



Employee Attachment Inventory (EAI) FEEDBACK REPORT

PRIVATE & CONFIDENTIAL

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Manager : Trial Manager
Organisation : Selina's Dollar Store
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Date : Monday, 3 April 2017

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Employee



Attachment



Inventory

Introduction

The Employee Attachment Inventory (EAI) is a world first patented instrument for measuring the strength of bond between a new employee and the organisation within the first 90 days of employment.

The EAI has specific applications within the on-boarding process and has a proven capacity in helping organisations:

1. mitigate the **risks of early employee attrition**;
2. achieve a **faster ROI through discretionary effort & performance**;
3. accelerate the time it takes for new employees to reach **minimum level competence & profit contribution/ROI**;
4. gather and analyse objective data to improve their **talent retention strategy**; and
5. protect the time and expense incurred during the recruitment/training process.

Interpreting The Report

The EAI Feedback Report provides you with the results of the 90 Day Onboarding Survey which was recently completed by your new employee. The Survey was emailed to them on their 90th day of employment and contained 100 questions/statements that required a response based on a 100 point rating scale from strongly agree to strongly disagree. The Survey is ipsative and provides a total score as a percentage of the total possible score.

The EAI measures 20 Drivers of Attachment and driver scores are classified in either a High, Moderate or Low Attachment range and fall within one of 6 bands. The total reporting combinations of the EAI is 20 to the power of 6.

Our research shows that within the first 120 days of employment, no one driver has a significantly greater weight on Attachment perceptions than the other.

This Report is designed for self interpretation by the Manager. We encourage you to read the full report on the first few occasions until you are familiar with the EAI, then you can skip directly to the drivers which require your focus.

Report Structure

This Report is structured as follows:

1. Summary Driver Dashboard - high level summary of overall Attachment score, driver scores by graph, plus individual driver scores, observations and recommendations.
2. Individual Driver Scores - a dedicated page for each of the 20 individual attachment drivers, including the driver definition, individual driver score, driver graph, observations, recommendations, plus development tips to help you strengthen any low scoring driver(s) flagged within the report.
3. Action Plan - a template design to help you to (a) identify the top 5 / bottom 5 scoring drivers and (b) have a conversation with your new employee to address any concerns that may have been flagged.

Although Attachment perceptions are measured at the 90 day mark, the bonding and Attachment period extends to 120 days. This means that you have a window of opportunity (approximately 30 days) to address any perceptions that are lower than desired, across the 20 drivers measured by the EAI.

Attachment Overview

Attachment Defined

"Employee Attachment" is the strength of emotional bond achieved between the employee and the organisation within the first 120 days of employment based on the core perceptions of Security, Trust & Value, Acceptance and Belonging.

The Research

Employee Attachment theory comes from 2 research streams; Filial Bonding and Attachment Theory.

(1) Filial Bonding (or filial imprinting) refers to the survival instinct that is hardcoded into a species which needs the care and protection of a parent in order to survive. This is a process which occurs soon after birth whereby an infant animal learns who its parents are. Where filial bonding fails to occur, most young animals would not survive in the wild as they would not have the protection of a parent if a predator were to approach. (Interestingly enough, ducks and geese will follow and "attach" to anyone or anything they have bonded to e.g. a mother duck, a human or a gumboot!).

(2) Attachment Theory has its roots in developmental psychology and refers to the strength of the bond between a human child and parent (i.e. the primary carer). The father of Attachment Theory, Dr. John Bowlby considered Attachment and bonding to be an innate biological need of the infant, driven by their survival instinct. The core principle of Attachment Theory is that an infant needs to develop a relationship with at least one primary carer in order for social and emotional development to occur. Infants use Attachment figures (i.e. the primary carer) as a "secure base" in which to explore from and return to. Parental responses lead to the development of patterns of Attachment, which in turn guide the individual's perceptions, emotions, thoughts and expectations in later relationships.

If a child does not attach to their parent i.e. they do not feel a sense of security, trust & value, acceptance & belonging from the very beginning, the child can have difficulty forming and sustaining healthy relationships throughout adult life.

Now replace parent with manager and it's a similar story for the workplace.

Attachment in the Workplace

Human beings are both genetically and neurologically geared to form relationships with others.

When a new employee joins an organisation, they will go through a similar Attachment process to that of infant and parent, whereby they are seeking security, trust & value, acceptance and belonging (either consciously or subconsciously). In this instance, the "primary carer" is the Direct Manager. If the employee fails to attach to the organisation, this will impact the entire relationship they have with the business from a productivity and engagement perspective.

It's important to note that the new employee is attempting to bond with the organisation (i.e. the social entity) not the Direct Manager. However, it's the Direct Manager who has the most influence over the strength of this bond.

From a workplace perspective, there are 4 components to consider:

- (1) The "Critical Attachment Period" (CAP)
- (2) The Direct Manager's Influence/Impact
- (3) Core Attachment Perceptions
- (4) Key Response Behaviours

Let's take a closer look at how each component applies to Employee Attachment.

Attachment Overview

(1) The "Critical Attachment Period" (CAP)

When a new employee joins an organisation, they go through the "Critical Attachment Period" (CAP) during their first 120 days of employment. During this time, a two way assessment is taking place between the new employee and the organisation.

Firstly, the organisation is assessing both the potential (future) contribution of the new employee, as well as their cultural fit. In other words, the organisation is determining whether they have made the right hiring decision.

Secondly, the employee is actively assessing whether they've made the right choice i.e. how well they fit in, the degree to which the experience matches their expectations and whether they can visualise themselves being a productive member of the team in the long term.

(2) The Direct Manager's Influence/Impact

Just as a child forms an Attachment to their primary carer, within a workplace context the primary carer is typically the employee's Direct Manager. The impact of the Direct Manager is therefore significant in helping the new employee attach to the organisation.

In fact, over 80% of the employee's perceptions formed during the "Critical Attachment Period" (CAP) are directly influenced by the immediate Manager or Supervisor.

(3) Core Attachment Perceptions

The strength of bond (or Attachment) between with the employee and organisation is based on the core Attachment perceptions of:

- security;
- trust & value;
- acceptance; and
- belonging.

These core Attachment perceptions are formed based on 20 workplace drivers. These drivers describe and quantify perceptions such as:

- the professionalism experienced during the recruitment and selection process;
- the clarity of pre-employment communication;
- the effectiveness of the orientation process;
- the availability of training and incremental learning;
- whether the job description truly reflects the role; and
- whether they understand the performance expectations.

(4) Key Response Behaviours

This strength of bond (as determined by the employee's perceptions of the 20 workplace drivers) leads to key response behaviours which include:

- risk of attrition; and
- discretionary effort & performance.

