

Why Your Star Hire Loses Luster

By Brad Schwartz

You spent countless hours and thousands of dollars hiring your last new employee, but now you're not sure that it's working out. This new hire should be a top performer — a star. His references were glowing. Her supervisors could not say enough good things about her performance. So why aren't things perfect at your company? Maybe it's you.

Like many employers, you probably made a common mistake. You put all of your time and evaluation into the hiring process and forgot that the process doesn't end on your new hire's first day of work.

A good start at your company greatly affects the long-term success of your new hire. Here's how to transition your new employees:

Prepare for the First Day

Julia eagerly accepted a new job to advance her career at a reputable property management company. She arrived at work on the first day to be unceremoniously stuffed into an absent coworker's office — with no desk, computer, email account, telephone or business cards ready for her. By lunchtime, Julia knew it was not a match made in career heaven and left the company within months.

The moral of the story: Welcome your new hire with the necessary tools.

Prepare for the first day. It's simple, but key. Be sure to have all office space, technology and resources in place so that your new hire feels valued and can focus on the important stuff immediately — contributing to your company's success.

Provide a Complete Orientation

Hannah was offered a coveted position with a high-power investment firm. On her first day, she was given a company tour with hearty introductions, attended a benefits meeting with HR and ended the day with her manager to discuss her position's responsibilities and goals. Hannah has been happily employed for over four years and was not surprised when her company was rated one of "100 Best Companies to Work For" by Fortune magazine.

The moral of the story: Don't underestimate the importance of orientation.

Provide a complete orientation. Give a company tour and schedule meetings with all of the necessary departments, such as HR or security. Have a one-on-one meeting to review the job description, key responsibilities and objectives. Set expectations for performance. Be sure to prioritize the duties and explain the factors by which the new hire's success will be measured.

Also, share your company's business plan and vision. This is a great way to include your new hire and immediately get them thinking about how they can contribute.

"Coach" Your New Hire

Jack has been employed by a marketing firm for a year and has a self-described "great relationship" with his supervisor. Although the firm is always busy, his supervisor often casually meets with Jack to review his performance, give positive feedback and offer constructive criticism where needed. She encourages Jack to ask questions and discuss any company concerns. To date, he has suggested ideas for streamlining company processes and even introduced a new technology. Jack feels like a valued, contributing employee and expects an excellent one-year evaluation.

The moral of the story: "Coach" your new hire to build a strong relationship early. This is the best time to foster solid, open lines of communication.

It's easy to forget about a new hire when you have piles of work on your own desk. Often, managers focus on managing the work process, not the people.

Continuous coaching nips most employment problems in the bud. Your new hire will know what you expect of them. They will receive feedback, praise, and criticism of their work. And you will stay in tune with the needs and concerns of your people.

Adopt a practice that works best for you and for your employees. Use multiple channels such as one-on-one conversations, group meetings or emails.

Then, when it comes time for formal evaluations, there will be no surprises for either employee or employer. You have cultivated a loyal star employee who contributes to your company's success.

Come join us, we will be part of an exciting free educational seminar "Giving Back to the Industry." Tap into the knowledge and expertise of seasoned industry professionals. Wednesday, November 30th, call me at the number below for more information.

Brad Schwartz is President of MSB Resources, a new recruitment firm serving the property management, construction, development and real estate industries. To discuss how MSB Resources helps its clients hire the top industry talent, call 215-661-8834 or email brad@msbresources.com (www.msbresources.com).