

# Onboarding

## Påmønstring - Introduksjon av nyansatte

Menova, 8.september 2015



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Fagansvarlig Organisasjon og Kultur



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# Onboarding - Påmønstring



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# Onboarding - påmønstring

### Definisjoner

"...Includes every experience that the new hire has in the course of the first year..."

"It is the full set of experiences to which the new hire synthesizes and responds"

"...the process of acquiring, accommodating, assimilating, and accelerating new team members"

«...is systemic, internal, based on best practices, interdependent, and improves outcomes»

«Et samlet resultat av seleksjon, mestringsfølelse, rolleavklaring, sosial integrering, og kunnskap om kulturen i virksomheten»



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### Some benefits of Onboarding

- New Leader retention rate of over 91%**  
With full coaching, New Leaders remain in their positions at least 18 months post-hire.
- Over 70% of New Leaders perform at or above expected levels in talent reviews within 6 - 12 months of hire.**
- Ramp-up time to full performance decreased by over 27%**  
(defined as 80% proficient in role)
- Increased scores on job engagement and loyalty**

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### \$\$ Kostnader ved ingen eller feil påmønstring \$\$

- Rekruttering
- Allokering av ressurser
- Opplæring og utvikling
- Lagmoral/lagånd og engasjement
- Smittsom turn-over
- Oppsigelse
- Feilskjær
- Muligheter som glipper
- Ny rekruttering

Samlet tilsvarer dette ...



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### Påmønstringens rammeverk

- Varighet
- Skreddersøm
- Beste praksis



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## Påmønstringens 6 piler

- 1) Tidlig oppstart
- 2) Førsteintrykk
- 3) 6-12 mnd varighet
- 4) Mentor/coach
- 5) Læringsnettverk
- 6) Oppfølging

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## Påmønstringens 6 bud

Den nyansatte skal...

- Mestre organisasjonskulturen
- Utvikle gode sosiale og profesjonell nettverk
- Involveres i organisasjonens strategi
- Oppleve at deres bidrag teller
- Forstå arbeidsoppgaver og ansvarsområder
- Kjenne til de rettslige sidene ved arbeidsforholdet

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## What is Onboarding?

**Onboarding** is a strategic process of bringing a new employee to the organization and providing information, training, mentoring and coaching throughout the transition

The process begins at the acceptance of an offer and throughout the first six to twelve months of employment




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UNC CHARLOTTE

### Stages of the Process

Stage	Definition
<b>Preparation</b>	Pre-arrival, first day thru first month activities that acclimate the new employee to the culture, team, work environment, and introduce to policies and procedures and online modules.
<b>Orientation</b>	HR New Employee Orientation online, classroom, <i>Benefits</i> training and department specific orientation.
<b>Integration</b>	Employee development planning by supervisor and employee's attendance in HR staff development training (i.e. LEAD or ASPIRE).
<b>Engagement</b>	Developing university awareness, building relationships, meeting performance expectations and contributing to the University's success.
<b>Follow-up</b>	Monitoring and measuring the effectiveness of the onboarding process.

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UNC CHARLOTTE

### Onboarding Duration

Stage	Duration
<b>Preparation</b>	Pre-arrival, first day thru first month
<b>Orientation</b>	Classroom Training ( <i>First and Third Tuesday and Wednesday of each month – 8:30am to 4:30pm each day</i> ), Benefits and department specific timeframes
<b>Integration</b>	First six months – up to probationary decision
<b>Engagement</b>	One to twelve months
<b>Follow-up</b>	90 days and six months

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 **Mentor Participation**

**A Mentor...**

- ▶ *Is a peer employee who will help supervisors onboard the new employee.*
- ▶ *May assist in the training of the new employee.*
- ▶ *Is assigned by the supervisor.*
- ▶ *Is a positive, high performing employee (3 ≥ performance rating).*
- ▶ *Is responsible for completion of specified mentor assignments on checklist.*

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**Onboarding Process Objectives**

**Influence the new employee's decision to work here:**

- UNC Charlotte is my employer of choice!
- I am engaged in my work
- I belong here
- I am contributing to the success of the University
- I want a long career here!

**And: Increase new employee retention rate**

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**Why A Strategic Onboarding Process?**

- The relationship between the new employee and the manager is the determining factor in whether the new employee stays with an organization  
*Aberdeen Group Research Co*
- Employees will decide within 10 days if they intend to stay with the organization or begin looking for a different job  
– Research by the Office of State Personnel



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**“The cost of executive derailment is high**

*Even if you hire the perfect candidate, there is no guarantee of success. Companies struggle to understand why new leaders fail, and the cost can be incalculable”*


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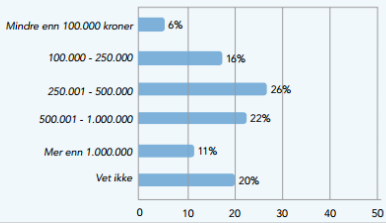
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Hva anslår du at en feilansettelse gjennomsnittlig koster bedriften i kroner?  
Svar fra lederne:



Kostnadsintervall (kroner)	Prosent
Mindre enn 100.000 kroner	6%
100.000 - 250.000	16%
250.001 - 500.000	26%
500.001 - 1.000.000	22%
Mer enn 1.000.000	11%
Vet ikke	20%

Den nordiske bemanningsspesialisten - PROFFICE




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**Noen er en feilansettelse**

**Andre blir det**




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## HR lytter hele veien, og markerer 90 dager!