Summary

Driver Dashboard

Key: ■ High ■ Moderate ■ Low

Demographic Data		
Employee Avery Sample	Department	Position Customer Service Rep
Survey date 03/04/2017	Manager Trial Manager	HR contact Selina Human Resources

Overall Attachment



Previous Year Total Attachment Average: 83%

Driver Score Summary				
Recruitment & Selection	Pre-Employment	Orientation	Central Messages	Rotation
95%	99%	55%	80%	42%
Incremental Learning	Accuracy of Job Representation	Manager Alignment & Accessibility	Business Awareness	Performance Objectives
52%	60%	93%	38%	46%
Learning Path	Reasons for Joining	Personal Vision & Career Path	Senior Leadership	Work/Life Balance
58%	83%	91%	83%	62%
Co-Workers	Physical Work Environment & Resources	Climate & Culture	Systems & Processes	Safety & Behaviour
74%	95%	97%	96%	97%

Explanation

The Total Attachment Score is a representation of the Attachment achieved relative to the highest possible level (i.e. 100%). During the Critical Attachment Period (CAP) there are no significant differences in the perception weighting of any of the Attachment drivers. The total Attachment Score therefore represents the average of the total of all of the individual Driver scores. Because of this it is important that for any individual score of less than 80%, you should take action to discuss and address the employee's perceptions prior to the end of the Critical Attachment Period i.e. 120th day. Remember that the total Attachment score is what will ultimately impact (a) risk of attrition and (b) discretionary effort & performance. Scores are rounded to the nearest 1%.

Observation

Your efforts and support during the first 90 days has led to a moderate level of attachment between your new employee and the organisation. Moderately attached employees have a reasonable likelihood of leaving the organisation during their first 18 months, and are not likely to put in extra effort. As the Direct Manager you have the greatest influence over the perceptions your new employee has formed and whilst we do not remeasure attachment levels, you can be assured that if you hold a meaningful conversation with them and follow through on agreed actions, you will improve their attachment levels. Remember that niggling issues today can quickly become deal breakers tomorrow so take action before their 120th day.

Recommendation

Review the drivers in this report to understand more about the way in which you have created a moderate attachment, moderate risk environment. Use this information to address any moderate or high risk drivers with this employee that will also impact the experience of future employees entering your organisation. If you can improve these results with future new employees then you will be on the way to becoming a best employer workplace and will significantly impact the performance of your organisation.

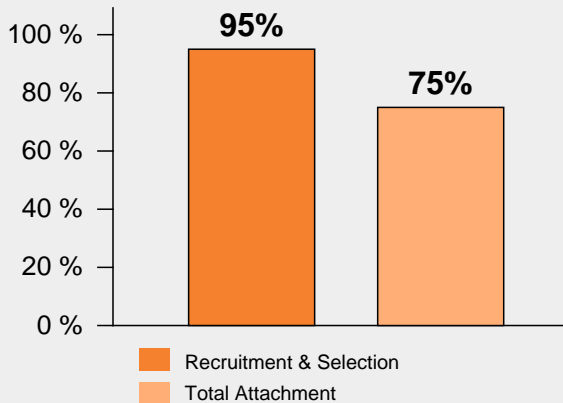
Driver 1

Recruitment & Selection

Driver Definition

"The level of efficiency and professionalism associated with the recruitment and selection process impacting the perception of operating standards and the value the new employer places on employees."

Driver Chart



Driver Score

Key: ■ High ■ Moderate ■ Low

Driver Score:

95%

Previous Year Driver Average: 87 %

Observation

Congratulations! You have conducted a highly professional recruitment & selection process which has given your new employee a great deal of confidence in the organisation. They were kept well informed during each stage of the process, and those conducting it had excellent knowledge of both the position and organisation. Because of this they were able to make a well informed decision about whether to accept the position. They feel that the process allowed for an accurate assessment of their skills, experience and/or capability. You should be extremely proud of the way the recruitment & selection process was conducted during the critical attachment period.

Recommendation

Encourage advocacy of the organisation to their personal and professional network. Highlight any employee referral program benefits that the organisation may have in place for successful referrals and placements.

Driver Exploration/Development Tips

If this driver presents as low or moderate Attachment, you may want to explore the following points with your new employee:

- What expectations were set with them in advance about the recruitment process, and how did this compare to their actual experience?
- What was the nature of their interactions with company representatives including 3rd party recruiters if applicable during the recruitment process?
- What perception of the organisation was created during the recruitment process?
- What in their view negatively impacted the recruitment experience?
- Based on past experience, what in their view could have been improved and how?

Tip: Remember that for the Recruitment & Selection Driver, you cannot go back and repeat the process for your new employee. Rather, to impact their personal attachment perception for this driver, you need to ensure they experience genuine interest from you to learn from their experience and ensure that you will be using their feedback to improve future recruitment processes.

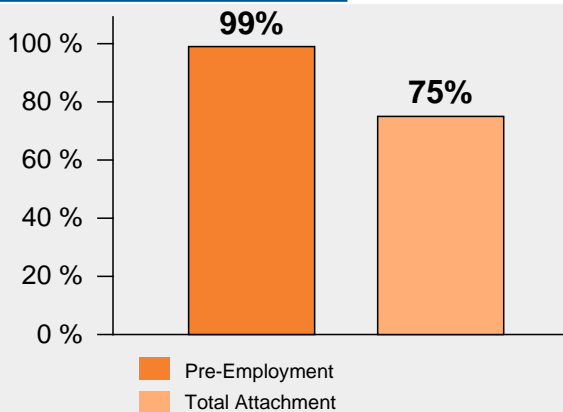
Driver 2

Pre-Employment

Driver Definition

"The way the new employee was encouraged to feel secure and excited about their new position and the strength of bond achieved between the moment of being offered the position and the date of commencement."

Driver Chart



Driver Score

Key: ■ High ■ Moderate ■ Low

Driver Score:

99%

Previous Year Driver Average: 85 %

Observation

Congratulations! Between acceptance of the position and commencing on day one, your new employee felt extremely well communicated with by you and those involved during the pre-employment phase. All documents and administration relating to the new position were completed on time and they felt very comfortable to ask whatever question they wanted to. They felt expected, welcomed, comfortable, ready and excited to start in their new position. You should be extremely proud of the way the pre-employment phase was conducted.

Recommendation

Create the opportunity for the new employee to raise awareness as an advocate for the organisation and ensure they are aware of any employee referral program on offer.

Driver Exploration/Development Tips

If this driver presents as low or moderate Attachment, you may want to explore the following points with your new employee:

- What did they experience between the acceptance of the position and the day they started?
- Did they receive the formal documentation they expected within a reasonable timeframe?
- Did they experience concern or doubts about the position as a result of lower than expected levels of communication during this period?
- Based on past experience, what in their view could be improved to enhance this experience for future new employees?
- Have they experienced or do they have knowledge of creative or innovative things that other employers do prior to commencement that the company can consider for future new employees?

Tip: As with the Recruitment & Selection Driver, remember that you cannot go back and repeat the process for this driver. Rather, to impact their personal attachment perception for this driver, you need to ensure they experience genuine interest from you to learn from their experience and ensure that you will be using their feedback to improve future recruitment processes.

