



## From Creation to Operationalization: Building a New Hire Training Program

- Slides and resources: [staffingworld.net/materials2018](http://staffingworld.net/materials2018)
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**Jenny Chandler**  
Manager of Training and Development  
Advanced Group



**Tara Hurley, CSP**  
Director of Recruiter Training and  
Process Excellence  
Advanced Group



**Deborah Milhaupt**  
Director of Sales Training  
and Process Excellence  
Advanced Group

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What do you envisage being  
the **biggest challenge** in  
creating and operationalizing a  
new hire training program in  
**your business?**

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DEMAND	<h2 style="color: red;">Agenda</h2> <p>Analyze how to meet the needs of multiple business units, or departments, when centralizing training</p> <p>Gain insights into how to build a new hire training program and upskill your workforce</p> <p>Explore how top producers turned trainers can accelerate your training programs</p> <p>Examine key performance indicators of best in class training</p>
DIRECTION	
DISCOVER	
DESIGN	
DELIVER	

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**Advanced Group**  
**Our Team**

<p><b>MARY FINLEY</b> Vice President of Human Resources</p>	<p><b>DEBORAH MILHAUPT</b> Director of Sales Training &amp; Process Excellence</p>	<p><b>TARA HURLEY</b> Director of Recruiter Training &amp; Process Excellence</p>	<p><b>JENNY CHANDLER</b> Manager of Training &amp; Development</p>
			

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**Participate in the live poll!**

Does your company currently have a new hire training program?

a) Yes  
b) No

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**Why are you here today?**

- a) Interested in building a new hire training program
- b) Want to improve my company's existing new hire training program
- c) Want to learn how to centralize new hire training
- d) Generally interested in the topic of learning and development
- e) Other (ask a few people to shout out their why's)

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You don't build a business --you build people-- and then people build the business.

— Zig Ziglar —

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**The Facts**

Research shows that great onboarding results in:

- Higher job satisfaction
- Organizational commitment
- Lower turnover
- Higher performance levels
- Career effectiveness
- Lowered stress

New employees who go through a structured onboarding program are <b>58%</b> more likely to be with the organization after 3 years	↑ RETENTION
The average cost of replacing an employee is between <b>16% and 20%</b> of that employee's salary	<div style="display: flex; justify-content: space-between;"> <span>↓ TURNOVER &amp; COST</span> <span>↑ PRODUCTION</span> </div>
<b>77%</b> of new hires who hit their first performance milestone had formal onboarding training	

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**DIRECTION**

DISCOVER

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The indispensable first step to getting the things you want out of life is this: decide what you want.

— Ben Stein —

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DEMAND

**DIRECTION**

DISCOVER

DESIGN

DELIVER

**Determining Direction**

Goal

Audience

Measure of Success

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DEMAND

**DIRECTION**

DISCOVER

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**Determining Direction**

Goal

Audience

Measure of Success

- Hit revenue goals
- Standardize process
- Reduce ramp up time
- Teach your way
- Relieve managers
- Attract & retain top talent

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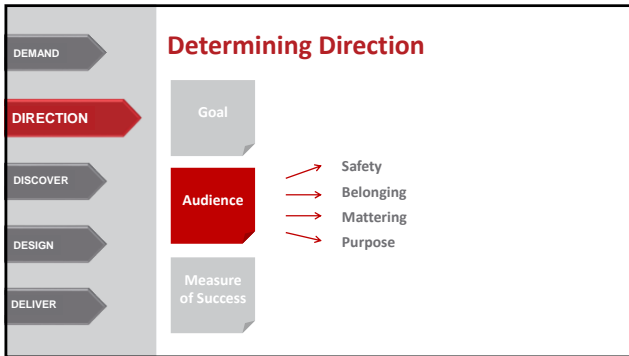
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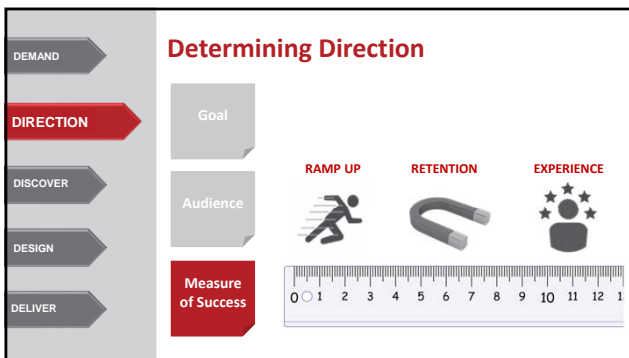
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**Turn to the person next to you...**

What are your reasons for creating or improving a new hire training program?

