Your student housing hub.

#CampusConnex
Onboarding: Setting the Tone for the Employee Experience

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#CampusConnex
Meet the Experts

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So, Why Are We So Passionate?
So, Why Are We So Passionate?

We have just one chance to make a first impression as:

COMMUNITY | TEAM | COMPANY | INDUSTRY
Polling

<table>
<thead>
<tr>
<th>What is your favorite color?</th>
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<tbody>
<tr>
<td>Red</td>
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<tr>
<td>Orange</td>
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<td>Yellow</td>
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- **Red**: 100.00% (1)
- **Orange**: 0% (0)
- **Yellow**: 0% (0)
- **Green**: 0% (0)
- **Blue**: 0% (0)

<table>
<thead>
<tr>
<th>Favorite Season?</th>
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<tbody>
<tr>
<td>Winter</td>
</tr>
<tr>
<td>Spring</td>
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<tr>
<td>Summer</td>
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</tbody>
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- **Winter**: 0% (0)
- **Spring**: 0% (0)
- **Summer**: 0% (0)
Polling Question #1

What was your most recent onboarding experience like?

1. AWESOME!
2. Eh…just ok
3. Poor (bad if I’m being honest)
4. What onboarding?
54% of new hires report experiencing at least one mishap when starting a new job.

- 33% Technology not set up
- 22% Necessary supplies not provided
- 16% No intro to company & policies
- 15% No introduction to co-workers
- 14% Didn’t receive a tour of the office
4% of new hires leave the job after an awful experience on their first day.
Perception vs. Reality

All of us have a perception of the onboarding experience we are delivering, but the reality as seen by new Team Members may be completely different.
E  Expectation

R  Reality
Expectation
E
Expectation

R
Reality
Expectation vs. Reality
Expectation

Reality
In 2018, unemployment is at about 4% and expected to drop even lower.

Source: NAA Industry Insider, January 2018
Employers lose 1 out of 6 new hires each month for the first three months of their tenure.

Source: Bamboo HR
Over 32% of new hires say they received barely any onboarding, or none at all.

Source: Bamboo HR
21% of employees who left in the first 6 months say they quit because they weren’t given the training they needed.

Source: Bamboo HR
The cost to replace an employee is estimated between 90% and 200% of their annual salary.

Source: SHRM
Employees who go through a structured onboarding process are 58% more likely to remain at their organization after three years.

Source: Study by Wynhurst Group, reported by Forbes
Orientation IS NOT Onboarding

- One-time event
- Who, what, when, where
- Often led by 1 person
- Distinct duration

- Ongoing, 3 - 9 months
- Why, how
- Involves array of people
- Series of events, some more structured than others

New Guy

#CampusConnex
1: Pre-Boarding
2: First Day
3: 30 Days and Beyond
Polling Question #2

Who is responsible for onboarding new hires at your organization?

1. The hiring supervisor
2. The Human Resources department
3. The Training department
4. No one, really
Who on your team is responsible for delivering great user onboarding?
The Ultimate Onboarding Checklist

Pre-Boarding [Begins as soon as candidate accepts job offer]

☐ Congratulate the candidate on their new position with a handwritten note sent via mail
☐ If budget allows, send flowers, balloons, or custom Welcome Gift
☐ Inform co-workers a new team member has been hired. Include start date, job title, summary of experience
☐ Order business cards
☐ Order name badge
☐ Add new hire’s info to employee directory/contact lists/distribution lists
☐ Secure new hire’s space and furniture
☐ Request new hire’s tools & equipment [computer, tablet, phone, radio, golf cart]
☐ Secure new hire’s keys, gate cards, access password
☐ Set up new hire’s email address, system log-ins. Document links and passwords
☐ Phone and voice mail set up
☐ Prepare new hire paperwork package
☐ Send new hire paperwork to new hire and allow them to complete it in advance
☐ Send details about their first days such as work hours, uniform standards, lunch norms, agenda for day one, etc.
☐ Solicit some personal information from the new hire that will help you to socialize them to the organization [such as a preferences sheet, interesting facts about me]
☐ Set up time sheets or system
ON A SCALE OF ONE TO TEN, HOW STRESSED OUT ARE YOU?

1: Pre-Boarding
- Inform team of the hire
- Mail a handwritten welcome note
- Order b-cards, name badge
- Arrange for workspace, furniture, equipment, log-ins

2: First Day
- Arrive early; prep space
- Schedule walking tour of community
- Review new hire paperwork
- Add to distribution lists

3: 30 Days and Beyond
- Use drip campaign re: benefits
- Plan 6-month training calendar
- Schedule 1:1 with supervisor

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Enable productivity more quickly

Boost comfort level, confidence, & camaraderie

Increase tenure with the company
What is it going to be like working here?
What would make employees stay?

