



Employee Attachment

Protecting Your Greatest Asset

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Agenda

- Human Capital Pipeline
- New Employee Fall-out Risk & Cost
- Why Is Employee Attachment So Important
- What is Attachment
- The 20 Drivers Of Employee Attachment
- 5 or 6 Key Drivers For Discussion
- Measuring Attachment





Human Capital Pipeline™



New Employee Fall-out Risk & Cost

- Probationary periods vary - commonly accepted as 3 months
 - Implies both parties have right of rejection
 - Time to assess ability & “fit”
 - Emphasis on the employer choosing
- Only a small proportion of employers exercise probationary period
- Recruitment industry shows approximately 15% attrition during guarantee period
- First 12-18 months – point of ROI
- Direct costs are staggering – Recruitment fees, advertising, time investment (\$50,000 conservatively per person)
- Indirect costs are at least the same – Lost opportunity and productivity impact costs
- Quick point of ROI Exercise – Ave profit contribution





Why Is Attachment Important To Employers

- Beyond competency, Attachment has the single greatest impact on Retention and Performance in the first 18 months of employment
- Critical HR deliverable is maximising the people ROI
 - Human Capital Strategy
 - Attraction, Recruitment, Retention & Performance of people
- If you fail to Attach a new employee in the first 120 days it is almost impossible to ever achieve a high level of Engagement



What Is Attachment?

- Filial Imprinting (animal studies) – Spalding, Heinroth & Lorenz
- Attachment Theory (early childhood development) – Bowlby & Harlow
- Attachment Theory (adult romantic relationships) – Hazan & Shaver
- Attachment Theory (social structures & adult employment) - Sork



The Kiss

Robert Doisneau

EAP - Perception Based



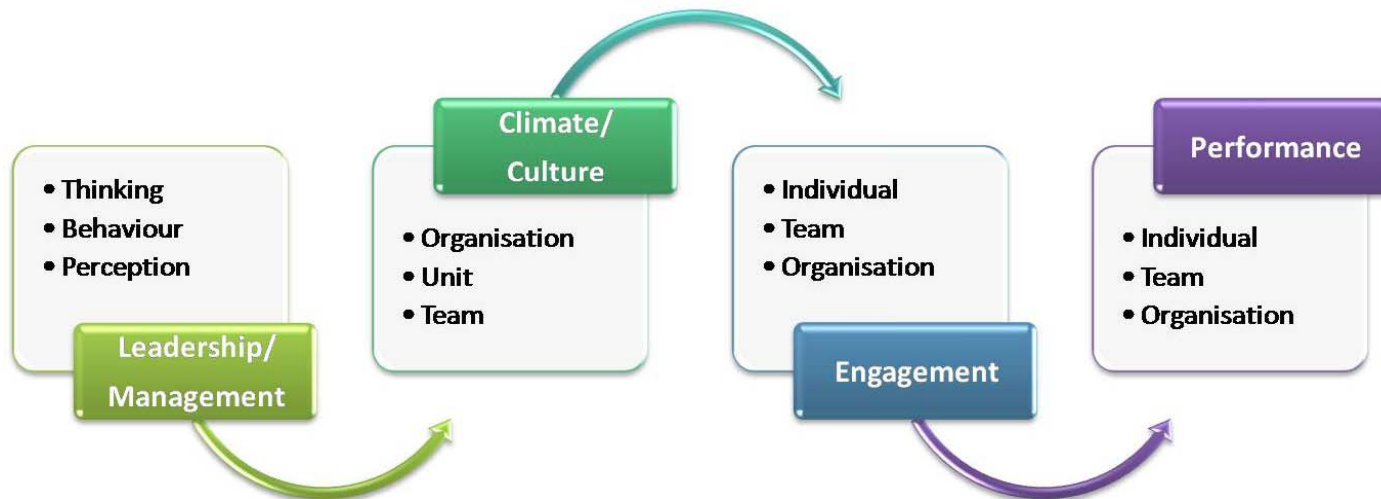


Employee Attachment - CAP



Direct Manager Impact

- Direct Managers have the single greatest impact on Attachment & Engagement
- 70% impact on Climate, Attachment & Engagement
- Relative Attachment & Engagement will impact up to 40% the discretionary effort used by any employee
- Very little understanding, training or tools to help managers understand and improve the impact they are having on Attachment





20 Drivers Of Employee Attachment

| | | | | |
|-------------------------|---------------------------------------|--|---------------------|------------------------|
| Recruitment & Selection | Pre-employment | Orientation | Central Messages | Rotation |
| Incremental Learning | Accuracy Of Job Representation | Manager/Supervisor Alignment & Accessibility | Business Awareness | Performance Objectives |
| Learning Path | Reasons For Joining | Personal Vision & Career Path | Senior Leadership | Work/Life Balance |
| Co-workers | Physical Work Environment & Resources | Climate & Culture | Systems & Processes | Safety & Behaviour |



Driver

Recruitment & Selection



“The level of efficiency and professionalism associated with the recruitment and selection process influenced predominantly by the key parties involved including 3rd party recruiters, interview panelists, hiring manager and senior leaders. Impacts the perception of operating standards and the value the new employer places on employees.”



Driver

Recruitment & Selection



Things That Can Impact This Driver

- Length of recruitment process from advertising to formal offer of employment
- Number of stages required as part of the recruitment process
- Nature and regularity of communication during the recruitment process
- Types of testing conducted during the recruitment process
- 3rd party recruiter behavior and professionalism
- Interviewing skills of all interviewing parties
- Manner in which references were conducted
- Manner in which the offer of employment was made



Driver

Pre-Employment



“The way in which the new employee is encouraged to feel secure and excited and is encouraged to commence bonding with the new employer between the phase of being offered the position and the commencement date.”



