

**Rutland Institute for Ethics**  
**Values Based Leadership Working Group Session**  
**Clemson at the Falls**  
**September 27, 2013**

Senior Executives Present:

Joan Burket – ScanSource  
Russ Davis – Sandler Training  
Sharon Day – Sales Activation Group  
Sam Erwin – Palmetto Bank  
Kevin Hammonds – Fluor  
Tim Justice – Rescom Construction  
David Krysh – The Alternative Board Upstate SC  
Mark Lambeth – ScanSource  
Anna Locke – A. T. Locke  
Michael Mino – Property Boss Solutions  
Jim Shew – Blue Cross Blue Shield of SC  
Joe Turner – First Sun Management Corporation

Greenville Chamber of Commerce PULSE Participants:

John Boyanoski – Complete PR  
Berri Hicks – Greenville Health System

Academic Expert:

Tom Zagenczyk – Associate Professor, CBBS, Clemson University

Co-facilitators:

Dean Hybl – Executive Director, Ten At The Top  
Daniel Wueste – Professor and Director, Rutland Institute for Ethics, Clemson University

**Topic: Onboarding**

Meeting Objectives:

- Discussion of “onboarding” new employees and how it contributes to the sustainability of the organizational culture and economic viability.
- Hearing from a variety of sources describing onboarding experiences and practices from their perspectives, and identifying the most meaningful factors to include in onboarding.

Meeting Outcomes – Dean Hybl (summarized from group activity and group discussion – notes follow Next Step section):

- Agreed upon elements of onboarding that contributes to the sustainability of the organizational culture and economic viability:
  - A structure with procedures – a uniform policy applied consistently
  - Making sure new hires feel part of the team

- Clear documentation of performance
- Genuine leadership
- Most meaningful factors identified to include in onboarding:
  - Consistency
  - Fair procedures
  - Specific goals
  - Clear communications
  - Mentorship – someone routinely checking in with new hire

Next Step – Dr. Daniel Wueste:

- Based on discussion, SAVE THE DATE. Next meeting topic will be **Performance Reviews on Wednesday, December 4<sup>th</sup>**, currently scheduled in the board conference room at Clemson at the Falls.

Group Activity

Speakers on onboarding and some of their points made:

First speaker on the onboarding experience she's created in a *small company* – *Anna Locke, A. T. Locke*

- Stated just made their 17<sup>th</sup> hire this year.
- Onboarding starts with the interview process.
- They don't search or advertise, their prospects come to them.
- She has no standard list of questions, but rather goes by gut instinct.
- Began the process of having candidate interview with a staff member before returning to finish process with Anna.
- Following a final interview, if appropriate, an offer letter is presented.
- The new hire comes in and has the first day's agenda outlined on letterhead.
  - Includes a staff meeting
  - Each professional handles 4-5 clients
  - Clients identified
  - Learn the company's nuances
- Beginning with day two, there is more interface with colleagues than with Anna.
- In 2013 launched a policy that each employee complete 40 hours of training throughout the year on varied topics – a mix of internal and external training.

Second speaker on the onboarding experience at a *medium sized company* – *Joan Burket, ScanSource*.

- Stated company has about 1600 employees, with about 586 at the corporate office.
- For the corporate office and U.S. facilities, Human Resources requires online training with a learning management system. They are not as formal internationally.
- On the third Monday of each month, all new hires brought in within the period since the last session, attend a session from 8:30 to 11:30.

- There is also a specific session for managers
- There is also a specific session for executives
- At about six months a luncheon is held. Executives are spread throughout at tables with the newer employees. There is time for Q&A.
- Other portions of onboarding can be very job specific.

Third speaker on the onboarding experience at a *large sized company* – *Kevin Hammonds, Fluor*.

- Stated company has about 40,000 employees and operates on 6 continents.
  - Shared Ethics and Compliance Overview PowerPoint shared with new employees.
  - Indicated they use 9 steps in determining the appropriate onboarding for each new hire.
    - Look at by the company unit hired into.
    - Bring Human Resources in and determine which onboarding process to use and if it needs to be tweaked for specific country/unit issues.
    - Complete background checks – includes criminal checks and on certifications and degrees.
    - New hires get copies of Standard Operating Procedures for their areas and receive training on values.
    - Have a three-week period during which each goes through the process of viewing videos and taking tests to prove they have acquired the knowledge within the time frame.
    - Advise of the company hotline – an anonymous way for providing feedback if an employee believes something unethical or illegal may be occurring.
    - Annual ethics compliance renewal is required.
    - Disciplinary measures are outlined in the program.
    - Program identifies steps to follow when violations are found.

