

Diversity Professionals Group Conference

Retention Session A: Onboarding/Socialization

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Orientation vs. Onboarding

Defining the difference between onboarding and orientation is essential.

The traditional process of getting new hires up to speed has been known for years as orientation. More recently, onboarding has become a variation on the term orientation, and has become more popular. Although there is no official definition of the two terms there is a distinct difference.

What is Orientation?

Orientation represents the narrower range of corporate activities controlled by the orientation coordinator, the payroll, the employee ID, and the benefits departments related to “sign up’s” and providing basic information.

The goals of traditional orientation are to get you on the payroll, signed up for benefits, and to give you a brief overview of the company’s culture, products, and values. Most orientation programs are corporate-driven and have no “local” component.

What is Onboarding?

Onboarding has a more comprehensive reach and a broader perspective. The primary difference between onboarding and orientation is that onboarding has as its goal decreasing the time it takes for a new hire to reach the minimum expected productivity level on the job. This business impact and results perspective is the primary differentiator from orientation, which has a process focus.

Why is Onboarding Important?

- **Creating a welcoming environment for an employee**
- **Onboarding is critically important for diverse employees!!**

What Does Onboarding Consist Of?

- **Getting new hires productive as fast as possible**
- **Coordinating and integrating both HR and non-HR functions to ensure there is no delay in reaching productivity (i.e. payroll, benefits, employee ID, computer access, telecommunications, and training)**
- **Including a “local” component where managers continue the onboarding process to ensure that the employee meets the right people, knows how they will be assessed and rewarded, understands the business goals, and learns all necessary resources**
- **A continuous process that starts the minute the person accepts the offer – and it is a continuous process that might go on for weeks rather than just one day**
- **A success metric where success is determined by the time to productivity for new hires, retention rates, and an assessment of both manager and new-hire satisfaction**

Onboarding Challenges

Most corporate onboarding programs are designed from the HR administrator's perspective. The goal and focus is to ease the administrative burden on HR and to drive compliance activities, not to ensure that new hires can reach expected levels of productivity in the shortest time frame possible.

Onboarding Program Killers

1. **The wrong definition and limited goals**
2. **Overloading new hires**
3. **Failing to extend the timeframe**
4. **Not offering onboarding at multiple organizational levels**
5. **Unidirectional information**
6. **No metrics or accountability**
7. **Ignoring diverse needs**
8. **A face-to-face approach**

Onboarding Program Killers (continued)

9. A lack of integration
10. Failing to make the manager's expectations clear
11. Their manager is not present
12. Run by benefits
13. Failing to reinforce the employment brand
14. Delays in offering onboarding

Leveraging Cultural Awareness in the Onboarding Process


Diversity – How does it fit in? A successful onboarding process leads to an inclusive workplace that maximizes the talents of each person to achieve the vision and mission of your organization

Key Behaviors when onboarding:

- **Treat all individuals with respect regardless of individual differences (e.g., race, gender, age, ethnicity, physical capabilities/disabilities, sexual orientation, religion)**
- **Develop a knowledge and understanding of different cultures and backgrounds**
- **Build collaborative and mutually beneficial working relationships with people regardless of their individual differences. Modify communication and behavior based on an understanding of individual differences**
- **Utilize an understanding of individual differences to communicate with, influence, and manage individuals (e.g., resolving conflict, building teams) throughout the organization**
- **Recognize and communicate the value of diverse perspectives**
- **Foster an environment of inclusion, where diverse thoughts are freely shared, respected and integrated**
- **Help others increase their awareness and acceptance of individual differences**
- **Develop policies, procedures and values that encourage awareness and acceptance of diversity**

Four Tips for Designing a Successful Onboarding Process That Will Help Attract and Retain Top Diverse Talent:

- Determine the goals of your new employee onboarding process
- Introduce the new hire to an employee affinity group or mentoring program as soon as possible



Diversity and Inclusion at KeyBank
Diversity as a Way of Life.
Key is proud to support an environment where diversity can flourish – where all people can contribute their unique characteristics, abilities, and talents. Our workspaces and way of doing business reflect the diversity of the clients and communities that Key serves. Key's strategy for success includes:

- Attracting, coaching, and retaining a talented workforce
- Expanding supplier diversity
- Reaching out to an increasingly diverse prospect base and attracting them to do business with Key

Leveraging Inclusion is an Asset to Key.
An inclusive workplace is one that welcomes and engages individuals with a variety of attributes and provides them with equal opportunities to contribute to the business and advance their careers. Key is committed to being a strong company where employees can accelerate the full power of their unique skills and share wholly in career advancement opportunities.

"Diversity is a corporate priority. An inclusive and collaborative environment helps our businesses and communities grow and prosper. Expanding the diversity of our board and workforce increases our depth of talent and overall ability to perform."

Henry L. Meyer III,
Chairman and CEO, KeyCorp

Key Business Networking Groups
Diverse Backgrounds. Shared Success.
Key Business Networking Groups (KBNGs) serve as a channel to advance business growth, professional development, and corporate citizenship for Key's employees, clients, prospects, and communities.

To leverage the Key Business Networking Groups, including for business development purposes, contact Corporate Diversity at 216-928-7385 or email corporate_diversity@keybank.com.

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- Ask the new hire what they want or feel they need to learn
- Involve the new hire's manager in the onboarding process