How might you measure your success?

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Forget a relationship.  
 Make it a partnership and build  
 an empire together.  
 (Anonymous)

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**Starting with Discovery**

**Involve the Business**  
 → Identify & build allies  
 → Consider change management

**Ask Yourself**  
 → Who is currently involved in training that I need to include and solicit input from?  
 → Who in my organization will I need buy in from once it is time to launch the program?

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**Inventory**

**Ask Yourself**  
 → What training is already happening?  
 → What training related items do you have?

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**What is your “way”?**

**Ask Yourself**

- What is your process?
- What do you want to train?
- What behaviors do you want to see from new hires?

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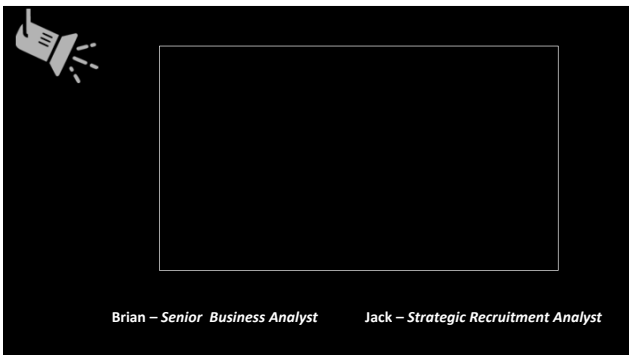
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## Process Mapping

**Ask Yourself**

- What does it entail?
- Who should be involved?
- How/where will you conduct the sessions?
- How much will you ask from producers?
- Who will own documentation?

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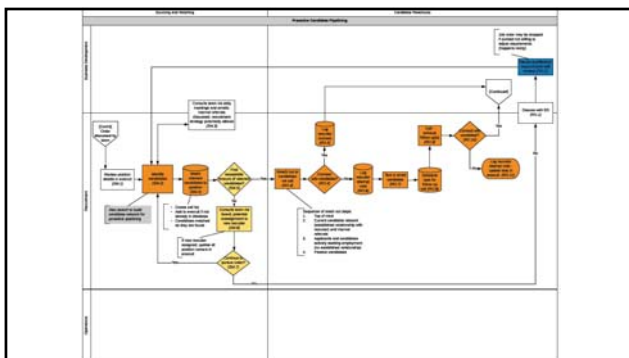
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**Turn to the person next to you...**

What part of your process will be the hardest to get consensus on?

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**DISCOVER**

## Lessons Learned

**DO**

- Develop partnerships throughout the business
- Create a Process Map
- Take Inventory of what you have available

**DON'T**

- Underestimate the importance of this stage to set yourself up for design

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No great thing is created suddenly.  
(Epictetus)

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**#1 Lesson Learned?**

Understand the  
**TIME**  
it takes!

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On average,  
how long does it take to  
create 1 hour of  
instructor-led training?

