New Hire Integration

WHY is this Important?

The Integration part of the New Hire process is where the rubber hits the road. It's essential to provide a clear road map to getting your New Hire fully acclimated with your practice, your team, and their role.

The most intense part of the integration process is the first 90-days. You may not be able to remember what it was like on the first day of your career in the financial services industry, but for most, it's overwhelming. There's a lot to take in. New Hires must learn the ins and outs of the workplace, the team, technology, systems, compliance, processes, clients, and more! Not only that, but the financial service industry is also fast-paced, dynamic, and unpredictable, meaning it already has its inherent challenges and is not suited to all individuals.

The sooner your New Hire is familiar with the operations and how they fit, the sooner they will be able to add value to your practice – the very reason you hired them.

WHAT You Can Expect from this Best Practice

- Provide a warm, professional, and proactive approach to welcoming your New Hire, making sure they are fussed over for the first month, including several 'surprise & delight' moments.
- Create high levels of confidence by scheduling a weekly Integration Checklist to review and discuss progress, along with identifying high priorities for the week ahead.
- Use a structured, proactive Integration Checklist to fully manage all training required to help them manage their time and priorities appropriately.
- Engage others on the team, where appropriate, to mentor the New Hire.
- Feel great about the process you have adopted to fully integrate your New Hires.

HOW to Get Started

To understand the importance of everything leading up to now and including both the New Hire Welcome Process and the New Hire Integration, review The Formula for New Hire Success.

New Hire Welcome Process

1. Prepare ahead of time to ensure the New Hire arrives to a professional, organized, and proactive organization – this means following all aspects of the previous best practice.
2. Use the New Hire Welcome Process to map out what you will do, beginning on day one. Right through to the end of the first 90-days of training. This is often the most important and intense period.
3. You can fully integrate this process with your CRM to set daily/weekly triggers to ensure nothing falls through the cracks.
4. Order any items required ahead of time, such as the Welcome Gift.

New Hire Integration

1. To understand how all the pieces of the integration process flow together, review How to Successfully Integrate a New Person.
2. You can begin to prepare a detailed checklist for your New Hire before they begin, so it is ready and waiting for them on day one. This will be their roadmap to training and integration.
    - Review How to Create a New Hire Integration Checklist.
3. Use our sample templates as a great starting point:
    - New Hire Integration Checklist (Word Format)
    - New Hire Integration Master Checklist (Excel Format)
4. Choose the format that best fits your New Hire situation and approach.
5. Customize the Integration Checklist appropriately so it is ready for your New Hire to use, based on their specific role, and with the systems and processes they will be using on a day-to-day basis.
6. Save the New Hire Integration Checklist in the New Hire Master folder on the shared drive so it readily available for the next New Hire.
    - Save it with specific titles: Integration Checklist – CSA, Integration Checklist – Associate, or Integration Checklist – Administrative Assistant, etc.
7. Be sure to review and update it appropriately when required.
8. Use this resource any time you bring on a New Hire in the future.

The Formula for New Hire Success

The New Hire Process is designed to create high levels of trust, confidence, and success, in a way that has them feeling positive and reassured about their decision to join your team. This includes giving them the tools and processes that will get them running independently and successfully in their new role. This requires the well-structured, professional approach we are working through right now.

Impression – Interest

This begins during the recruitment and selection phase of finding the right New Hire. All points of communication must create a positive first impression.

Orientation – Comfort

Onboarding is a journey and New Hires need a map! Create a meaningful and detailed checklist of all orientation activities to ensure New Hires get the most out of their first month on the job.

Integration - Acceptance

This is about the social side of onboarding and ensures New Hires settle into their teams and connect with the right people across the organization.

Immersion – Confidence

Immerse your New Hire in real-life client situations through role play, simulation, or online training that facilitates learning by doing.

Independence – Success

Build a learning environment that balances their reliance on other people. New Hires need the ability to function independently, so they are empowered to fulfil their role to the best of their ability as soon as possible.

