



ONBOARDING TALENT



A division of the
North American Equipment Dealers Association



MAKE ONBOARDING AN EXPERIENCE

Overview

It should come as no surprise to those in the equipment dealer industry that the work is hardly finished once a deal is closed. In order to foster long-term relationships with customers, and to maintain a healthy, high-performing dealership, there's much to be done after the sale. The same holds true for hiring: you may find a great new candidate, and that candidate may be eager to join the team, but there's so much that can go wrong (or right) between the time an offer is accepted and the time that candidate becomes a fully integrated contributor.

If new hires are unhappy or don't fit in at your dealership, you're back to square one with filling the open position. Just think of all the time and money that went into recruiting these people, not to mention any investment made in training, and the expense adds up quickly. By giving adequate attention to integrating new hires into your team effectively, you can help retain those employees you worked hard to recruit.

Onboarding vs. Orientation

Is an important distinction to understand because the two are not the same. Employers have long known the value of getting new hires up to speed as quickly as possible. Many relied on orientation programs - those on or two-day introductions to a company - as a way to accomplish this goal. But orientation never fully addresses longer-term needs (is it then fine?) For example, fitting into the dealership's culture, and performance expectations for both technical and people skills. Onboarding fills this void by providing a systemic plan to mentor performance over time.

Return on Investment

The good news is that onboarding can make a notable difference in retention among all employee age groups. Top performing dealerships have turnover rates that are 17 percentage points lower than lower performing dealerships. What sets them apart and contributes to that success? The highest-performing dealerships are more likely to have better onboarding and training for talent development. Studies find companies with a well-structured onboarding process are 69% more likely to retain new hires.

What Can You Do To Improve Onboarding Talent?

The Dealer Institute (DI) can answer that question for you. We have a comprehensive onboarding model and we can help you customize fast-tracking your new employees. This model includes:

- Completing a cultural assessment to learn the cultural characteristics that will facilitate or interfere with fast-tracking new employees.
- Establishing objectives for onboarding which also provides the opportunity to monitor its success.
- Establishing performance objectives for the corporate staff, supervisors, and new employees.
- Designing specific onboarding activities and associated schedules.
- Implementing accountability to ensure onboarding achieves its objectives.
- Training on leading change to integrate onboarding into the dealership's culture as well as encouraging peak performance.
- Providing essential training to supervisors to coach for performance improvement.
- Implementing a systemic coaching process for those supervisors that are uncomfortable mentoring new hires.
- Implementing a performance management system based on achieving expected performance results while reviewing progress on a monthly basis.

The DI comprehensive model consists of three modules. The first module works with the corporate staff to draft a customized blueprint to integrate onboarding into the culture. The second module is designed to secure input from the supervisor structure to finalize the onboarding blueprint and complete initial training with the staff. The third module completes the critical training for supervisors. The participants will be asked to complete a series of assignments throughout the training period.

The DI follows up with the dealership on a scheduled basis to monitor overall progress and evaluate the success to integrate onboarding from the new hires' perspective as well as the dealership achieving its objectives.

Budget

The specific budget is based on the number of people, corporate and supervisors, included in the three modules. Travel expenses are invoiced as incurred.

To Learn More

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