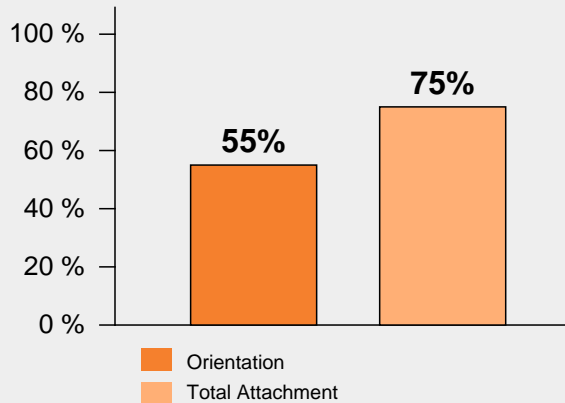
Driver 3

Orientation

Driver Definition

"The way the organisation welcomes the new employee for their first day or days of employment. Associated specifically with the initiation of key interpersonal relationships with their immediate team and where possible senior leaders. The way the organisation establishes the perception of personal space for the new employee and has prepared and issued agreed business tools and access. The orientation to the physical workplace and immediate surrounding environment."

Driver Chart



Driver Score

Key: ■ High ■ Moderate ■ Low

Driver Score:

55%

Previous Year Driver Average: 86 %

Observation

Your new employee may feel that they weren't as welcomed into the organisation in line with what they anticipated. From their first day, it's quite possible that they weren't completely informed of "housekeeping" essentials and to this day, may still be discovering basic things about their work environment which should have been covered much earlier. It's possible that they didn't receive timely access to essential business equipment, such as a desk, computer and telephone. They may not have had many opportunities to meet with others, including members of the leadership team, which may have impacted their ability to settle into their new role. Whilst you can't go back and repeat this driver, there is a need for you to take action and learn how you can improve the orientation process for future new employees.

Recommendation

Check in with the new employee to determine how they are feeling and create the opportunity to raise any concerns that are lingering for them. Check that all the resources you expect they have been provided have in fact been delivered to them including organisation cards, email access security cards etc. Check in with them as to their thoughts on how the orientation phase could be improved for future new employees. Assess their internal relationship network and create opportunities for them to continue to meet other employees. If relationships do not appear strong with their immediate working team then look to create a buddy relationship if possible.

Driver Exploration/Development Tips

If this driver presents as low or moderate Attachment, you may want to explore the following points with your new employee:

- Were they made to feel expected and welcomed on the morning of their arrival?
- Were they introduced to the immediate team and available Leaders and Managers in the business?
- Were they provided all of the resources they expected on their first day?
- Were they shown all of the office amenities and facilities and felt they could access these?
- Did they feel they had been allocated personal space from which they could base themselves in their first week?
- Were they provided enough information to set expectations for the first days & week?
- In their view, what could have improved the orientation experience for them?

Tip: Gaining their involvement in the orientation for future new employees will help them to perceive that you are interested in how to improve this experience based on their feedback. Improving the supporting resources for new employees including local area maps, putting on a welcome morning tea etc may be things that they can be involved with in the future.

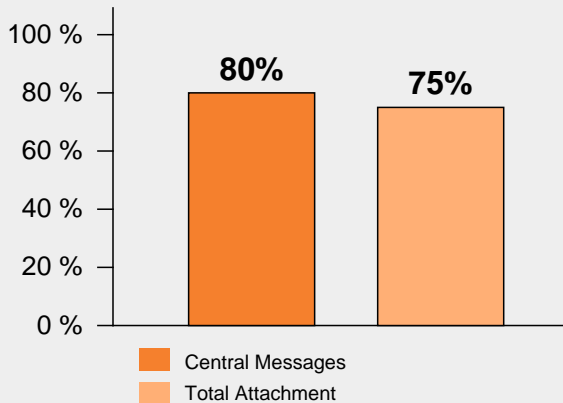
Driver 4

Central Messages

Driver Definition

"The core common messages associated with the company's structure, mission, vision, direction, philosophy, values, and behaviours. The collective understanding of who the business is, where it is going and how it is to collectively behave and perform."

Driver Chart



Driver Score

Key: ■ High ■ Moderate ■ Low

Driver Score:

80%

Previous Year Driver Average: 84 %

Observation

Good job! You have done a reasonably good job in communicating the organisation's structure, products & services, clients, suppliers, values and mission. Your new employee is likely to have received some level of communication from the senior leadership team and may have also had a chance to observe you and the senior leadership team role modelling the organisation's values. Because of this, your new employee feels generally positive about the future direction of the organisation. Whilst there is room for improvement, you should be proud of how the central messages have been communicated to your new employee during the critical attachment period.

Recommendation

Ensure the messages received and the behaviours being showcased are consistent and continue to be in alignment with your expectations and the organisation values. Though you have been working hard to establish solid understanding and behaviours over the first 90 days, the first 18 months are all highly formative and new employees are easily influenced by other employees. Ensure you are consistent with your own communication and behaviours and conduct regular reviews or link-ups with the new employee going forward. Draw attention to and correct any behaviour that you observe to be out of alignment with your expectations.

Driver Exploration/Development Tips

If this driver presents as low or moderate Attachment, you may want to explore the following points with your new employee:

- What is their current understanding of the organisation's central messages?
- What insight and understanding do they feel they have gained from the central induction program (if one exists)?
- What gaps do they feel they have in their understanding of the organisation's strategic direction, structure etc. that you can help to address?
- How do they understand this relates to the team and department objectives?
- Who would you like to speak to or hear from regarding these messages that they haven't already had a chance to meet?

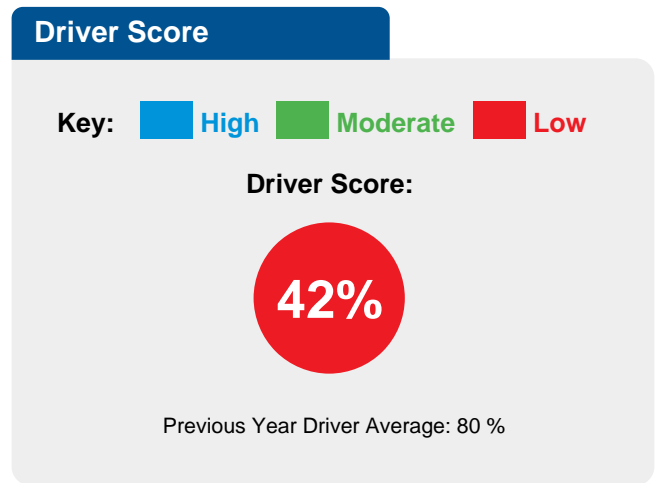
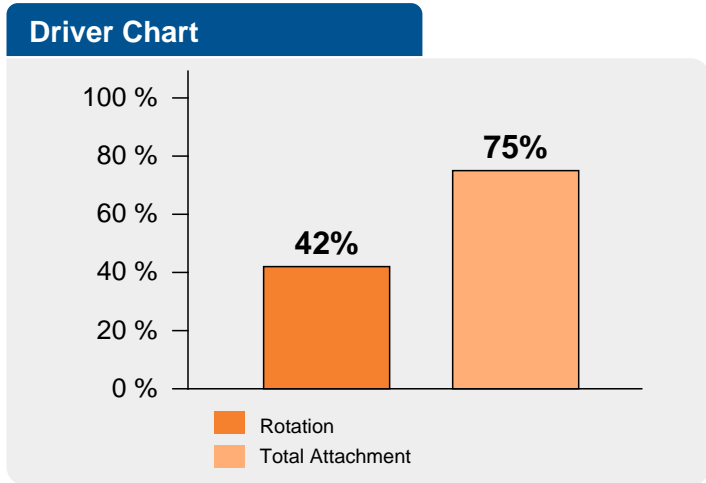
Tip: Linking the organisation level information to the team and to them personally is often the element that is overlooked by managers. Reinforce this connection regularly through to the end of the Critical Attachment Period and beyond.