New Hire Welcome Process

Starting a new job is a big deal! Let's ensure our New Hire(s) know we are as excited to have them join us, as they are to start! This is a wonderful way to make a great first impression and elevate the trust and branding associated with your advisory team.

Day 1	• **Warm introductions** to everyone at the office • Have a **Welcome Bundle** waiting at their workspace • Send a **Welcome Announcement** to the firm
Week 1	• Set a time each week for a **Training & Orientation** Check-In • Introduce them at the **Weekly Team Meeting** • **Check-in daily** with them at their workspace • Add them to **Weekly/Monthly/Quarterly** Meeting Invites
Week 2	• Bring them a **morning coffee/tea and treat** • Review & Update at **Weekly Training & Orientation Session** • They attend the **Weekly Team Meeting** • Align with **Mentors** for specific tasks & job shadowing
Week 3	• Give them a copy of a **meaningful book** • Review & Update at **Weekly Training & Orientation Session** • They participate at the **Weekly Team Meeting** • Send them a **professional "Check-In" Email**
Week 4	• Review & Update at **Weekly Training & Orientation Session** • They participate in the **Weekly Team Meeting** • Take them out for an individual **lunch**
Week 12	• **Celebrate** 90-Day Training & Orientation Completion • They fully participate in the **Weekly Team Meeting** • They participate in the **Quarterly Strategic Meeting** • Take the team out for **lunch**

How to Successfully Integrate a New Hire

Here are three major steps you can follow to help you effectively train and integrate a quality New Hire. You will notice this process requires foresight and planning, which is why the previous best practice was covered first. It allows you to lay the foundation for having all this ready to go on day 1 for the New Hire.

Provide an Organized & Professional Environment

Imagine getting excited about going on vacation: you excitedly pack your vacation belongings, make the big trip to get there, finally arrive and check into your beautiful hotel room with excitement and anticipation – and the room is in a state of total disarray. This terrible first impression will have a lasting impression on that vacation experience forever. You may even decide that you will seek alternate arrangements. No wonder-if this is the service you received on day 1, what can you possibly expect for the rest of your stay?

Therefore, it's imperative that the New Hire's 'home away from home' is professional, comfortable, and welcoming.

First, however, you will want to give them a welcome tour of the office, introducing them to others and highlighting any great features and amenities available to them. For instance, you may have bike storage, showers and lockers, or access to nearby fitness facilities. Or perhaps there are certain perks available in the kitchen. Be sure to provide information on accessibility, parking, and any other important topics as they get settled in.

- Make sure they have a professional, comfortable, pleasant physical place to work.
- Make sure they have necessary hardware such as, computer, telephone, etc. to do their job.
- Make sure they have access to all the necessary software applications (i.e., have been set up with passwords etc.).
- Make sure they have the basic tools necessary to work (pens, paper, stapler, etc.).
- Make sure they have the specialized job tools they need for their role (i.e., things that make life better such as a telephone headset, 3-hole punch, software applications – if, and when required).
- Give them permission to 'take control' of their workspace to be efficient and effective.
- Confirm days & hours of work and confirm breaks & lunch time to be taken.
- Give them a note pad & pen and the Integration Checklist you have created for them.
- Leave them to get settled into their new workspace and begin working through their Integration Checklist.

Provide A RoadMap to Success

It is important to ensure the New Hire has a solid road map on how to get settled in as it relates to getting to know the practice, the team, and their specific role.

This can be as simple as a detailed list in a Word Document or an Excel Spreadsheet. Effective templates for both are provided in this best practice. It may be a combination of both.

