Create Synergy & Success

New Hire Onboarding

WHY is this Important?

Starting a new position is a big deal. It can also be stressful for most, as you are taking a giant leap of faith into unknown territory. Make no mistake – new hires are carefully assessing *every* interaction related to your team, and each one will either increase or erode the TRUST they have in you. On display is your leadership, your team, and your ability to provide the new hire with an opportunity to succeed and thrive professionally with you.

The more we can do to provide a seamless, warm transition to their new role, the better. It means that right out of the gate, your new team member can be focused on the important stuff and not worried about the small stuff. This includes missteps like not having access to systems, not having a working phone number or email address, or worse yet not having access to basic office supplies or a workspace. These little (but big) nuisances are the result of a poor onboarding process and they not only erode trust, but they create distraction, frustration, and stress for your new team member. Not an ideal way to start a brand new position.

To make an exceptional first impression, it's important you are fully prepared and organized as it relates to all aspects of the onboarding process. Your new hire will feel like they have made the right decision and are joining a professional, organized and elite advisory team. In return, you will feel like you *are* a professional, organized and elite advisory team.

WHAT You Can Expect from this Best Practice

- Outline and document your well-defined process of onboarding a New Hire to ensure you create an exceptional first impression.
- Use a structured, proactive checklist to fully manage all pre-arrival activities to ensure a smooth onboarding process, across all core areas, with nothing falling through the cracks.
- Create high levels of trust and elevate the New Hire's trust through the transition experience.
- Ensure that each New Hire has a consistent onboarding experience which is turn-key and easy for you deliver, as well as promoting a positive experience associated with your brand.
- Feel good about the professional process you have adopted to onboard your New Hires.

HOW to Get Started

We are providing a full slate of resources for the New Hire Onboarding Process, and depending on the position you are hiring for, you may have to modify them accordingly. Each of these tools is completely customizable so be sure to use the tool that best serves you based on your process and approach to onboarding for your specific New Hire.

Bringing on Your New Hire

1. Read the New Hire Onboarding Overview to get a clear understanding of the four key components of a comprehensive welcome, onboarding and integration process:
    - Office Space & Operations – Getting their New Workspace Ready
    - Human Resources – Immersing them in their New Culture
    - Marketing – Launching them with their New Branding
    - Client Transition – Setting them up for Growth & Expansion with the Client Transition
2. Identify who in your organization will coordinate each of these four areas. It may be several different individuals, one individual or a division devoted to New Hire Onboarding – regardless, there needs to be accountability so we can trust each component is executed.
3. Use the Office Space & Operations Guidelines and Office Space & Operations Checklist provided as a means of coordinating all aspects of having workspace ready to go for your New Hire.
4. Use the Human Resources Guidelines and HR Checklist provided as a means of coordinating all aspects of the necessary HR requirements and paperwork so that everything is ready to go for your New Hire.
5. Use the Marketing & Branding Guidelines and Marketing & Branding Checklist provided as a means of coordinating all necessary marketing materials so that everything is ready to go for your New Hire.
    - Use the Team Announcement Checklist and Team Announcement Sample to follow an organized, professional process to make others aware of your New Hire.
6. As with anything that is process-driven, we encourage you (where possible) to fully automate processes like this using your CRM to allow for seamless application and implementation.

Note: There is also a Client Transition Process which is covered in a separate module and is suitable for New Hires who are Financial Advisors bringing clients along with them.

New Hire Onboarding Overview

First Impressions – Make or Break

It's critically important you follow a well-defined, proactive and professional approach to onboarding new advisory teams to ensure everyone starts off with a great first impression. Not only does this create an upbeat, positive and inspired outlook right from the start, it ensures they can focus on the important thing at hand – transitioning their clients – which gives them great momentum right out of the gate! It also provides an environment with good balance, motivation, and a relaxed enjoyable atmosphere for everyone.