Driver 5

Rotation

Driver Definition

"The managed process of ensuring the new employee has the opportunity to meet, be briefed by and initiate open communication and relationships with key business units both immediately upstream and downstream from their own business function. The same managed process relating to corporate service functions within the business."



Observation

Unfortunately, your new employee has received little to no opportunity to meet with, learn from and establish valuable relationships with people in other departments (both upstream and downstream from their functional role), as well as corporate services. It's likely that they haven't been introduced to key people from across the organisation or have been given an opportunity to attend corporate events. There is an urgent need for you to take action and understand how you can improve the orientation experience for your new employee so that they can establish their network outside of their team, which will lead to better service outcomes and improved relationships.

Recommendation

Encourage and foster strong working relationships across departments by supporting regular communication with, further time spent with and cross learning from the new employees respective contacts. Regularly meet with and discuss their understanding of the workflow through the organisation both in terms of what is delivered to them, what they deliver to others and how they believe this can be improved upon. As issues arise relating to workflow, ensure you role-model the behaviour of communicating openly and constructively with the respective key stakeholders to resolve the issue and improve understanding and performance of all parties involved.

Driver Exploration/Development Tips

If this driver presents as low or moderate Attachment, you may want to explore the following points with your new employee:

- In relation to organisational workflow, what do they currently understand about where they sit within the organisation?
- Which teams or people have the most impact on the work that they do?
- Which of these teams or people are they yet to meet with?
- What else would they like to learn about workflow in the organisation?
- Are there any shared service departments that they would like to meet in the coming weeks?
- Do they feel comfortable knowing who to speak to regarding any workflow issue that may arise in their position?

Tip: Rotation is not about ensuring competency in other work functions. Rather it is about initiating understanding, awareness and relationships across the business in those teams and departments that either impact or are impacted by the new employee's position, together with shared services departments.

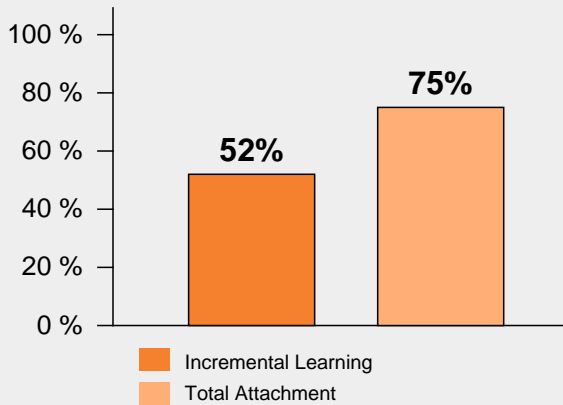
Driver 6

Incremental Learning

Driver Definition

"Staged and progressive learning of skills as they apply to their new position, to the standard of competency required to achieve minimum performance within the Critical Attachment Period."

Driver Chart



Driver Score

Key: ■ High ■ Moderate ■ Low

Driver Score:

52%

Previous Year Driver Average: 82 %

Observation

Your new employee may not have had an opportunity to receive all of the training necessary to reach minimum level competence in their role. They may not have had many opportunities to both learn new skills and apply them in their role. It's possible that they haven't received as much feedback as they would have liked in order to help them develop and fine tune their skills. For this reason they may feel that they are yet to contribute to the team's performance and are likely to want more help and support from their colleagues. There is a need for you to take action and provide more training/coaching opportunities, perhaps one on one with a buddy/mentor or directly with you. This will help them to come up to speed and feel good about the contribution they are making to the team.

Recommendation

Thoroughly review the competency and performance levels of all key functional elements of the position and determine with the new employee which areas require further development and the priority of these. Re-enforce your belief in their ability and your commitment to continue to support their learning. Seek feedback from them regarding how they would like to learn going forward. Continue to meet with them to review the knowledge and competency levels over the coming weeks and months. Establish and regularly review performance objectives in line with their experience, competency and capability. If you are delegating training responsibility to others within the team, ensure their own competency and performance is at the level you require. Create a learning pathway for the new employee to help them move from minimum competency to advanced over the next 12 months. Ensure that learning is something that you expect to continue beyond induction.

Driver Exploration/Development Tips

If this driver presents as low or moderate Attachment, you may want to explore the following points with your new employee:

- What skills do they feel they have been trained well in, and what areas would they like further support with?
- Was the order of their learning in line with what they understood the team and department needs have been?
- Do they have some ideas and suggestions as to how they can best learn these skills?
- What in their view could have been improved in the way they have been supported to learn the skills and responsibilities of their position?
- With the support that will now be provided, do they believe they will be able to achieve minimum competency and performance standards by the end of their induction period?

Tip: This driver requires Managers to set clear expectations of skill and capability to be achieved by the end of the CAP / induction period along with a plan of how this will be supported. If this driver is showing as low or moderate, you should regularly review their progress in line with the development plan for the remaining days prior to the end of the CAP & induction period.

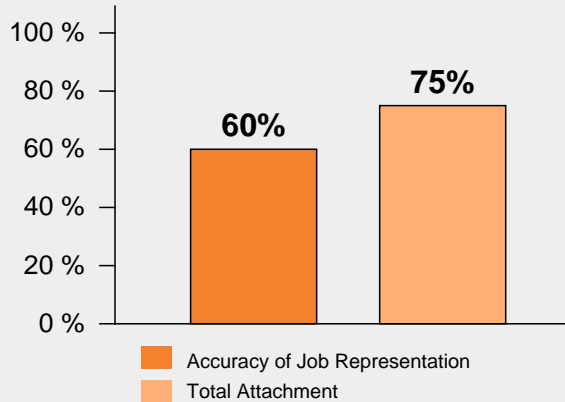
Driver 7

Accuracy of Job Representation

Driver Definition

"The perceived difference between the ways the job was represented throughout the selection process compared to the first hand experience of the job being performed by the new employee. The degree to which the position was misrepresented either in the proportion of or types of duties performed."

Driver Chart



Driver Score

Key: ■ High ■ Moderate ■ Low

Driver Score:

60%

Previous Year Driver Average: 80 %

Observation

Your new employee may feel that certain elements of the role were not accurately described during the recruitment process. They may feel that the skills required for the position weren't assessed as well as they could have been, and the actual job functions are a bit different to those described at the interview. The hours of work and training/support may also be a little different to what was discussed. There is a need for you to take action and understand which elements of the role are not meeting their expectation so that you can redefine the actual role, or update the description to more accurately reflect the role.