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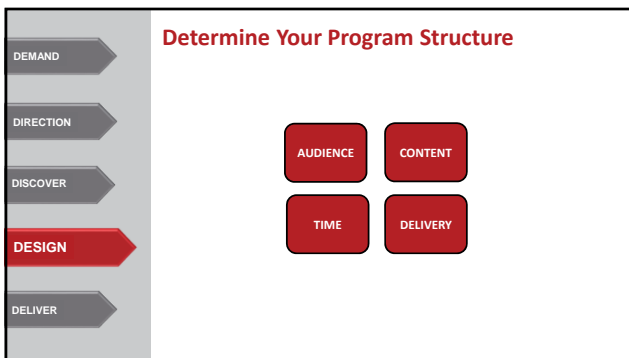
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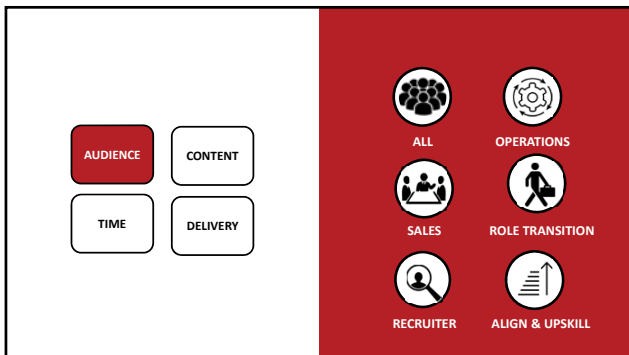
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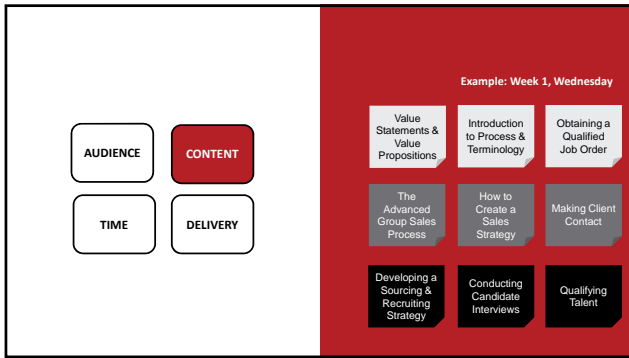
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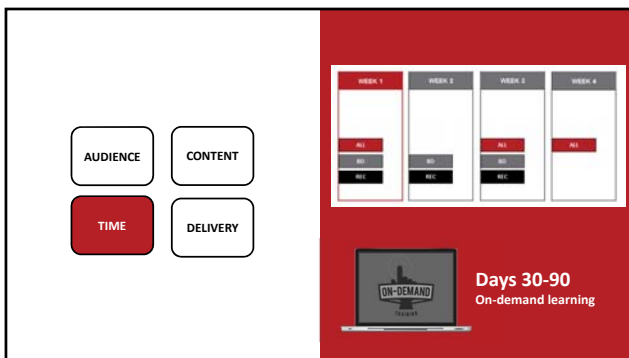
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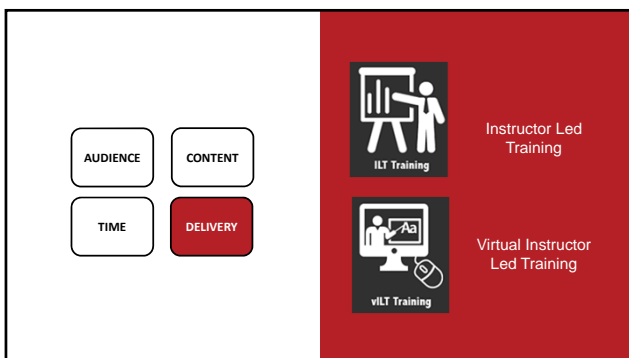
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## #2 Lesson Learned?

It is worth investing money, time and effort in **great design** from the outset.

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**DESIGN**

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## Program Design

**Ask Yourself**

- What will you call your program?
- What will the look/feel be based on your culture, brand and audience?

**Training materials you will need:**

- Presentation/PowerPoint Slides
- Facilitator Guide
- Participant Guide /Workbook
- Resources

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Create a Value Proposition

**Healthy Sales Funnels**

**Negotiation Role Play**

Partner Activity:  
Role play negotiating bill rates and pay rates

PowerPoint Slides

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Participant Guides

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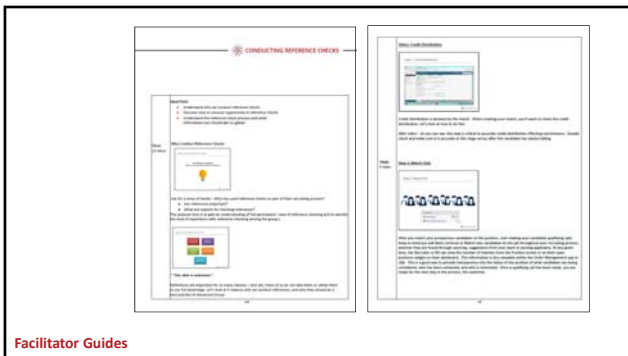
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Facilitator Guides