You may want to create an awesome first impression by providing them with a professional **Welcome & Integration Binder.** This would include numerous resources to help them get started, including these checklists. It may include any number of the following:

- Job Description
- Integration Checklist
- Team Procedures as it relates to their specific role
- Your Advisory Blueprint (so they know who does what)
- Weekly Team Meeting Agenda
- Training Checklists provided by the firm for Compliance
- Resources related to Technology Training at the firm or by third-party providers
- Firm HR Policies
- Firm Marketing & Branding Policies
- Anything else you believe would be helpful to get them organized for their new role in the first 90 days of training

Along with the **Welcome & Integration Binder,** you can have a nice firm-branded pen and pad of paper for them. Even better, have a 'surprise & delight' **welcome gift** waiting for them too. This could be flowers or a nice plant for their workspace, some decadent treats, a mug, or anything else you think they may appreciate based on what you know about them so far. This is always accompanied by a beautiful handwritten card to let them know how much you and the rest of the team look forward to working with them.

Maintain Effective Ongoing Team Communication

Each time you add someone to your team, communication becomes even more important. You must have a solid, structured, and predictable process for team communication, not only to keep everyone on the same page, but to demonstrate leadership. Otherwise, everyone is working in their individual silo focused on only one piece of the 'widget' they are making – easily losing sight of the bigger picture and vision of the practice.

Here are a few best practices you can incorporate as it relates to fully integrating the New Hire:

- **DAILY MEETING** with the Advisor to overview the day – it should only be 10 or 15 minutes in length and ensures priority items are handled. This meeting will likely be longer at the outset of a New Hire, so be patient and know as they learn more, this meeting will become more efficient.

- **WEEKLY TEAM MEETING** – This is necessary to ensure everyone is on the same page and results in fewer interruptions through the week. If something comes up and it is not urgent, simply pop it onto your Weekly Team Meeting Agenda**.**

  The Weekly Team Meeting is about 30 minutes, and it is very important to ensure everyone is on the same page. Again, this meeting may take longer at the outset of a New Hire, but 20-30 minutes should be the target for this meeting.

  - The Weekly Team Meeting ensures you will spend less time wondering and worrying if something is done and making last minute requests (which nobody appreciates).
  - The Weekly Team Meeting helps transition you and your team from reactive to proactive.

  You will want to have a Weekly Agenda to work from. Different sections of the Agenda may be led by different team members, although everyone participates in the discussion. You will have to adopt an Agenda that works best for your team, but here is an idea of what the Agenda may look like:

  One person should be responsible for scheduling, printing the Agenda, and rounding everyone up. They may even wish to provide a quick email summary after the meeting to highlight action items and accountabilities.

  This concept is mapped out in detail in a separate best practice found in the **Purposeful Leadership** section of this program.

- Ensure you have developed **TEAM GUIDELINES** for all the various forms of internal and external communication. It will ensure consistency of use, consistent branding of the team, professionalism, and minimal interruptions to the Advisor.

  The Weekly Team Meeting concept is mapped out in detail in the **Systematize Your Practice** section of the program.

How to Create a New Hire Integration Checklist

The idea of a checklist may sound overly simple, but the New Hire Orientation Checklist will have a profound impact the next time you integrate someone new into your business.

The idea is to have a simple one- or two-page Integration Checklist of items each New Hire will encounter for the first week or two. You can provide check boxes beside each item on the list and create a place for their signature and date upon completion – after which they would turn it over to you.

a. Fill in **applicable documents and forms** for hiring and payroll etc.

    - Have all required HR documentation and paperwork either clipped to the Orientation Checklist or in an envelope - with clear instructions on how to complete them and who to return them to.

b. Provide them with a **contact list for resources** in the office and/or company (names & telephone directory).

c. Identify each of the **software resources** they will be using and ensure they:

    - Have access to it on their PC (i.e., working user IDs and passwords).
    - Have a list of technical resources for troubleshooting problems.
    - Have a list of educational resources for each application they may be using so they can undertake reading, tutorials, and or enroll in training sessions as required. You may even want to include a schedule for this training to give them even more direction here.
    - Make sure they are signed up for any necessary training and workshops for the software resources they will be required to use.

d. Have them read the **HR Policy & Procedures**.

e. Have them read (re-read) your **client kit** and any **other important tools** you use to deliver your Investment Planning and/or Financial Planning Services.

f. Have them fully re-review and become familiar with your **website**.

g. Give them their **Daily "To-Do" List** – a simple list that will walk them through all their daily routines (have them refer to the Procedures Manual for detailed instructions).

