Possibilities for Onboarding and Mentoring Post-Pandemic

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Lessons from the private sector

25% of companies don't offer a structured onboarding program

55% of new hires don't get a follow-up from HR after orientation or onboarding

44% of employees think the onboarding experience lacks personalization

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THE CONSEQUENCE?

33% (1 in 3) of new hires quit within 90 days

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At the start of the pandemic:

Approaching 3-year anniversary of initiatives for
- Orientation of agents and faculty
- Formal mentoring program for new agents
- Onboarding modules for all employees*

Onboarding modules still in development because of lack of supported LMS until 2020

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During the pandemic:

Hiring slowed even more (f2f orientation not permitted)

Mentor program transitioned to 2:1, mentor-mentee ratio

Onboarding modules continued to be developed

PSD focus shifted to addressing increased uncertainty and anxiety among employees   Responded with series of webinars on broad range of topics

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Current status:

1-day online orientation for agents in the fall

Waiting on decision from administration regarding orientation for faculty

Mentor program in a "holding pattern"

Onboarding modules continue to be developed and released upon completion

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Languages of Appreciation in the Workplace

Language of Appreciation	Description	Workplace Examples
Words of Affirmation	Communication of positive personal sentiments	Verbal recognition and written compliments
Acts of Service	Expressive actions that require planning and effort	Offering help to a coworker with their workload, clearing the lunch table, and special perks
Quality Time	Being with someone and giving them your undivided attention	Team building activities, group lunches, and volunteering together
Gifts	Something tangible that serves as a symbol of caring	Gift cards, bonuses, and coffee
Physical Touch	Appropriate touch perceived as appreciation	High fives, handshakes, and fist bumps (remember to ask first!)

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Future goals:

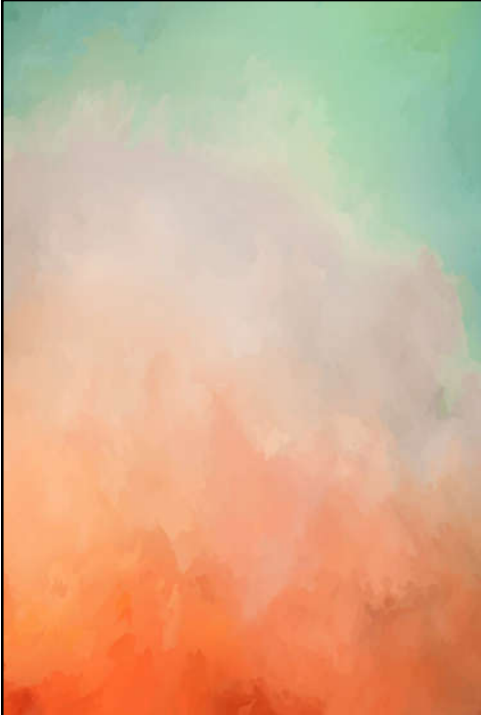| Maintain synchronous online, 1-day orientation for agents (Provide same for faculty)	Maintain 2:1 mentor-mentee structure	Develop hybrid f2f and online (self-paced) onboarding process for both agents & faculty
· Consider a supplemental f2f session when Annual Conference returns to an in-person format	· Provide more intentional opportunities for both virtual and f2f interactions · Create a community of practice for mentors to exchange ideas, concerns, and best practices with each other in a virtual space	· Emphasis on agents · Competency-based · Include P&T guidelines for faculty · Incorporate completion of modules into metrics for first-year annual performance review

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Takeaways

EMPLOYEES FELT ABANDONED AND IGNORED DURING THE PANDEMIC

TRANSPARENCY AND COMMUNICATION IS ESSENTIAL TO MAINTAINING TRUST AND ENGAGEMENT

SENIOR LEADERSHIP MUST LISTEN TO THE NEEDS AND CONCERNS OF OFF-CAMPUS AGENTS AND FACULTY

HYBRID APPROACH TO ONBOARDING AND MENTORING IS THE NEXT NORMAL

MUST FIND WAYS TO ACKNOWLEDGE AND ADDRESS OTHERS' APPRECIATION LANGUAGE

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Thank You!

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