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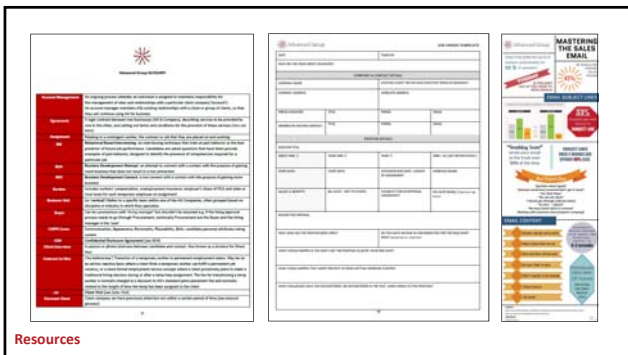
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Resources

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Name	Location	Date
Therese...	...	...
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Systems Training

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**Assemble Your Team**

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DISCOVER

**DESIGN**

DELIVER

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**Turning Top Producers Into Trainers**

**Know the Process**  
Top producers know how you operate & best practice

**Know the Business**  
Producers have established relationships and navigation skills

**Training Available**  
Training bodies like ATD can upskill

**Positive Feedback**  
Resonate with employees: "I've been in your shoes"

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**DESIGN**

## Lessons Learned

**DO**

- Understand the time it takes to create training
- Spend time up front planning
- Assemble the right team

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**DELIVER**

Good teaching is one-fourth preparation and three-fourths theater.  
(Gail Godwin)

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DEMAND

DIRECTION

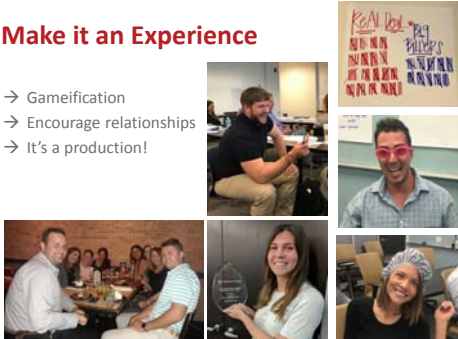
DISCOVER

DESIGN

**DELIVER**

### Make it an Experience

- Gameification
- Encourage relationships
- It's a production!




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## Make it a Commitment

- Onboarding requirement
- Central location
- Set expectations

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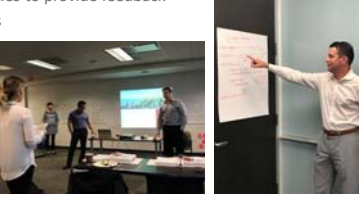
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## Facilitation

- Ask questions
- Solicit responses
- Opportunities to provide feedback
- Teachbacks




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“It was extremely beneficial to learn from ex-producers: they are experts on the subject because of their **first-hand experience** - their **success is real!** They had “been there, done that” so could enrich the learning experience with **stories**”

“Proven performers facilitating training was great- they could **relate** and know what we experience on a daily basis. Trainers that have not been in staffing and don’t understand the business are not going to be as impactful”

“The trainers acknowledge their mistakes and share their **real life experiences**. What works- what doesn’t. Learning from former producers who have walked in our shoes makes it incredibly **relevant** and **relatable**.”

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**Turn to the person next to you...**



Share your post-it note.  
Do you still agree with your initial answer?  
Anything you want to add?

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**RESULTS**

**THE FUTURE**

Success is not a straight line.

- Arianna Huffington -

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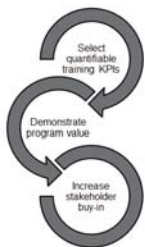
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**Examining Industry Key Performance Indicators**



Ask yourself:  
What are the business needs/demands you're trying to solve for?  
Are you measuring the right KPIs to show accurate ROI from the program?