Driver

Pre-Employment



Things That Can Impact This Driver

- Determine any thresholds around money or other that could lead to them changing their mind
- Determine if they are in any interview processes with other employers
- Make the formal offer of employment in writing as soon as possible
- Work with HR to issue the full employment contract as soon as possible
- Personally ensure the contract has been signed and returned to the business
- Determine with the new employee what contact you will have during this phase, but make it clear that they should contact you at any time should they have any questions
- Invite them along to any company events that are planned between offer and commencement
- Show them where they will be working
- Send a “New Employee” pack
- Let them know in advance what they should expect on their first day and in their first week



Driver

Accuracy Of Job Representation



“The perceptual variance between the way the job was represented at interview and throughout the selection process to the first hand experience of the job being performed by the new employee. The degree to which the position was misrepresented either in the proportion of or actual duties and responsibilities required.”



Driver

Accuracy Of Job Representation



Things That Can Impact This Driver

- Review in detail the workplace requirements firstly
- Revise the job description in line with the new workplace requirements
- Use the job description as the primary hiring tool
- Throughout the first 120 days, check in with the new employee to determine if the position and the duties are the same as were represented at interview
- If they differ, either explain why they have temporarily changed or ensure they move back to that which was represented.
- If the position is to permanently change, then actively involve the new employee in discussion relating to the new position and confirm that they are comfortable to accept the proposed changes



Driver

Incremental Learning



“Staged and progressive learning in line with business demands of the position skills to a predetermined standard of competency required to achieve minimum performance standards within the first 90 days of employment.”



Driver

Incremental Learning



Things That Can Impact This Driver

- Ensure understanding from line managers that new employee skills and performance are their responsibility, not the responsibility of a central learning function
- Work with managers to assist how incremental learning can be structured and supported
- Ensure line managers recognise that all development is not their responsibility to deliver
- Help line managers to use this opportunity to provide increased responsibility within their team to employees wanting to be challenged
- Ensure line managers have the tools to assist them in monitoring progress and assessing understanding and competency



Driver

Personal Vision & Career Path



“The understanding achieved by individual employees during the first 120 days through self actualized thinking, providing clarity of their immediate and long term career objectives and an understanding of how they are to achieve these. Managers can significantly influence these and at a minimum encourage the employee to think long-term with the business”



Driver

Personal Vision & Career Path



Things That Can Impact This Driver

- Within the first 120 days, set their sights on the potential career pathways within the business
- Highlight the learning opportunities and the promotional processes the organisation has in place that allows them to see it as achievable and manageable
- Introduce them to senior people in the business that have followed a pathway from the starting position the new employee is at
- Have a discussion about their career ambitions and help to align them to what is possible at your company
- Discuss development as an essential ingredient to their success and demonstrate the time line associated with this development to help build a realistic sense of time associated with progress desired



Driver

Manager Alignment & Accessibility



“The frequency and nature of contact between the hiring manager and the new employee, allowing for accurate assessment of the values and behaviours of the manager and their alignment to the new employee’s expectations or desired standards.”



Driver

Manager Alignment & Accessibility



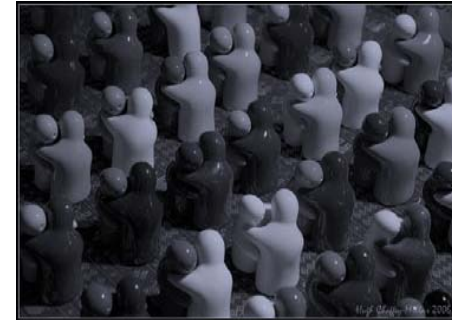
Things That Can Impact This Driver

- Have a clear plan of how you are going to spend time with the new employee
- Do not deliver all training and development, rather position yourself as the person that regularly meets to review the learning that has occurred
- Ensure learning is delivered by experienced employees that have both high technical standards and strong value alignment to the business
- Ensure you discuss your personal alignment to the organisation's values
- Ensure you are clear with behaviours that are desired and those that are unacceptable



Attachment Management Plan

- Should address all 20 drivers – Priority 5
- Key differentiator between Best Employers & the rest
- Both Attract and Retain your people
- Develop a plan to educate your Managers on the 20 drivers
- Target Manager development by measuring trends



Measuring Attachment

- Several options for measuring attachment
 - The vibe of the thing...
 - Internal measure
 - External 3rd party, objective & quantifiable measure (be careful)
- Benefits of measuring
 - Enhanced awareness & control of Attachment
 - Reduced fall-out and replacement costs
 - Targeted Manager development
- You need a return on your people investment
- Enhancing “Attachment” will set you apart





90 Day Attachment & On-Boarding

Survey/Report



- Retail direct \$295 per person
- Through APRG at preferred rates
- Employer Direct Annual license options

www.SorkHC.com.au





Manager's Tool Kit

- Please ensure you download your Manager's Tool Kit from www.SorkHC.com.au
 - Summary of Attachment
 - Communication with Key Stakeholders
 - Definitions of all 20 Attachment Drivers
- For attending today - APRG complimentary trial

The screenshot shows the SORK HC website interface. At the top, there is a navigation menu with links for Home, About Us, Contact Us, Our Service, and Our Consultants. The main heading is '90 Day Attachment & On-Boarding Survey/Report Request Form'. Below this, there is a form with several input fields: Company Name, Department Name, Country, New Employee Name, New Employee Email, New Employee Date of Commencement (pre-filled with 25/09/1972), Manager Name, and Manager Email. There are also checkboxes for 'Please send me the Manager User Tool Kit' and 'Please contact me to arrange a debriefing session'. A 'Submit Request' button is at the bottom of the form. The page also includes a 'Please Note' section and a 'Contact Phone Number' field.



Employee Attachment

Questions

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