Recommendation

Enquire as to their satisfaction with the position and their views on the way the job was represented at interview versus what they have experienced so far. You will need to probe a bit to find what has not fallen in line with their expectations when accepting the position. Depending on what is raised then discuss this in line with either correcting their expectations or delivering to this expectation in the coming weeks and beyond. Use this opportunity to discuss the year ahead and their thoughts on any challenges they have set for themselves moving forward in the role.

Driver Exploration/Development Tips

If this driver presents as low or moderate Attachment, you may want to explore the following points with your new employee:

- What are the key differences between how the job was outlined in the selection process to what they have experienced so far?
- Relative to the first 90 days, what do they believe would be a more accurate representation of the position?
- Do they perceive that their experience so far is indicative of how the position will continue in the future?
- How will the position change over the coming weeks and months as the employee continues to become more confident and competent?

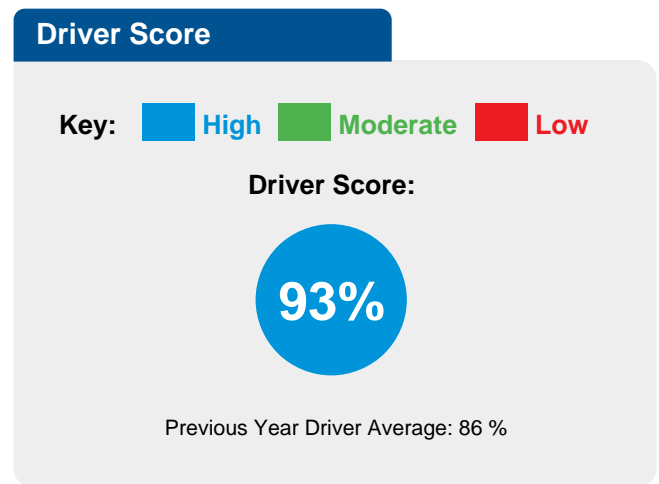
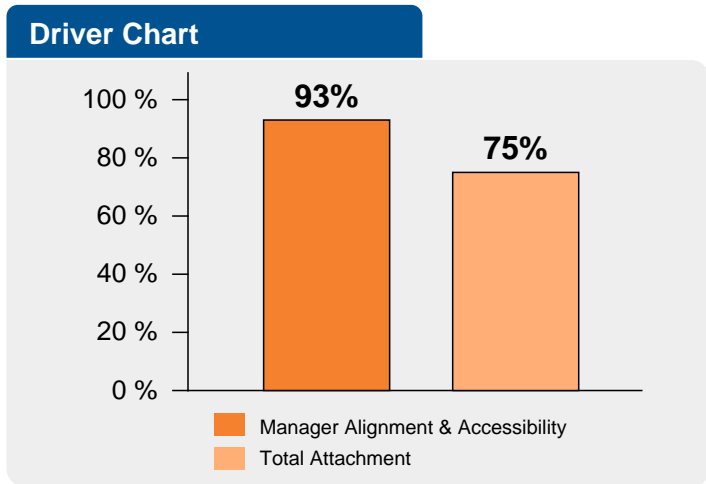
Tip: This is one of the lowest rating drivers for new employees and is usually attributed to the proportion of the duties being performed in the first months of the position. As with most jobs, the first few months tends to be different to how the position will ultimately settle. On occasion it may be as a result of the job needing to be different to the one they accepted. Discuss this and their level of comfort and acceptance to help address this drivers perception.

Driver 8

Manager Alignment & Accessibility

Driver Definition

"The frequency and nature of contact between the hiring manager and the new employee, allowing for the assessment of the values and behaviours of the manager and their alignment to the new employee's expectations and desired standards."



Observation

Congratulations! You have done an outstanding job in setting the foundation for a successful relationship with your new employee. They have a very clear understanding of what you expect from them, and what they should expect from you in return. Any issues or concerns have been addressed quickly and appropriately, which has led your new employee to perceive you as being extremely fair and trustworthy. They can feel your genuine concern for their well-being and your strong desire to see them succeed. They believe you have a balanced focus on people and performance and that you're able to recognise individual differences, experience and capability. They have confidence in the communication systems you've created and they're extremely pleased with the level of feedback you have provided regarding their performance. Well done!

Recommendation

Balance your position with your new employee, maintaining a friendly supporting position, but being careful not to allow this to cross over into friendship. Friendship can be risky to your long term relationship with the employee, your position of authority and responsibility and also the perceptions of your other team members.

Driver Exploration/Development Tips

If this driver presents as low or moderate Attachment, you may want to explore the following points with your new employee:

- What has been the level of accessibility and support they feel they have received from you as their manager in the first 90 days?
- How has this support compared to what they expected and what they would have liked during this time?
- What type and frequency of contact (formal and informal) would they like moving forward?
- Which of the organisation values do they feel are strongly represented in the team and which could be strengthened?

Tip: Remember that your new employee has not rated you personally as a manager in this process. The Attachment perception measure on this driver is derived from questions relating to frequency and type of contact and the behaviours they have observed relative to this contact.

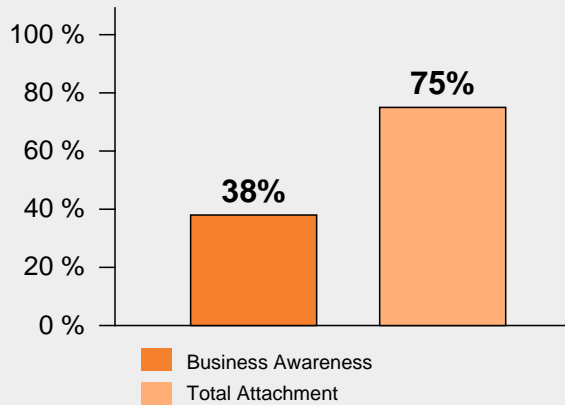
Driver 9

Business Awareness

Driver Definition

"The awareness and understanding of the core business, history, products, services, customers, suppliers and competitors achieved in the Critical Attachment Period."

Driver Chart



Driver Score

Key: ■ High ■ Moderate ■ Low

Driver Score:

38%

Previous Year Driver Average: 82 %

Observation

Unfortunately, your new employee is likely to have considerable gaps in their knowledge of the organisation's history, products, services and market. Because of this, they are likely to have difficulty in identifying the organisation's clients and key accounts. In addition, it's likely that they have little to no understanding of the different roles that exist within the organisation, and they're likely to have little knowledge of who your competitors are. There is an urgent need for you to take action by helping your new employee develop a thorough understanding of the organisation so they can attach meaning to their role and have clarity in who they are working for.

Recommendation

Review their knowledge of the organisation and provide insight into any knowledge that is missing. Encourage the development of relationships across different departments within the organisation and an understanding of your customer base. Encourage the review of any external marketing material that is available.

Driver Exploration/Development Tips

If this driver presents as low or moderate Attachment, you may want to explore the following points with your new employee:

- What is their current understanding of core products & services of the organisation?
- Who are the organisation's major clients?
- Who are the major competitors in your market?
- What other information would they like to know about the industry or the company to help them gain a complete picture?
- How does your department impact the wider business?

Tip: Too often during the recruitment process the focus is significantly weighted to focus on the position rather than the organisation. Ensure you balance the understanding of what they are doing with who they are doing it for. This way you will ensure you achieve balanced Attachment on this driver. If this driver is Moderate or Low then spend time filling these knowledge gaps prior to the end of the CAP.

