



CLAYTON LEGAL'S QUICK GUIDE TO ONBOARDING NEW LEGAL TALENT



WHERE LAW FIRMS COME
TO RECRUIT LEGAL TALENT

Recruiting highly skilled candidates has always been difficult and it isn't getting any easier, so companies need to adapt if they want to attract and more importantly retain their best people.

When I meet with Clients initially to discuss their recruitment issues they are often frustrated; they cannot understand why after recruiting a candidate, taking the time to go through 2 interviews just when they got the hang of the job role they were hired for, they resigned!

What a waste of money, the recruitment agency wasn't prepared to do anything other than an offer to recruit someone to take their place, which would cost more money again!

One of the main parts of a recruiter's job is to get into the detail of why someone is considering a move to really understand someone's reason for leaving. These are the things we often hear:

- When I arrived, they didn't know I was starting on the day in question.
- I didn't have a computer/phone, it's on order but not arrived yet.
- My computer wasn't set up, so I had no email address, couldn't print anything and no business cards.
- The job is completely different to the job I interviewed for.
- No one had time to help me settle in as they were just too busy, I felt I was in the way.
- I was there six months, and not once did anyone sit me down and ask me how I was getting on or appraise the work I had carried out.

Recruiting highly skilled candidates has always been difficult and it isn't getting any easier, so companies need to adapt if they want to attract and more importantly retain their best people.

It is no longer acceptable to think your staff "will do the job they are paid for and be grateful they have a job". There may well be people out there who will accept that, but it won't be long before they leave.

Companies that have more of a welcoming approach and make the work environment enjoyable, where people feel appreciated and empowered will always win hands down on the old culture of "you're paid to do a job".

Therefore "onboarding" is becoming so important from the initial outset of someone arriving on their first day and beyond. Unless you want recruitment to be an ongoing cost, whether you do it yourself or use an agency. I hope the following may help.

Before the Employee's start date

Outcomes: This is a welcoming work environment with informed colleagues and fully-equipped workspace; new employees feel “settled in” on their first day.

Schedule and Job Duties

- Submit the Hire transaction
- Call employee
- Confirm start date, time, place, parking, dress code, etc.
- Identify computer needs and requirements.
- Provide the name of their onboarding colleague or buddy.
- Remind employees to complete tasks on the New Hire Activity page in their folder.
- Add regularly scheduled meetings (e.g. staff and department) to employee's calendar.
- Prepare employee calendar for the first two weeks.
- Plan the employee's first assignment.

Socialisation

- Email department/team/functional area of the new hire. Include start date, employee's role and bio. Copy the new employee in, if appropriate.
- Set up meetings with critical people for the employee's first few weeks.
- Arrange for lunch with the appropriate person(s) or buddy for the first day and during the first week.
- Select the buddy.
- Meet with the buddy and provide suggestions and tips.
- Arrange for a company tour.

Work Environment

- Put together a welcome pack from the department and include a job description, welcome letter, contact names and phone lists, map, parking and transportation information, mission and values and information on your company, etc.
- Clean the work area and set up office space with supplies.
- Order office or work area keys/swipe card.
- Order business cards etc.
- Arrange for parking, if needed.
- Add an employee to relevant email lists.

Technology Access and Related

- Order technology equipment (computer, printer, iPad, mobile phone) and software.
- Contact IT to have the system set up in advance.
- Arrange for access to common drives and coordinate authorisations.
- Arrange for phone installation.

Training/Development

- Remind employees to sign up for an in-person New Employee Orientation session
 - Arrange pertinent training required for the job.
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First Day

Outcomes: The employee feels welcomed and prepared to start working; begins to understand the position and performance expectations.

Schedule, Job Duties, and Expectations

- Clarify the first week's schedule and confirm required and recommended training.
- Provide an overview of the functional area –its purpose, organisational structure, and goals.
- Review job description, the outline of duties, and expectations.
- Describe how the employee's job fits in the department, and how the job and department contribute to the Company.
- Review hours of work. Explain policies and procedures for overtime, use of holidays and sick time etc. Explain any flexible work policies or procedures.

Socialisation

- Be available to greet the employee on the first day.
- Introduce employees to others in the workplace.
- Introduce employee to their buddy.
- Take an employee out to lunch.

Work Environment

- Give employee key(s) and building access card.
- Provide department or building-specific safety and emergency information.
- Take employee on an office tour.
- Explain how to get additional supplies.

Technology Access and Related

- Provide information on setting up voicemail and computer.

First Week

Outcomes: New employee builds knowledge of internal processes and performance expectations; feels settled into the new work environment.