What you don't want is for a new hire to start, and on Day One their office isn't ready. They don't have an operational phone or computer, or they can't find basic but essential office supplies like business cards and letterhead. This creates a bad impression of your firm - one that is disorganized, reactive and chaotic – the kind of environment that results in unnecessary stress and frustration as well as demotivated people. This type of environment is incapable of attracting and retaining talented entrepreneurs. Make no mistake, the New Hire Onboarding Process is a powerful statement about the culture of your firm. Culture drives the attitudes, efforts and beliefs of everyone in your organization. It is often the key differentiator between average firms and GREAT ones.

Breaking it Down

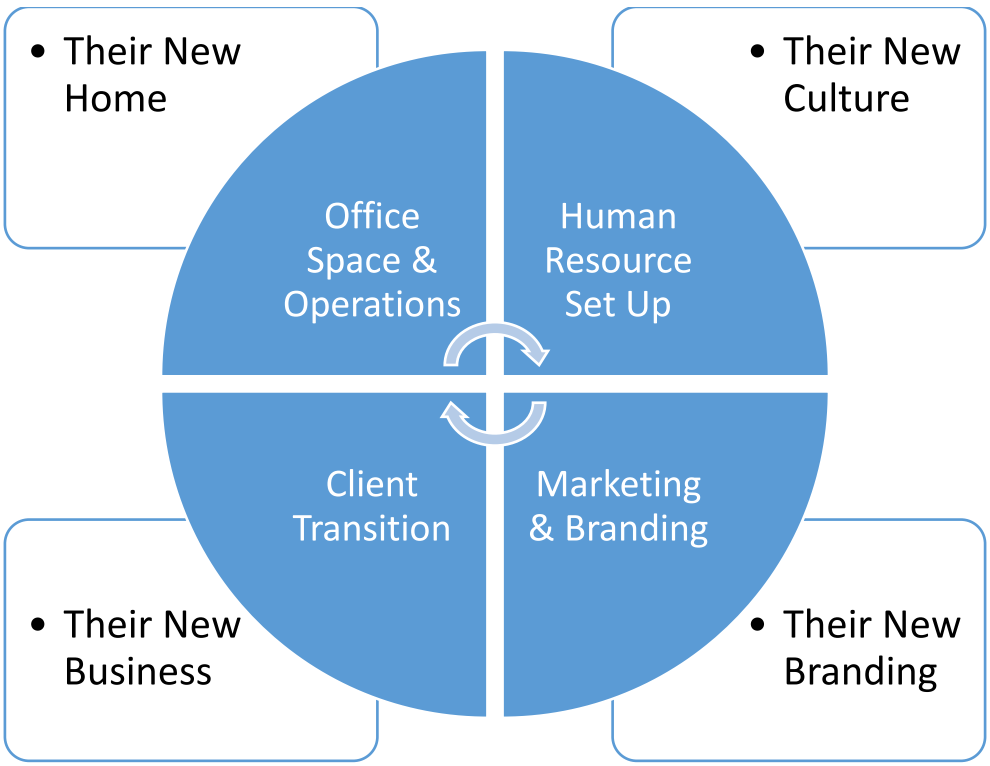
In this section of the program, we will cover each of the key areas related to successfully Onboarding New Hires:

1. Office Space & Operations
2. Human Resources Set Up
3. Marketing & Branding (including Announcements)
4. Client Transition

Please note we are making the assumption that these New Hires have already been through your New Hire Fit Process and there is a Letter of Offer or fully executed Agreement to proceed. It also implies that all due diligence, licensing, and compliance requirements are met along with any permission required from others within the organization or firm.

New Hire Onboarding Process

It's important you have specific individuals identified and dedicated to managing each of the key areas. It is also important to be aware that some of these activities will happen concurrently and don't necessarily happen sequentially. You will be working with a specific checklist related to each of these areas to help ensure a smooth transition for your new hire. We encourage you to integrate your CRM at every opportunity by using the checklists (once finalized) to create automated workflows to ensure nothing falls through the cracks.



Time is Money

As we all know, moving from one firm to another is a significant endeavor for everyone involved – there is a lot happening in a short period of time. The first few months of an advisor transition is intense, and anything you can do to make that transition easier for them will not only be appreciated, but will greatly assist in their efforts to get clients and investable assets fully transitioned to the firm. This relates directly to how quickly the revenue stream is initiated and clearly benefits everyone.

