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## ***The Recession is “Over”—so Where Are the Jobs?***

**The job market continues to lag behind the other economic indicators, so it’s more important than ever to focus on a successful search and onboarding process**

*-Brenda Hampel & Erika Lamont, Partners*

**The National Employment Report** published and released this week by ADP, Automated Data Processing, a business services firm, provided an improving, but still declining job market from the month of June to July 2009. They found that the employment decline in this timeframe was the smallest since October of 2008.

***Fast Fact:***

Challenger, Gray and Christmas reports that “firms are planning an additional 31% cut in jobs from June 2009.”

This equates to 97,373 jobs that are planned to be cut in the coming months.

Good news? It could be worse, but according to ADP, jobs are a “lagging indicator” of the health of the economy and they expect to see further decline before the labor market actually starts adding jobs.

However, this does not mean that hiring has stopped. Organizations in certain sectors are growing and hiring while others are just trying to keep up with attrition. According to ***Forbes.com***, during their last fiscal years, Wal-mart, the retail giant, hired 100,000 new associates, while Randstad, the international temporary staffing company, hired 59,000, and IBM hired 31,000 new people to fill existing and growth-related positions.

So in this type of climate, how can the job seeker be successful and what role does the organization have in his or her success? Because the selection process is now longer and there are more candidates in the pool, it is more important than ever for these new associates to “hit the ground running” in their new positions. The primary responsibility is on the new hire to manage his or her own transition, but the organization must also step-up to support the onboarding process.

### **What an Individual Can Do to “Jump-start” the Onboarding Process**

Even though it may seem like it, the “work” is not done once a candidate has accepted the job. Time and attention to the transition is critical because so many people, particularly the ones in the managerial positions

#### Upcoming Webinar:

***Mastering Leadership Onboarding:  
A Different RoadMap***

Monday, Sept 14, 2009  
3 PM to 4 PM EST  
\$95.00

[Register now-spaces are limited!](#)

tend to have difficulty in the first few months on the job and can derail, costing the individual and the organization time and money.

**Here are some key things that all new hires must do to cement success in a new role:**

- Create a plan
- Identify key stakeholders; build relationships
- Be clear about the role and what is *expected*
- Be patient
- Ask questions
- Listen, observe

**It's all about Knowledge, Relationships and Feedback**

While using the key things listed above in your onboarding, remember the 3 pillars on which a successful process is built: knowledge, relationships and feedback. These are the critical components that are consistently present in any successful onboarding process.

**Knowledge**

- About the organization, business unit, function and specific role provides a foundation for success. A strong knowledge base allows the new hire to understand the role faster, make smarter decisions, understand the role the job plays within the organization and perform at a higher level.

**Relationships**

- As someone once said, "it is not what you know, but WHO you know". This statement is true after a job is landed, as well as in the search. The first step is to identify the individuals with whom are important for the new hires to have positive relationships.

**Feedback**

- How do new hires know if they are headed down the right path if no one gives them input and direction? Most of us "assume" that we are doing a good job unless someone tells us otherwise. A lack of feedback is the most common reason it takes new employees longer to get up to speed and/or derail during the first months on the job.

**Organizations Must Support Onboarding**

Most organizations will say that they "do" onboarding for all their new associates. According to a recent Aberdeen study, however, this is typically limited to a short orientation and logistical process to get the new employee "in the system". True onboarding is a 3 to 6 month process with clear objectives, and guidance and feedback from the hiring managers, as well as HR partners.

**Here are the key things that organizations can do to support and build successful onboarding:**

- Start as soon as the job is accepted
- Communicate the process
- Designate roles and responsibilities and hold participants accountable for them
- Provide resources like 90-day plan templates, websites, articles, etc.

- Include actionable feedback
- Use onboarding to “bridge” between selection and the performance management process

### Summary

Successful onboarding is a true partnership between a new hire and the organization. It has been a useful tool in the engagement and retention of these new hires in an uncertain economy. Onboarding will continue to play a key role in the talent management process as the climate starts to shift from decline to stabilization, then to growth. It will be more important than ever to get and keep the right people in the right jobs.

## Calendar of Events

Webinar Title	Date and Time	Cost	Register
<b>Adding Feedback to Your Onboarding Process: Are You Connected? Survey Tool Demo</b>	Wed, August 26, 2009 1:00- 1:30 pm EDT	free	<a href="#">Register now</a>
<b>Mastering Leadership Onboarding: A Different RoadMap</b>	Mon, Sept 14, 2009 3:00 pm – 4:00 pm EDT	\$95.00	<a href="#">Register now</a>
<b>Adding Feedback to Your Onboarding Process: Are You Connected? Survey Tool Demo</b>	Tues, Sept 15, 2009 1:00 – 1:30 pm EDT	free	Registration begins Aug 27, 2009

### About Connect the Dots Consulting

Connect the Dots is a management consulting firm dedicated to creating solutions focused on leadership onboarding and high-performing teams. Connecting your organization’s leaders and their teams to measurable objectives is our purpose and passion.

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