- Receive clear guidelines on responsibilities
- Experience more effective training
- Recognize their contributions
- Receive more attention from managers/coworkers
- More social engagement with coworkers
What Motivates

Gen Y

- Express their creativity & opinion
- Learn New Technologies
- Flexibility in working hours
- Short changeable and fast tasks
- Enjoyable workplace environment

Gen Z

- Respect
- Outside-of-work socialization with colleagues
- Experience Days
- Mentoring Platforms

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How Do We Make It Memorable?
Celebration not Administration

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• Start Early
• Start Late
• First Day
• Meet at the door
• Introduce workstation
• Tour the office
• Time to settle in
Faces & Places Directory

You Are Here

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WELCOME TO THE Neighborhood!

Here are a few of our local favorites:

Eat at: ______________________
  ______________________
  ______________________

See: ______________________

Do: ______________________
Selfie Scavenger Hunt
We know that big decisions are not made alone... We want to thank you for your help in this decision.

...We look forward to years of success!

Your New Company
Ways Your New Hire Will Feel Valued

- Invite to work related meetings
- Show your Company Values
- Introduce social media pages & community/corporate website
- Discuss role & responsibility
- Match with a peer buddy
- Set Up Check Ins
- Reveal their career path
- Check in before they leave
I have a few questions I need to ask

Questions Every Manager Should Ask
Questions to Ask Your New Hire

• What factors caused you to say "YES" to the offer?

• What employees from your previous company, might be a good fit for our company?

• What have you found to be most confusing?

• What has been the most difficult to navigate?

• What have you found to be the most helpful during onboarding?
Ask Yourself?

- Do I focus my attention on new hires by personally asking if they have the materials, equipment, and access to things they need to be productive?

- Do I personally engage my new hires in dialogue about what motivates them within the first one or two weeks of employment?

- Do I personally engage my new hires in “How can I help you with your professional development interest?”

- Am I actively helping my employees to identify their strengths? And giving them the opportunity to learn and try new things?
“WOW!

I am so glad I decided to come work here.”

-- your new hire
Polling Question #3

Does your company survey new hires for their feedback on their onboarding experience?

1. Yes, we survey at multiple points during & after the onboarding process
2. Yes, we survey at the end of the onboarding experience only
3. No, we do not survey our new hires on their onboarding experience
Onboarding a Generational & Ethnically Diverse Workforce

Baby Boomers
1946-1964

Generation X
1965-1980

Generation Y/
Millennials
1981-2000

Generation Z
2001 & Later
# Key Generational Considerations

## Baby Boomers
- Positive
- Ruthless
- Hard workers
- Pay their dues
- Buy now, pay later
- Overprotective parents
- Large influence over politics and cultural matters

## Generation X
- Skeptical
- Fun
- Informal
- Latch-key kids
- Freedom
- Responsibility
- Disdain for micro-management
- Eager to get ahead
- Less committed to 1 employer
- Adaptable

## Generation Y/Millennials
- Tech-savvy, social, fun, confident
- Text/email only
- Webinars over in-person training
- Flexibility and balance over salary
- Yet ambitious & achievement oriented – fast track
- More educated, affluent & ethnically diverse
- Prefer working as a team
- Crave attention, feedback & praise
- Accept feedback from mentors

## Generation Z
- Not good listeners
- Lack interpersonal skills
- Tech-focused
- More loners
- Characteristics are still evolving.

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**SOURCE:** Generations in the Workplace: Similarities and Differences. Jeffery G. Harber, East Tennessee State University, School of Graduate Studies
Key Generational Similarities
Millennials get Millennials.
Experience leads to engagement — **stop worrying about engagement** and worry about experience.

If you create a valuable experience through a **rich, rewarding culture**; engagement will come naturally. Forcing engagement won’t work.
When You Force Engagement.
Taking it Too Far.

that a new sweater? Not my favorite of yours Mae. I like the cardigan better.
Introduce new hires on company social media and intranet.
Sometimes it takes a little swag.
Celebrate milestones. RedPeak does so with “team stones.”

Later on, the milestones continue as select associates are welcomed to Team For Tomorrow.
How about a desk allowance?

Source: INC.com
A new buzz phrase over the last 2 years: Corporate Social Responsibility (CSR)

Source: INC.com
REI Yay Days - REI encourages its employees to get outside by offering two paid days off each year, called "Yay Days," to enjoy their favorite outside activity.