Office Space & Operations Preparation

1. Confirm the individual in the organization who is responsible for Office Space & Operations.
2. Have them carefully review the Office Space & Operations Checklist to get an idea of the types of things that should be planned and prepared for as it relates to their New Hire onboarding responsibilities. This list may be modified depending on the nature of the New Hire.
3. You may want to integrate items from lists or resources previously created to get it all in one place and in one easy-to-follow format (often there are multiple items floating around and this is a great time to update and consolidate).
4. Make sure you have access to each of the resources/tools/information required to execute on each step in the checklist.
5. Where necessary, update and/or create new resources to fully support the Office Space & Operations Onboarding process.
6. Create a directory on your shared drive so others can access it:
    - Label the main folder “New Hire Onboarding Process”
    - Create a sub-folder called “Office Space & Operations”
    - Save the Office Space & Operations Checklist along with all supporting resources in this sub-folder
    - Set up permissions for all those in the organization who need to access this information
7. Use Your CRM to manage and track these activities so you know where you are in the process (alternatively, use the New Hire Onboarding Master Checklist which is an Excel Spreadsheet to manage all aspects of Onboarding)
    - This means building an Action Plan or Workflow on your CRM to support each of these Office Space & Operations activities
    - Apply the workflow once the FIT process is complete and you are set for flawless delivery to each and every New Hire
8. Continue to update and fine-tune this process, when required, to ensure it is the right fit for you.

Office Space & Operations Checklist

ONBOARDING PREPARATION	PERSON RESPONSIBLE	COMPLETED
Workspace Designated ❒ Workspace/Office ❒ Office Furnishings ❒ Office Supplies ❒ Telephone & Number Set Up ❒ PC & Printer Set Up		
Office Accessibility ❒ Key and/or Access Code to the Office ❒ Parking Space Designated		
Technology Software Set Up ❒ Microsoft Windows & Office ❒ Client Account & Portfolio Programs ❒ Financial Planning Software ❒ Contact Management (CRM) ❒ Software (other)		
Email Set Up ❒ Set up & test new email address ❒ Provide full Outlook Contact List ❒ Add to Distribution Lists as appropriate		

Human Resources Preparation

1. Confirm the individual in the organization who is responsible for Human Resources.
2. Have them carefully review the Human Resources Checklist to get an idea of the types of things that should be planned and prepared for as it relates to their New Hire Onboarding responsibilities. This list may be modified depending on the nature of the New Hire.
3. You may want to integrate items from lists or resources previously created to get it all in one place and in one easy-to-follow format (often there are multiple items floating around and this is a great time to update and consolidate).
4. Make sure you have access to each of the resources/tools/information required to execute on each step in the checklist.
5. Where necessary, update and/or create new resources to fully support Human Resources Onboarding process, which may include:
    - New Hire Letter of Offer and/or Agreement
    - Employee Handbook
    - Compliance Manual
    - Internal Announcements
    - Anything else relevant for your organization and directly related to Human Resources
6. Create a directory on your shared drive so others can access it.
    - Label the main folder "Advisor Onboarding Process" (If not already created)
    - Create a sub-folder called "Human Resources"
    - Save the Human Resources Checklist along with all supporting resources in this sub-folder
    - Set permissions up for all those in the organization who should be able access this information
7. Use Your CRM to manage and track these activities so you know where you are in the process (alternatively, use the New Hire Onboarding Master Checklist which is an Excel Spreadsheet)
    - This means building an Action Plan or Workflow on your CRM to support each of these Human Resource activities
    - Apply the workflow once the FIT process is complete and you are set for flawless delivery to each and every New Hire
8. Use this process from start to finish with every new person you add to your organization.
9. Continue to update and fine-tune this process, when required, to ensure it is the right fit for you.