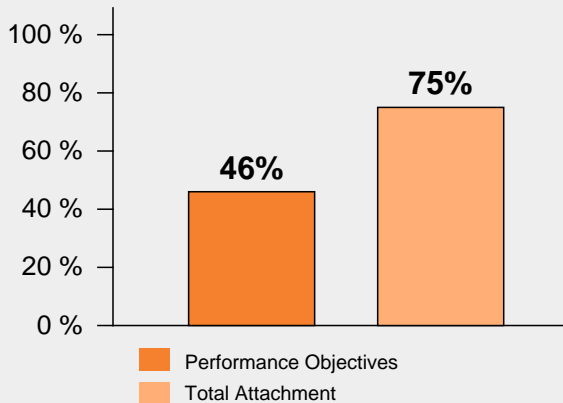
Driver 10

Performance Objectives

Driver Definition

"The understanding of the new employee about the expected performance levels relative to their phase of employment. The understanding of their contribution to the team, department and organisation performance goals."

Driver Chart



Driver Score

Key: ■ High ■ Moderate ■ Low

Driver Score:

46%

Previous Year Driver Average: 85 %

Observation

Unfortunately, your new employee is likely to have considerable knowledge gaps in terms of their understanding of both the organisation's objectives and how their department contributes to these. They're likely to have little to no knowledge of the team's objectives, let alone how each role contributes to these. When it comes to performance targets, they're likely to feel that certain elements are unfair, unreasonable and/or unachievable. Because of these factors, they're likely to feel that they're not contributing anywhere near their potential. There is an urgent need for you to take action and review their performance objectives so that they have a clear picture of what you expect.

Recommendation

Review their knowledge of the structure of the organisation and workflow processes. Ensure they understand how the varying elements of their role contribute to team and department performance and how each department contributes to the wider organisation performance. There are likely to be low levels of confidence in personal ability that you may need to address and support. If uncertainty exists relating to why they have to complete certain activities you need to show the flow-on effect of that function for the organisation and their personal contribution. You may need to show how benchmark standards have been achieved by others who have been at the same development stage in the past to prove to them that it can be achieved.

Driver Exploration/Development Tips

If this driver presents as low or moderate Attachment, you may want to explore the following points with your new employee:

- Do they understand how the department/team contributes to these?
- Based on the structure of the team, what is their understanding of the performance objectives ideally expected from different positions within the team?
- What understanding do they have of the performance expectations you have of them?
- Moving forward, what performance expectations do you have relative to their continued growth and development?
- What support do they believe they will need to achieve this?
- What process will be in place moving forward to ensure this is regularly reviewed?

Helpful Tip: One of the greatest fears of a new employee is that they are not contributing to an acceptable standard during their probationary period. Often this fear is based in an absence of information either because you have assumed they understand that you are not expecting high performance or because you have not communicated the performance expectations that you do have.

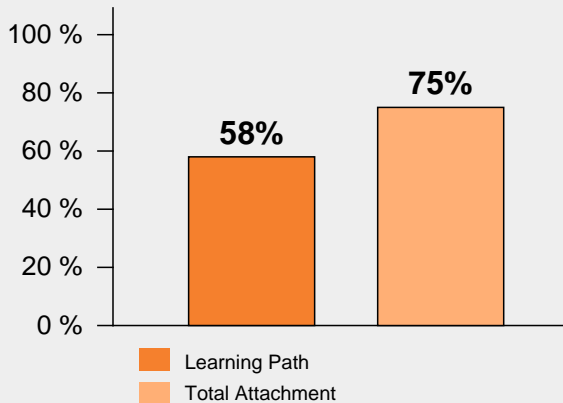
Driver 11

Learning Path

Driver Definition

"The understanding of the learning opportunities, formal and informal, internal and external, available to the new employee to support their career direction and progression within the business."

Driver Chart



Driver Score

Key: ■ High ■ Moderate ■ Low

Driver Score:

58%

Previous Year Driver Average: 70 %

Observation

Your new employee may not have a very good understanding of the formal learning opportunities that are available to them within the organisation. It's possible that they haven't had a discussion with you about their training plan for the next 6 months. Because of this, they're likely to hold some doubts about whether they are in fact going to receive any, and whether the organisation is serious about developing them. They're likely to have a vague understanding (if any) of the development path they should be taking to progress their career within the organisation. It's also possible that a key reason for joining the organisation was based on the training opportunities discussed at the interview, and so far they are yet to see this demonstrated. There is a need for you to take action by both reviewing the training opportunities and developing a plan for when these can be accessed.

Recommendation

Put in place a formal training and development plan for at least 6 months ahead. Discuss openly and regularly your own personal commitment to on going development. Highlight the ongoing development opportunities the organisation provides and profile people within the organisation who have progressed their career through investing in their professional development. Ensure their development and upcoming training is a regular feature in your reviews.

Driver Exploration/Development Tips

If this driver presents as low or moderate Attachment, you may want to explore the following points with your new employee:

- What is their understanding of the learning opportunities that are available to them (relative to the coming months)?
- What long term learning opportunities are they aware of within the business?
- What learning opportunities would they like to explore with you once the induction period is over?
- Are there any programs (in addition to the induction program) would they like to participate in?

Tip: Personal development and learning opportunities are extremely high on the list of reasons for joining an organisation for most employees. By building awareness of the opportunities rather than actually committing to any specific investment or program is usually sufficient at this stage to raise the perceptions on this driver. Be sure to follow through with any commitments made.

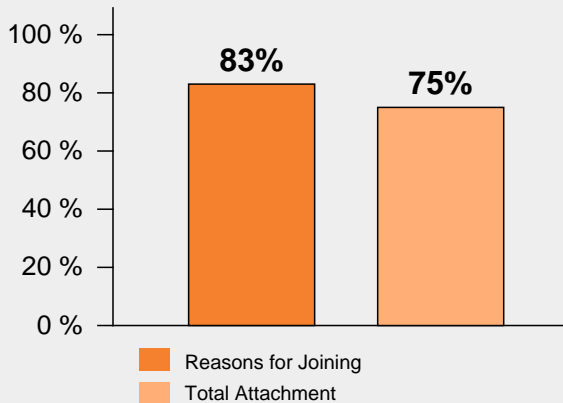
Driver 12

Reasons for Joining

Driver Definition

"The experience during the Critical Attachment Period of the presence of desired conditions together with the absence of undesired conditions as identified by the new employee when initially accepting the position."

Driver Chart



Driver Score

Key: ■ High ■ Moderate ■ Low

Driver Score:

83%

Previous Year Driver Average: 81 %

Observation

Well done! You have done a very good job in accommodating the needs of your new employee and because of this, the reasons they left their previous employment no longer exist. Career opportunities were a key attraction to the organisation and not only does your new employee feel aligned to its core values, they are likely to have seen others live up to them. You should be proud of how well you've managed to balance the needs of your new employee with the organisation.