Schedule, Job Duties, and Expectations

- Give employees their initial assignment. (Make it something small and achievable.)
- Debrief with the employee after they attend initial meeting attend training and begin work on the initial assignment. Also, touch base quickly each day.
- Provide additional contextual information about the department and organisation to increase understanding of the purpose, value add to MIT, goals, and initiatives.
- Explain the annual performance review and goal-setting process.
- Review the process related to the probationary period.

Socialisation

- Arrange for a personal welcome from the unit leader/Manager.

Technology Access and Related

- Ensure employee has fully functioning computer and systems access and understands how to use them.

First Month

Outcomes: Employee is acquainted of their performance relative to the position and expectations; continues to develop, learn about the organisation, and build relationships.

Schedule, Job Duties, and Expectations

- Schedule and conduct regularly occurring one-on-one meetings.
- Continue to provide timely, ongoing, meaningful “everyday feedback.”
- Elicit feedback from the employee and be available to answer questions.
- Explain any performance management process and compensation system.
- Discuss performance and professional development goals. Give the employee an additional assignment.

Socialisation

- Continue introducing employees to key people and bring them to relevant events.
- Meet with employee and buddy to review first weeks and answer questions.
- Arrange for an employee to take Company tour (if not already completed).

Training and Development

- Ensure employee has attended Human Resources New Employee Orientation.
- Ensure employee is signed up for necessary training.

First Three Months

Outcomes: Employee is becoming fully aware of their role and responsibilities, beginning to work independently and producing meaningful work. They continue to feel acclimated to the environment, both functionally and socially.

Schedule, Job Duties, and Expectations

- Continue having regularly occurring one-on-one meetings.
- Meet for informal three-month performance check-in.
- Continue giving employee assignments that are challenging yet achievable.
- Create written performance goals and professional development goals.
- Discuss appropriate flexible work options.

Socialisation

- Have employee “shadow” you at meetings to get exposure to others and learn more about the department and organisation.
- Have a check-in with the employee and buddy.
- Take employee out to lunch, and have informal conversations about how things are going.

Training and Development

- Ensure employee attended a New Employee Orientation session. Request the employee to provide feedback on the sessions and share as appropriate.
 - Ask if needed training is completed.
 - Provide information about continued learning opportunities including tuition assistance and any other programs offered by Human Resources.
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First Six Months

Outcomes: Employee has gained momentum in producing deliverables, has begun to take the lead on some initiatives and has built some relationships with peers as go-to partners. The employee feels confident and is engaged in a new role while continuing to learn.

Schedule, Job Duties, and Expectations

- Conduct six-month performance review.
- Review progress on performance goals and professional development goals.

Socialization

- Create an opportunity for the employee to attend or be involved in an activity outside of their work area.
 - Invite the employee to Company events (such as the breakfast meetings, or the Company Awards) and introduce them to others.
 - Meet with employee and buddy at the end of their structured buddy relationship. Discuss how things went and what else would be helpful for the employee.
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First Year (Between Six and Twelve Months)

Outcomes: Employee is fully engaged in a new role –applies skills and knowledge, makes sound decisions, contributes to team goals, understands how assignments affect others in the organisation, and develops effective working relationships. Has a strong understanding of Companies mission and culture. The employee continues to be engaged in his/her role and has gained greater confidence in the position; begins to take on additional assignments and works with some level of autonomy.

Schedule, Job Duties, and Expectations

- Celebrate successes and recognition of employees' contributions.
- Continue providing regular informal feedback; provide formal feedback during the annual review process.
- Have a conversation with an employee about their experience at Company to date:
- The extent to which employees' expectations of role and Companies align with reality.
- Extent employee's skills and knowledge are being utilised and ways to better utilise them; whats working, what they need more of, etc.
- Begin discussing the year ahead.

Socialisation

- Support and encourage employees to participate in either a company or cross-functional team.
- Solicit employees' feedback and suggestions on ways to improve the onboarding experience. Do this one-on-one or with a small group of new employees.

Training and Development

- Discuss employees' professional development goals and identify relevant learning opportunities.
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CLAYTON LEGAL

We understand that while talent is your greatest asset -it can also be your scarcest resource -which is why you need a recruitment partner with the market expertise, insight and network to deliver the right people at the right time.

Clayton Legal has been partnering with law firms across the country since 1999 and during that time has built up an enviable reputation for trust and reliability.

We provide an experienced and credible voice in the market by being able to demonstrate a detailed knowledge of the legal sector's talent agenda. Talent is all about people and just like you, our consultants are true experts in their field with a real drive for excellence which informs everything they do.

From Partners and Associates through to Solicitors, junior fee earning positions and support staff, Clayton Legal is the only name you'll ever need -and what's more – we are nice people to do business with!

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