First speaker on the onboarding experience from the *perspective of the new hire* – *Berri Hicks, PULSE Participant, Greenville Health System*

- Got her foot in the door by volunteering.
- Hired as a temp in August 2009.
- Took until January 2010 to get hired as a regular employee. This made it difficult to hang on without insurance and benefits.
- Once on board received an offer letter.
- Required to take two days of classes (16 hours) before actually starting. Had to sign off on all Policies & Procedures.
- Required to complete computer based training (CBTs) each year. Must pass the tests.
- Receive periodic emails about new CBTs added.

- When got on site it took nearly two weeks of trying to work while moving around until keys, logon IDs, passwords, etc. were completed.
- It was easy to get lost and it was a complicated environment because everyplace looked the same.
- Bloodwork is taken because of working in a hospital setting.
- Criminal background and credit checks were completed.
- Annual bloodwork is required if you want insurance for yourself. If you have a spouse and want to insure them too, they must complete bloodwork. Look at things like diabetes, weight, height, BMI.

Second speaker on the onboarding experience from the *perspective of the new hire and now as a business owner* – John Boyanoski, PULSE Participant and Complete PR

- Had multiple instances of onboarding: several with large companies, several with small and then his own company.
- The first one was in Upstate NY and was not very transparent. They hired in the summer (so you didn't see how bad the winters are), and had lunch with Miss New York (they trained there each year). Was glad to have his first job out of school.
- The second experience was with a regional office of a national newspaper.
  - From the first day felt a part of the larger organization. Made it known that there are career paths to the national paper.
  - First week was for no pay, but they took you to lunch at all the hotspots to meet people you'd be covering and get used to the area.
  - Being showed the computer system was very important.
- The job that brought him to Greenville was being hired by Gannett for the Greenville News.
  - To his surprise on his first day no one knew about him coming.
  - There was not even a phone to use without borrowing someone else's call code.
  - Had to sign up for pads, pens, etc. so felt that there was no trust.
- Now he owns his own company and has 5 people working with him.
  - He starts his process by giving people an in-depth questionnaire to complete. It helps with the weeding out process.

*Academic Expert, Dr. Tom Zagenczyk, Associate Professor, CBBS, Clemson University*

- Began his section observing that there was lots of variety in what was shared.
- There were different definitions of onboarding.
- The process starts informally prior to employment when job candidates seek information about a company and meet with recruiters. This information gathering shapes their expectations and behaviors when they become an employee .
  - At that point a *psychological contract* begins.
    - Starts when we first hear about the company.
    - Prospects can perceive promises.

- Unless the company corrects any errors in perception, new hires can come in with incorrect or non-existent perceived promises.
  - If the clarification doesn't occur and the promises are no longer valid, the new employee feels lied to.
  - People are predisposed to not believe managers – so they usually ask colleagues (sources they trust and are accessible).
  - Miserable employees can taint new hires and the organization.
- Regardless of the onboarding process used, it is important to be consistent about setting expectations, measuring them and holding people accountable. The room agreed that consistency is key.
- The concept of procedural justice comes into play as soon as employees perceive that processes or treatment is not fair. It erodes motivation. Some employees may even seek revenge. Dr. Zagenczyk referred to a 1990 study done by Jerald Greenberg: Employee Theft as a Reaction to Underpayment Inequity: The Hidden Cost of Pay Cuts  
[http://mario.gsia.cmu.edu/micro\\_2009/greenberg\\_1990.pdf](http://mario.gsia.cmu.edu/micro_2009/greenberg_1990.pdf)  
 The employee group receiving little or poor communication about the pay cut was much more likely to show an increase in theft than the group that was communicated to with sensitivity and openness.
- Procedural Justice, when you look at employee surveys, indicates that the performance evaluation process is important.

#### Group Discussion:

- Good conversation continued and ideas were discussed with Drs. Zagenczyk, Wueste and Dean Hybl
  - Ask prospects to meet with others in the group. Put next step of getting back to owner/hirer in hands of prospect.
  - Provide new onboarding with significant job changes.
  - Annual review should include objective and subjective standards.
  - If feasible given size of company, set up new hires with mentors in unrelated field and be sure they meet once a month or some consistent timeframe.
  - Structure and the feeling of being part of the team, if looked at from the employee point of view, is important and resulted in one company providing a “bookbag” of resources on the first day of work.
  - Uniform policy and procedures consistently applied is a significant portion of sustained success.
  - Employee surveys, getting information from, listening to and acting on it is important to employees feeling they are valued and taken seriously.
  - Genuine leadership is important.