#OptOutside

Source: Business Insider
Salesforce employees receive six days of paid volunteer time off a year, as well as $1,000 a year to donate to a charity of their choice.

Source: Business Insider
Asana employees have access to executive- and-life coaching services outside of the company.

Source: Business Insider
RESOURCE: Glassdoor has written a blog on their website (Glassdoor.com) titled Top 20 Employee Benefits & Perks for 2017

Source: Business Insider
Lessons from the Inside & the Outside
The ARCHIVE branding strategy focuses on creating a uniquely personal **emotional connection**. It centers on **hopes, dreams** and the desire to **live a lifestyle reflective of student’s goals** – and empowers them through inspiring design, exceptional service and a focus on the whole self/well-being – through a truly unique student living experience.
OUR ANTHEM IS NOW YOUR ANTHEM.

We deliver an experience that allows residents to live the way they want to live – to be themselves, with all the comforts, services and amenities they never thought possible; to provide opportunities for personal growth and to surround them with creative, vibrant, unique and engaging people – both as residents and as our onsite team. College should be a journey of vast experiences and we are happy to provide the stage.
**Kimpton** is a vanguard in the hotel space. They don’t follow the storied tried and true methods of designing, operating and marketing hotels. Additionally, they hire people with personalities and allow their personalities to show through their everyday.
Andaz strives – and succeeds in delivering a unique experience from the design of their hotels, to the infusion of local flavors. Andaz also does an exceptional job defining their clientele and delivering what that clientele craves. Andaz is a Hyatt brand, but is unlike any other Hyatt hotel.
Zappos wasn’t chosen based on the products they sell, but the experience they provide customers and their team members. Authenticity to its core.
According to Peet’s – “There’s only one way to craft great coffee and tea – with obsessive commitment to doing things right.” From their hand roasted beans roasted just in time for use to their unrivaled focus on quality in their retail operations; Peet’s is a rare breed compared to other national coffee retailers.
What are stylish students wearing on college campuses? Chances are it is Vineyard Vines. The beachy sophistication of Martha’s Vineyard meets creative, fun and inspired youth.

The story behind Vineyard Vines is compelling in that the founders wanted to focus on quality of life by creating something of their own after reaching executive level success in the hustle of Manhattan.
The HDP team will supplement training provided by the management company with various training events prior to the commencement of pre-leasing and after. HDP is passionate about not following subpar customer service experiences delivered by the industry. It is critical to clearly understand the brand’s goals.
Individuality is the key to our spirit and our success, whether it’s the singular experience we design into each hotel, or the “be your best self” mantra we encourage in every employee. It’s always personal. We fully welcome diverse backgrounds, talents, and experiences, as we believe the job can be taught. As long you bring the genuine, heartfelt care, you’re the type of person who belongs here, quirks and all.
The Zappos Family New Hire program is four weeks of training designed to **grow our culture,** **build a stronger team,** and **create lasting relationships** throughout the entire company. Everyone who joins the company, regardless of department or job function, goes through the same four-week program. This helps us keep our culture of customer service strong, even as the company grows.
ZAPPOS.

Hire Onboarding is a combination of technical training and culture immersion.

The first two weeks of class are in the classroom learning about the “wow tools” Zappos provides, the next two happen after new team members start taking calls.

Delivering WOW customer service
Computer systems
Culture and core values
Team building activities
Graduation
Measuring Results & Benchmarking.
Simply measuring:
• **Turnover** by position and tenure annually
• **Promotions** by position and tenure annually
Surveys and **net promoter** scores.

Utilize **industry-specific** survey tools that provide a comparison between your company and the industry.
Survey Says…
Share Your Thoughts on This Session

#CampusConnex
Session/Speaker Survey

(WED-C1) One Good Turn Deserves Another: Preparing for the Unexpected!

Wednesday, Feb. 15
10:45 AM - 11:45 AM

Room #: Columbus A

Slide Deck | Surveys | Polling

About | Speakers | Notes

With many turns occurring in fewer than 10 business days, it is critical to be absolutely prepared for one of the industry's largest controllable operational expenses. All aspects of the apartment turn are up for discussion: Early pre-planning, bid preparation for vendor selection, advanced ordering of turn supplies, carpet and furniture, scheduling for timely resident move-outs reducing holdovers, and staff and vendor scheduling. Also on the slate is a conversation outlining how successful

#CampusConnex
A career with Towne Properties is more than just a job. It's a lifestyle.
Best. Place To Work. Ever.

In celebration of our major workplace recognitions from last year, employees enjoyed wearing their new Venterra tees during our most recent Fun Friday!

JOBS.VENTERRA.COM
Stay in Touch

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