    - All daily routines should be supported by automation, with recurring tasks and notifications, as and when required:
        - This ensures everything is process-driven and nothing is missed
        - It is easy for supervisors to check status of daily to-do's discretely
        - Fosters an environment of independence

h. Have them become familiar with their **Weekly "To-Do" List** – this week's priorities, not necessarily done that day, but for the workweek.

- Provide them with a copy of your Weekly Team Meeting Agenda and tell them to schedule this for themselves on their organizer as a recurring activity.

i. Have them become familiar with your Quarterly Business Planning & Outlook. This will show them what the focus is for the next 90 days.

j. Have them become familiar with the **Annual Calendar of Events**. This could be as simple as providing them with a year at-a-glance schedule of client deliverables, including client events, team events, other client initiatives (i.e., Thanksgiving or Holiday Card/Gift Preparation), team meetings and other time-of-year specific commitments.

k. Review **protocols for internal and external communication** as outlined in the Procedures Manual for the many forms of communication. This means outlining when and how they are used, as well as identifying any templates followed for consistency and branding purposes:

- Email
- Pink message slips
- Telephone
- Mail
- Fax
- Courier

l. Check to see if they have any **questions**.

New Hire Integration Checklist

Welcome aboard! To ensure you have a terrific start on our team, we have prepared an outline of items that will help you get settled during your first couple of weeks with us.

This checklist has been created for: NEW HIRE NAME HERE, TITLE

Getting Settled

- ❒ I've met the other members of my team
- ❒ I have my workspace and will settle in with personal effects
- ❒ I have a phone that is operational
  - ❒ My phone number is "phone number"
  - ❒ I have learned basic features like hold, call forward, and call transfer
- ❒ My PC is set up and I have my access/log-in details
  - ❒ My main access/log-in details here – keep this secure
  - ❒ The printer set up is organized and ready to go
  - ❒ I've read the firm procedures on Computer Use at Work
  - ❒ I know how to access the team shared drive at "http:/shared/drive"
- ❒ I know where to find basic office supplies and/or who to ask for them
- ❒ I know where the lunchroom and other important facilities are in the office
- ❒ I've met the other people at the branch
- ❒ I have information about parking

Human Resources

- ❒ I have reviewed & understand my Job Description
- ❒ I have completed & submitted my HR Documentation
- ❒ I have reviewed the HR Policies & Procedures
- ❒ I have provided all licensing information to HR
- ❒ I understand my CE requirements for the next 12 months
- ❒ If I have questions regarding HR, the team member I speak to is this person
- ❒ If I have questions regarding HR, the firm representative I speak to is this person

Software

Outlook

- ❒ My email is set up and working properly
- ❒ My email address is "email address"
- ❒ My email signature is set up according to team branding standards
- ❒ My standard email font is set up according to team branding standards
- ❒ I know where to find online support & resources
- ❒ I have signed up for an online tutorial and/or webinar: _____
- ❒ If I need more information, contact: name/number/email address

Word/Excel/Power Point

- ❒ I have access and it works properly
- ❒ I know where to find online support & resources
- ❒ I have signed up for an online tutorial and/or webinar: _____
- ❒ If I need more information, contact: name/number/email address

Contact Management Software

- ❒ I have access and it works properly
- ❒ I know where to find online support & resources
- ❒ I have signed up for an online tutorial and/or webinar: _____
- ❒ If I need more information, contact: name/number/email address