En perfekt tid for å få tilbakemeldinger fra de nyansatte om påmøstringsprosessen

90 dager passer for alle nivåer i bedriften

**Fordeler:**

- Forsterker den nyansattes beslutning
- Sørger for at den nyansatte føler seg sett og hørt
- Gir den nyansatte mulighet til å utvide sitt interne nettverk
- Gir den nyansatte mulighet til å møte ledelsen
- Gir HR en unik mulighet til verdifull informasjon




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“You get the employee engagement you deserve. If you don’t engage with them, they won’t engage with you... This is particularly true at important moments of truth starting with how you onboard them.”

—George Bradt, Forbes

“The only way to get this level of personal commitment from them is for you and your managers to commit to them personally, starting with how you onboard them.”

—George Bradt, Forbes




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**NOV Global Presence** 22

1200+ acquisitions over 12 years 1185+ facilities worldwide in 61 Countries 34 manufacturing locations



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**NOV Norway**



**Rig Systems / Norway**

Total .....	4750 employees
Operation .....	3550 employees
Aftermarket .....	1200 employees
Main office .....	Kristiansand

- | Southern Norway's largest private employer
- | One of the fifth largest exporters in Norway
- | Norway's 19<sup>th</sup> largest company in 2012

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**NOV** er en global organisasjon med flere forretningsenheter og avdelinger (Norge tilhører Rig Systems & Aftermarket)

Alle nyansatte gjennomgår et 2 dagers felles introduksjonskurs med generell info om selskapet

De forskjellige avdelingene tar deretter ansvar for egne tilpassede opplæringsprogrammer for sine nyansatte

**Technical College** er et Onboardingprogram for nyansatte *serviceingeniører*

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**Technical College – Onboarding Serviceingeniører** 26

Technical College har lokasjoner i flere land:

- Bammel, Houston
- Macaè, Brazil
- **Kristiansand, Norge**
- Montrose, Scotland
- Tuas Bay Drive, Singapore
- Port Elizabeth, South Africa
- Korea & Kina (I&C)



College har en varighet på 6 – 9 måneder, (kompetansestyrt – ikke tidsstyrt, dersom noen allerede har tilstrekkelig kompetanse på enkelte felt vil varigheten påvirkes. Korteste deltakelse er 3,5 mnd og lengste er 13 mnd. De fleste følger det faste løpet, 6 – 9 mnd).



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**Technical College**

Technical College bruker både simulator og lab i undervisningen




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**De første 12 ukene**

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- Generelle fag
  - Timeføring & Reiseregning
  - Sikkerhetskurs & HMS
  - Dokumenthåndtering & rapport skrivning
- Tekniske fag
  - Hydraulikk & PLS, flere nivåer
  - Tegningsforståelse & Feilsøking
  - Produktkjennskap

- 6 eksamener i løpet av de første 12 ukene – må bestås.




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**Forts. De første 12 ukene, Technical College**

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Ved ansettelse skrives det kontrakt med Technical College. Den ansatte lønnes av Technical College

Forventninger til de ansatte, og program for college gjennomgås i plenum ved oppstart

De første 12 ukene foregår undervisningen i Kristiansand, uavhengig av hvilken NOV lokasjon du er ansatt i (Molde, Oslo, Stavanger, Kristiansand)

Kost og losji betales av college, hjemreise betales annenhver helg




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Den enkelte reiser tilbake til sin lokasjon (Molde, Oslo, Stavanger, Kristiansand) og fortsetter College med produktspesifikk opplæring knyttet til lokasjonen

Etter opplæring på «sin» lokasjon må alle bevise sine ferdigheter gjennom «on the job training»

Man må være med på 3 reiseoppdrag og få godkjent kompetansen av en «mentor»




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**Ved onboardingens utløp**

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Etter endt praksisperiode overføres man til egen serviceavdeling. Lønns- og personalansvar overtas av leder for avdelingen

Man får en bindingstid på 2 år, med kontraktsfestet bonusutbetaling av \$ 20.000 etter bindingstidens utløp

Avtalen inneholder også klausul om lineær tilbakebetaling av utdanningskost dersom man slutter før bindingstiden utløper

Kompetansebevis fra praksisperioden registreres i Competency-systemet hos Service og brukes senere for å finne riktig kompetanse til riktig serviceoppdrag

Technical College startet i 2008 og har uteksaminert ca. 100 serviceingeniører pr år siden oppstart



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*Lag din egen sjekkliste*

WELCOME



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*Lykke til videre!*



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