Human Resources Checklist

ONBOARDING PREPARATION	PERSON RESPONSIBLE	COMPLETED
Final Employment Checks & Formalities ❒ Due Diligence & CRC ❒ Firm Approval ❒ Agreement Finalized & Signed ❒ Confirm Start Date		
Welcome Package at Their Workspace ❒ Welcome Card & Gift ❒ Provide the Firm and/or Employee Handbook ❒ Provide Compliance/Regulatory Manual		
Start Date Welcome & Orientation ❒ Warm Welcome to the Office! ❒ Quick Tour of the Office ❒ Introductions to Everyone in the Office ❒ Bring them to their Workspace		
Getting Everyone on the Same Page Send "Welcome to the Firm" Email to the Office <u>Send Meeting Invites for:</u> ❒ Standard Weekly Firm Meetings ❒ Standard Quarterly Firm Meetings ❒ Annual Business Planning Meeting		
Trigger Ongoing HR Follow Up ❒ Set Up HR Digital and/or Physical Files ❒ Set Up Payroll Process ❒ Set Up Probationary Follow Up & Review ❒ Set Up Welcome Process on CRM		

Marketing & Branding Preparation

1. Confirm the individual in the organization who is responsible for Marketing & Branding.
2. Have them carefully review the Marketing & Branding Checklist to get an idea of the types of things that should be planned and prepared for as it relates to their New Hire Onboarding responsibilities. This list may be modified depending on the nature of the New Hire.
3. Make sure you have access to each of the resources/tools/information required to execute on each step in the checklist.
4. Provide them with a copy of the firms Marketing & Branding Guidelines.
    - Refer to the sample guidelines: Effective Writing and Effective Page Design
    - This should include a Telephone Answering Scripts & Standard Email Templates
    - This should also include firm guidelines for social media use
5. Ensure they have access to your firm's branding basics, which are often readily available and do not need to be customized for each New Hire, but instead are firm-branded:
    - Letterhead & Stationary
    - Envelopes
    - Folders
    - Personal Financial Organizer (PFO) Binders
6. Where necessary, create customized branded resources to fully support the New Hire, which may include:
    - Business Cards
    - Introduction Kit
    - Website
7. Provide them with access to advanced marketing options to provide an exceptional client experience:
    - Note Pads & Pens
    - Client Gifts (Water Bottles, Mugs, etc.)
8. All New Hires need to be aware of the person and/or process for marketing approval on anything they create individually before it is used with clients.
9. Create a directory on your shared drive so others can access it.
    - Label the main folder "New Hire Onboarding Process" (If not already created)
    - Create a sub-folder called "Marketing & Branding"
    - Save the Marketing & Branding Checklist along with all supporting resources in this sub-folder

- Set permissions up for all those in the organization who should be able access this information

10. Use Your CRM to manage and track these activities so you know where you are in the process (alternatively, use the Advisor Onboarding Master Checklist in the previous best practice).
    - This means building an Action Plan or Workflow on your CRM to support each of these Marketing & Branding activities
    - Apply the workflow once the New Hire Fit Process is complete and you are set for flawless delivery to each and every New Hire
11. Use this process from start to finish with every new person you add to your organization.
12. Continue to update and fine-tune this process, when required, to ensure it is the right fit for you.

Marketing & Branding Checklist

ONBOARDING PREPARATION	PERSON RESPONSIBLE	COMPLETED
Provide a copy of the Firm Branding Guidelines: Font Style/Size/Color & Approved Titles		
Phone & Email Branding Telephone Branding ❒ Script for Answering Telephone ❒ Script for Voice Message on Answering Machine Email Branding ❒ Standardized Email Signature ❒ Standardized Email Out-of-Office Replies		
Customized Branding Items ❒ Advisor Biography added to Intro Kit ❒ Advisor Biography added to Website ❒ Announcement for Email, LinkedIn & Other		
Physical Branded Items ❒ Business Cards ❒ Advisory Team Introduction Kit ❒ Hardcopy of all Client-Facing Marketing Items ❒ Letterhead & Stationary ❒ Envelopes & Folders ❒ Pens & Note Pads ❒ Client Gifts & Other		
Digital Branded Items ❒ Digital access to Client-Facing Marketing		

Team Announcement Checklist

This is an outline of a process to follow when an Advisory team is expanding with a key role or forming a partnership.