Portfolio & Account Software

- ❒ I have access and it works properly
- ❒ I know where to find online support & resources
- ❒ I have signed up for an online tutorial and/or webinar: _____
- ❒ If I need more information, contact: name/number/email address

Other Software Programs

- ❒ I have access and it works properly
- ❒ I know where to find online support & resources
- ❒ I have signed up for an online tutorial and/or webinar: _____
- ❒ If I need more information, contact: name/number/email address

About Our Advisory Practice

- ❒ I've reviewed a copy of the Website at "www.here.com"
- ❒ I've reviewed a copy of the Introduction Kit
- ❒ I've reviewed a copy of the Organization & Structure
- ❒ I've reviewed a copy of the Procedures Manual
- ❒ I've reviewed a copy of the Weekly Team Meeting Agenda
- ❒ I've blocked off the Weekly Team Meeting on my calendar going forward

Team & Firm Communication Policies

- ❒ I've reviewed the firm Policy on Email
- ❒ I've reviewed the Telephone Script to Answer the Phone
- ❒ I've reviewed the Policy on Incoming and Outgoing Mail
- ❒ I've reviewed the Policy on Incoming and Outgoing Courier
- ❒ I've received my business cards

Add Job Description Items/List Here

New Hire Integration Checklist

As an alternate to the Word Checklist provided, we also have a detailed Excel Version which provides tabs to separate the different types of training the New Hire may be completing. For example, our template includes:

- Weekly Schedule
- Our Team Training
- Your Training
- Firm System Training
- CRM Training
- Mindset Best Practices Training

The other great thing about the Excel Version is the New Hire can easily shade in green the training items completed and the ones they are working on in yellow so that each week when they meet to discuss their training progress and identify next priorities, it is easy for them and the individual responsible for training them to keep everything on track. Ideally within the first 90 days of training, everything on the Integration Checklist will be completed.

As with all templates, you will want to customize so it becomes a good fit for your advisory practice.

ABOUT OUR ADVISORY PRACTICE	Resource	Resource	Week	Complete
FIRM OFFICE ADMIN & GETTING SETTLED				
Office Orientation (including security pass and signage)		Security Pass	1	
Telephone System Set Up & Training		Telephone System	1	
Telephone Scripting - How to Answer the Telephone		Scripting	1	
PC is set up with access/log in details		Your Worksite PC	1	
Printer is set up and configured		Your Worksite Printer	1	
Read the Firm Procedures on Computer Use & Privacy		Intranet	1	
Email Working & Team Email Signature Set Up			1	
Filing System and/or Efiling System		Shared drive and Physical files	1	
Complete & Submit All HR Documentation			1	
Review FIRM HR Policies & Procedures			1	
ROLES & RESPONSIBILITIES				
Using Your Training Checklist		In Your Welcome Binder (G drive)	1	
Review Job Description		In Your Welcome Binder	1	
Review of Our Organization & Structure		Shared drive	1	
Our Vision & Values AND Guiding Principles		In Your Welcome Binder	1	
Our Procedures Manual		shared drive	1	
OUR WEEKLY TEAM MEETINGS				
Review the Weekly Team Meeting Agenda		shared drive	2	
Weekly Team Meeting Booked in Calendar		On Outlook	2	
Monthly Team Meeting		shared drive	2	
Quarterly Strategic Team Meeting		shared drive	2	
Filing System on our Group Drives and at Desk		shared drive	2	
OUR BRANDING & MARKETING				
Website Review		Refer to Website	2	
LinkedIn Profiles & other Social Media Review		LinkedIn, Twitter & Facebook	2	
Posting of articles & updates to the Social Media Pages		LinkedIn, Twitter & Facebook	2	
Introduction Package Review		Refer to Intro Kit	2	
Review of other Marketing Materials		shared drive	2	
Review of Marketing & Branding Standards			2	
Ordering Business Cards			2	

My Action Items & Notes