Recommendation

If you are aware of both the desired and undesired conditions sort by the new employee and are able to continue to control and manage these in line with standard employment conditions then this is desirable. If you are unaware of these and have achieved satisfaction by default, you should work towards becoming more aware of these attachment and detachment influencers. You should review the values and needs of your employee to ensure ongoing alignment to the organisation at least annually.

Driver Exploration/Development Tips

If this driver presents as low or moderate Attachment, you may want to explore the following points with your new employee:

- When you accepted the position with us, there were some key things we discussed that you were looking for in your new employer and position. What have you experienced so far that is in alignment with this and what is not?
- When you accepted the position with us, there were some key things we discussed that you did not want to experience with your new employer and position? Have any of these been experienced by you so far?

Tip: There are two distinct sets of criteria that employees associate with belonging and security. These fall into the categories of (a) reasons for joining and (b) reasons for leaving. Reasons for joining are all of those things that they desire in their new employer and reasons for leaving are those that would cause serious concern if they were present. If this driver presents as low or moderate, explore this driver carefully to determine if something desired is missing or if something undesired is present.

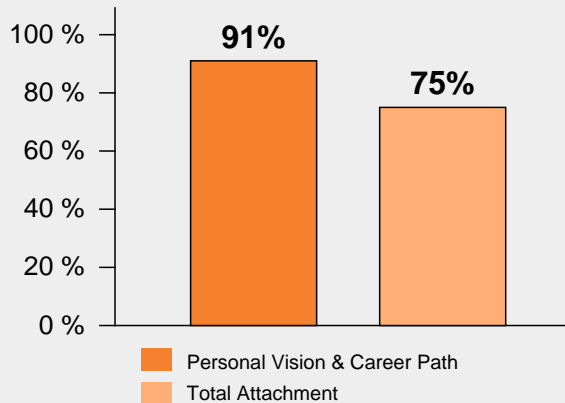
Driver 13

Personal Vision & Career Path

Driver Definition

"The achievement during the Critical Attachment Period of a personal vision for the new employee aligned to medium and long term career opportunities within the organisation."

Driver Chart



Driver Score

Key: ■ High ■ Moderate ■ Low

Driver Score:

91%

Previous Year Driver Average: 83 %

Observation

Congratulations! You have done an exceptional job in helping your new employee to understand the career opportunities available to them. Because of this, they can visualise themselves working for the organisation well into the future. They have a strong desire to progress their career within the organisation and are keen to develop expertise in their current role before moving into another. They have a thorough understanding of the direction the organisation is taking and they feel really positive about it. You should be extremely proud of how well you have aligned your new employee's personal vision & career path with the organisation.

Recommendation

Check in every 6 months or so that the vision remains a long term vision. Listen for subtle language changes that may indicate the formation of a short term vision. If this should occur, this may be an indicator of dissatisfaction or an inability to see how they can continue to grow and develop with the organisation.

Driver Exploration/Development Tips

If this driver presents as low or moderate Attachment, you may want to explore the following points with your new employee:

- Based on what you have learned about the organisation and the potential for career development within the business, have you started to think about the opportunities that may be ahead of you?
- In terms of this position, what are some of the goals you would like to set for yourself?
- Have you had a chance to meet with other employees that have progressed through the organisation in a way that you could see yourself doing one day?

Tip: In the same way that a vision statement can help to focus people on what the organisation is trying to achieve, individual employees also need a vision of where they see themselves within the organisation along with the level of success they desire. It is never too early to help them form this vision. Create opportunities to demonstrate what is possible and have them meet with people who have walked a path before them.

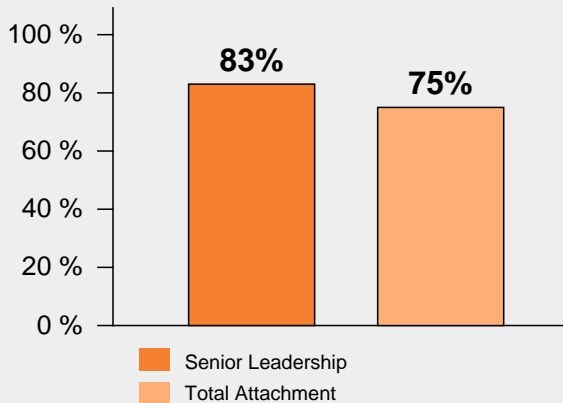
Driver 14

Senior Leadership

Driver Definition

"The perceived visibility, involvement and the confidence in those regarded as being responsible for the setting of strategy, objectives and high level management of the organisation."

Driver Chart



Driver Score

Key: ■ High ■ Moderate ■ Low

Driver Score:

83%

Previous Year Driver Average: 83 %

Observation

Well done! You have done a very good job in helping your new employee to develop a positive perception of the Senior Leadership team. Your new employee sees them as being experienced, visible, approachable and trustworthy. They are confident that the Senior Leaders are both in touch with what employees do and are well respected within the organisation. You should be proud of how well you've managed to help your new employee establish positive perceptions towards the Senior Leadership team.

Recommendation

Continue to provide opportunities to your employee to be exposed to Senior Leadership. Provide feedback to leaders about the strong positive reaction they are receiving to encourage them to continue.

Driver Exploration/Development Tips

If this driver presents as low or moderate Attachment, you may want to explore the following points with your new employee:

- Tell me about your contact with the Senior Leadership team so far?
- What is your understanding of where the leadership team is taking the business and how do you feel about this?
- What are some of the questions you would like to ask the CEO/MD or members of the Senior Leadership team if you could?
- In what ways do you feel I could help to improve communication by the Leaders of the business within our team?

Tip: It is important to note that although this driver implies responsibility lies with the Senior Leaders themselves, it is actually more heavily impacted by the way the manager communicates messages from the leaders and re-enforces messages that they deliver directly to employees. If this driver presents as moderate or low, action can be taken to set up a visit from the senior leaders and to ensure that all communication is discussed regularly with the new employee prior to the end of the CAP.

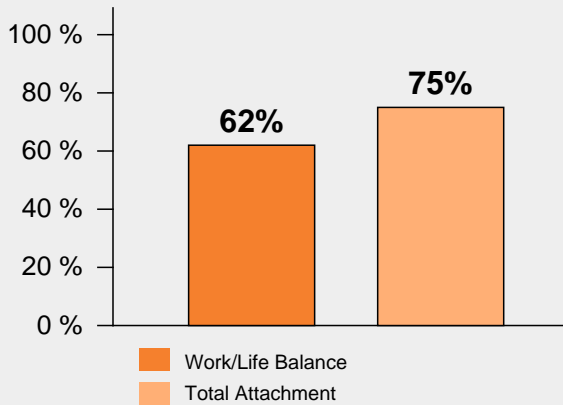
Driver 15

Work/Life Balance

Driver Definition

"The time, energy and emotional investment in work commitments relative to the out of work commitments experienced during the Critical Attachment Period compared to what was expected when accepting the position."

Driver Chart



Driver Score

Key: ■ High ■ Moderate ■ Low

Driver Score:

62%

Previous Year Driver Average: 81 %

Observation

Your new employee may not feel that they have achieved the right balance between their professional and personal commitments. Because of this, it's possible that they feel that the organisation treats everyone the same, without taking individual circumstances into consideration. They may have some reservations about their location of work, along with some doubts as to whether they would be allowed to leave work urgently if a personal matter came up. There is a need for you to take action and support your new employee to establish a sense of balance between work and personal commitments.

