Payroll, EAP, Finance, Travel, Health & Safety, etc.

4. Briefing Managers & Mentors.

The process itself is quite simple once it is implemented, but managers and mentors need to understand that new employees will be networking to acquire and then synthesize the information.

In order to get a sign-off, the new hire must demonstrate proficiency in that task statement. Some are easy such as getting a parking decal. Others take a little bit of work such as coming up with one step that can be streamlined in a process and sharing it with the manager. Managers must understand the benefits of this tool, while understanding their role in the experience.

These briefings may be done in town halls or department meetings. We encourage organizations to share the new process personally and encourage questions. This culture shift will encourage employees to be proactive and find solutions to problems.

Productive on the First Day

On the first day of employment, the new employee is given a passport even before orientation begins. The process is explained that they have ninety days to accomplish all the tasks in the passport. They must network throughout the organization and find the information. When they are ready to accomplish the task, a mentor verifies accomplishment. The mentor will initial the passport. At the end of the ninety days, they are to have completed all the tasks and met with their manager to verify completion. Both the new employee and his manager sign on this page verifying completion.

When the new employee has completed all the tasks and has had the passport validated by their manager, they turned it in to Human Resources, where they will receive a reward.

Documentation for Audits

Once the new employee turns the verified passport in to human resources, HR files the ***ORIENTATION PASSPORT*** booklet in the employee's personnel file. Punch a hole through it to keep it in place in the folder. When it is time for an audit, show the auditors a completed ***ORIENTATION PASSPORT***. Explain the organization gives employees an ***ORIENTATION PASSPORT*** booklet at orientation, and HR files completed passports in the personnel folders. This simple form of documentation covers all the audits and legal requirements typically associated with new employees.

Conclusion

ORIENTATION PASSPORT is a simple, yet elegant business method that accomplishes several things at one time. It:

- Integrates employees effectively & consistently throughout the organization
 - Facilitates productivity quickly eliminating 2-4 weeks lost time
 - Captures compliance documentation
 - Encourages an empowered, proactive workforce
 - Ends awkwardness for new hires not knowing what to do
 - Creates networks and connections that improve your retention rate.
-
- *Employees like it because it gives them permission to meet others, ask questions, and provide suggested solutions.*
 - *Managers like it because employees become proactive*
 - *Human Resources like it because it provides auditable documentation for compliance issues.*
 - *The Organization likes it because it provides discipline and consistency in orienting all employees throughout the company.*

It's a new and effective way of bringing employees into the organization.

ORIENTATION PASSPORT is a Patent-Pending business process and is copyrighted. Use is prohibited without the express permission of CABA Inc., parent corporation of **ORIENTATION PASSPORT**.