Best Practices in onboarding: from junior faculty to leadership

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Onboarding

- A welcome and investment in retaining and preparing the employee for thriving
- Credentialing
- Orientation
- Marketing
- Team integration
- Inform employee about resources
- Introduce to affinity groups
- Understanding policies and procedures
100-Day Plan

- Credentialing, licenses, etc.
- IT issues and training on systems
- Training on aspects of clinical care
- Human resources
- Define expectations for productivity, quality, behaviors, and work effort
- Identify key professional relationships, both faculty and staff
- Develop an orientation schedule that includes department managers, nursing leadership, and key physicians and scientists
- What it means to be part of the group
- Assign mentors to assist with integration into the culture and operational hierarchy
  - Serve as social and professional sounding board
Consequences of poor onboarding

- Dissatisfaction
- Decreased productivity
- Turnover
  - 6.8% and rising
  - Costs more than $400K-$600K
Panel questions:

- Who has participated in or instituted a 100 day plan?
- Tell us about that experience?
Who are the essential faculty and staff for new hires meet during onboarding?
What is the most impactful way to understand the Department’s/Institutions culture, values, norms, goals, and behaviors?
Mentorship is important for academic success.

How did your mentor(s) help your transition?

How important was it for you to have a mentor who shared an identity important to you?

Did you identify a sponsor during your onboarding period?
How important was it to know your new boss and team valued diversity, equity, and inclusion?

Was it important that the department/institution value your unique contributions and identity?

How were these values made known to you as an individual?
Looking back when you first started your position, what do you wish you learned during your onboarding period?

What would have made your transition less stressful?
Millennials
Millennials

- 60% state the quality of their boss is important to them
- 60% desire a sense of purpose for their job
- Care about the mission, values and culture
- Communication is important
  - Want easy and quick access to information
- Enjoy free range and not being roped around like cattle
- Top reason for leaving is lack of real or perceived career advancement opportunities

Value
- Authenticity and caring people
- Trust
- Clear expectations
- Feedback
- Recognition
- Caring about their interests and personal life
Many of our new hires are millennials.

What onboarding tactics have you found to be most impactful for this generation?
What are the key elements for onboarding to a new leadership position?
- Internal
- External
How has the onboarding process evolved since you first began your career?

What do you do differently now?
As an onboardee, what is your personal shared responsibility for a successful onboarding?
How long did it take you to adjust to the new department/institution/job?

What was most helpful in helping you with this transition?
What can we learn from other professions, including the military?
Audience questions and comments