Step	Announcement Activity	Person Responsible	Completed
CLIENT FACING COMMUNICATION			
1	Call your top clients personally		
2	Send an email Announcement to all clients		
3	Post a LinkedIn Announcement		
4	Add to your AGENDA for next Review Meeting cycle[1]		
5	Send out your updated Introduction Kit as a meeting follow up with hand-written card (for New Advisors)		
6	Post in your Newsletter (if applicable)		
7	Introduce them to clients as they come to the office		
BEHIND THE SCENES			
1	Clarity on Roles & Responsibilities		
2	Logistical Set Up: Office, Desks, PC, Phone, etc.		
3	Set up on CRM, software & other needed Programs		
4	Order Business Cards & other branded items needed		
5	Email Signatures Set Up Consistently		
6	Website Updated		
7	Introduction Package Updated		
8	Clients tagged on CRM with respect to Lead Advisor		

[1] Full scope of team and approach should be briefly reinforced in all meetings going forward.

Team Announcement Sample

This has been designed as an outline for something that is a written communication – so either going out physically in the mail and/or by email. In addition, you may also wish to:

- Call your top clients *before* this announcement goes out to inform them first;
- Have the website up-to-date to reflect the team change;
- Have the Introduction Kit updated; and
- Have them introduce themselves to clients as they come into the office.

Refer to sample announcement for new Office Assistant below.

We are pleased to announce the addition of ***Michelle Jones*** *to our team as our new Assistant.*

Michelle recently moved to the West Coast and is setting down new roots in Vancouver, including joining us at XYZ Financial.   Both John and I are delighted to welcome her, as are the other members of our team.

Michelle brings with her years of experience working in a fast-paced environment, like ours, where she was responsible for helping individuals with a variety of requests and needs. She is exceptionally organized, technically-savvy, detail-oriented, and prides herself on high standards of professionalism.

Michelle is also a natural 'people person' making her a wonderful first point of contact for our team. She will ensure she efficiently handles your inquiry by taking care of it herself or connecting you to the person on the team best able to take care of it. We know you'll enjoy speaking with her.

Giving Back
It's also important you know Michelle has a positive outlook and giving spirit. She is committed to several worthy causes, but thoroughly enjoys supporting the United Way and the Children's Wish Foundation.

More about Michelle
In her spare time, Michelle enjoys hiking, playing volleyball, and reading. Her special indulgence is travelling, and she has made a goal of travelling to a new country each year - her dream destination is New Zealand. Michelle also earned a Bachelor of Arts from the University of British Columbia.

Michelle is looking forward to meeting you and ensuring all your account and administrative needs are exceptionally managed.

We thank you for your support and enthusiasm in welcoming Michelle to our team. If you have any questions, please feel free to contact us.

New Hire Onboarding Master Checklist

If you have different people on the team managing different areas of the onboarding, it makes perfect sense to coordinate and manage each of these areas using the three separate checklists previously provided. However, if one person on the team is responsible for all of this it may make sense to have all of this coordinated in one place – or even if it is more than one person, for all of this to be managed in one place that is updated in real time, and accessible to anyone who needs to use it.

As such, we are providing you with the New Hire Onboarding Master Checklist which is an Excel Spreadsheet with tabs for each main section of the onboarding process.

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

OFFICE SPACE & OPERATIONS CHECKLIST

START DATE				
NEW HIRE NAME				
OFFICE SPACE & OPERATIONS CHECKLIST COMPLETED				
	Who	**When**	**Complete**	**Notes**
Office Space Designated for New Hire				
Office Furnishings for New Hire				
Key and/or Access Code to the Office				
Parking Spaces Designated				
Telephones & Numbers Set Up				
Technology Hardware Set Up (PC, Printers, etc.)				
Technology Software Set Up (All necessary programs)				
Microsoft Windows & Office (or alternate)				
Client Account & Portfolio Programs				
Financial Planning Software				
Contact Mangement (CRM)				
Other:				
Set Up Email Address				
Internet Access				
General Office Supplies				
Full Tour of the Office Space (Kitchen, Washroom, Storage, etc.)				
Software Training Set Up (All necessary programs)				
Microsoft Windows & Office (or alternate)				
Client Account & Portfolio Programs				
Financial Planning Software				
Contact Mangement (CRM)				
Other:				
Other:				

Office Space | Human Resources | Marketing | Client Transition

My Action Items & Notes