- Select KPIs that demonstrate
- 1) The learner is retaining and applying knowledge/best practice
  - 2) The training is benefiting the company as a whole
  - 3) Learner satisfaction / participant experience

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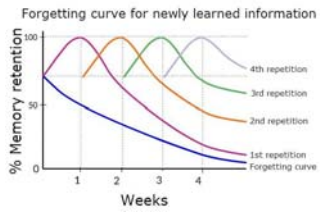
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**1) Retaining & Applying Knowledge**

- 2) Benefiting the Company
- 3) Learner Satisfaction



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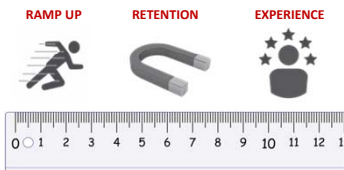
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- 1) Retaining & Applying Knowledge
- 2) Benefiting the Company**
- 3) Learner Satisfaction



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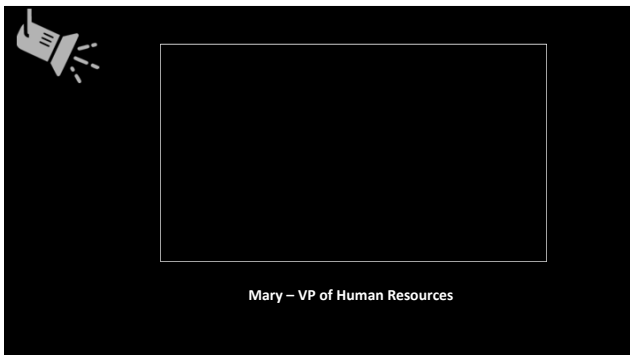
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1) Retaining & Applying Knowledge  
 2) Benefiting the Company  
**3) Learner Satisfaction**

*"The program content will help ensure my success in the future"*  
 4.52 / 5

*"I would recommend this training program to others"*  
 4.65 / 5

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Thorough Empowering Inspirational Welcoming Motivational

**Foundations in their words**

Impactful Valuable

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Foundations Participants

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## Great Expectations

The participant's manager holds them accountable to the concepts taught in new hire training

32%  
chose Neutral or Disagree

Has anything kept the participant from successfully applying their learning?

30%  
said colleagues/team recommended a different way of doing things

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RESULTS

## Lessons Learned

### DO

- Be patient with your results
- Continue to involve leaders & managers
- Allow participants to provide feedback
- Plan for continuous improvement

### DON'T

- Make significant changes based on select comments

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RESULTS

THE FUTURE

Mediocrity's easy, the good things  
take time, the great need  
commitment.

— Bob Seger —

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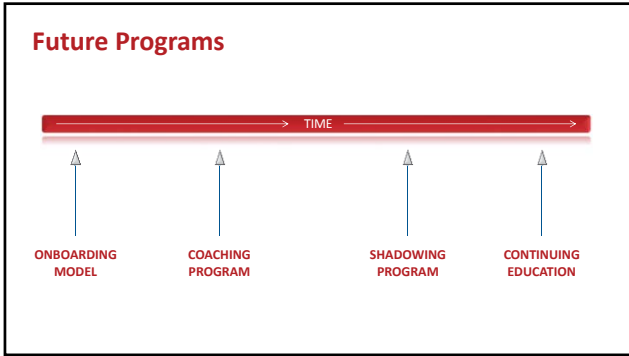
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**Turn to the person next to you...**

What is your biggest take away or aha moment from this workshop?

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## From Creation to Operationalization: Building a New Hire Training Program



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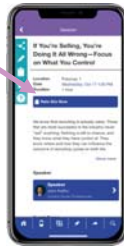
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## Use the App to Rate This Workshop!

1. Log into your Profile.
2. Click Agenda on the app home screen.
3. Choose the workshop to rate.
4. Click "Rate This Now."

*Create your profile first and enter to  
win **Staffing World 2019**  
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