Recommendation

Review your own behaviour patterns relating to work life balance. Try to operate in a consistent manner and if possible over the next 30 days try to demonstrate your personal commitment to work/life balance. Be conscious of the need to balance organisation needs and short term performance with the sustainability of your people. Be mindful that all decisions you make that impact a persons family commitments will be weighed heavily in the scales of fairness.

Driver Exploration/Development Tips

If this driver presents as low or moderate Attachment, you may want to explore the following points with your new employee:

- When accepting this position, you had in mind the way in which you would balance work commitments and your "out of work" commitments. How has this been working for you since commencing?
- What has lead you to feel that the balance is not what you expected?
- Do you see the work demands settling down in the coming weeks/months and the desired balance being achieved?
- What can we start to work on together to help this happen within a reasonable time for you?

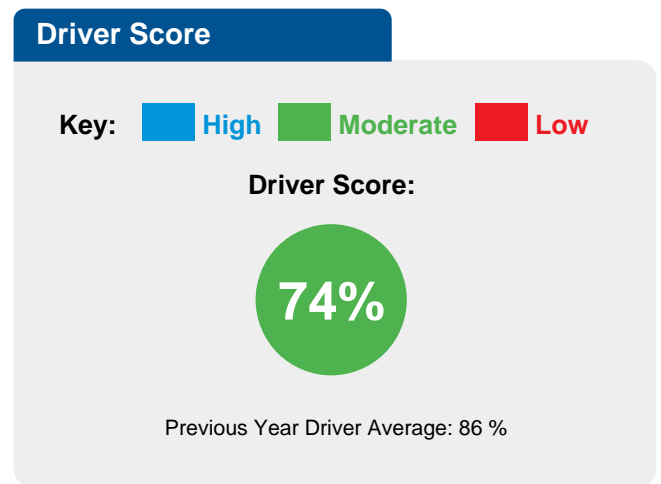
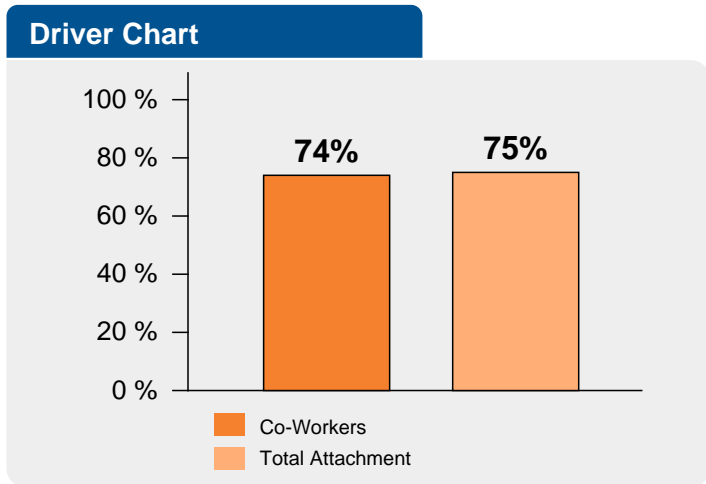
Tip: Work/life balance is different for every employee however, in the CAP it is important to set expectations that in any new role, for a period the actual proportional investment in work will be different than desired until minimum competency is achieved. Remember that Attachment is assessed between the 90th and 120th day. This may not have provided enough time to experience the desired level of balance and needs to be discussed in the context of what will be achieved in the near future.

Driver 16

Co-Workers

Driver Definition

"The perceptions established during the Critical Attachment Period of the attitudes and behaviour of co-workers, both directed towards or generally observed by the new employee that has led to a sense of acceptance, belonging and trust."



Observation

Good job! You have done a reasonably good job in helping your new employee to feel like part of the team. They're likely to feel a sense of shared camaraderie and because of this, are likely to have a desire to help and support their colleagues. Your new employee feels comfortable to share their ideas and they're likely to find their co-workers to be motivating. They believe that the organisation is generally respectful of its people and in return, the people respect the organisation. Whilst there is room for improvement, you should be proud of the way you have socialised your new employee during this critical attachment period.

Recommendation

Continue to encourage close and supportive working relationships between all co-workers. Encourage open and constructive communication within the team that respects differences of opinions, recognising diversity as a key driver of innovation and performance improvement. You may want to encourage learning more about the team and show how the team goals include the new employee.

Driver Exploration/Development Tips

If this driver presents as low or moderate Attachment, you may want to explore the following points with your new employee:

- What have your experiences with other employees been like? Have they been positive and rewarding?
- Have any of these experiences caused you concern in any way?
- Within our team, are the behaviours that you consistently see in line with the organisation values and what you expected?
- Do you feel welcomed and accepted by the team in a way that you feel like you belong here now? If not quite yet, what ideas do you have about how we can bring the team closer together?

Tip: This driver will be hard for them to discuss without fear of offending their colleagues. Be very careful when discussing this driver to ensure that they do not feel like they are "telling tales" or informing on their colleagues. This will create a sense of betrayal and heighten the risk of attrition. Explore their ideas in a way that does not focus on any one person but rather what they feel can be done in a general sense to improve co-worker relationships.

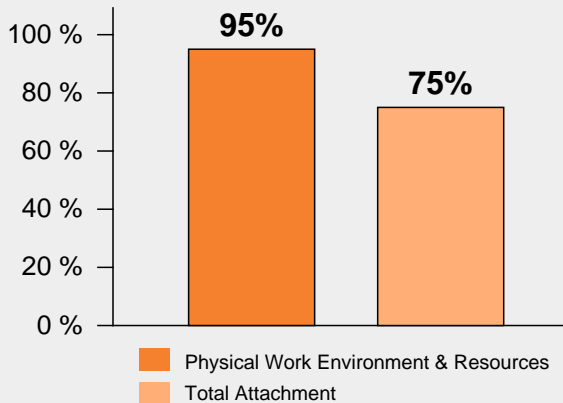
Driver 17

Physical Work Environment & Resources

Driver Definition

"The perception of provision and quality of the physical environment and business resources including the building, workspace, business tools and general staff amenities believed to be employer obligations to the new employee."

Driver Chart



Driver Score

Key: ■ High ■ Moderate ■ Low

Driver Score:

95%

Previous Year Driver Average: 82 %

Observation

Congratulations! You have done an outstanding job in helping your new employee to feel comfortable in their new work environment and they can clearly see the amount of effort you've put into this. Not only does their workspace help them to maintain focus, it also encourages them to perform better and establish deeper relationships with their colleagues. Their work resources are more than adequate and help them to perform to a high standard. You should be extremely proud of the physical work environment you have established for your new employee during this critical attachment period.

Recommendation

Continue to review the resources provided in line with any change in performance or output expectations.

Driver Exploration/Development Tips

If this driver presents as low or moderate Attachment, you may want to explore the following points with your new employee:

- Now that you've experienced the physical work environment for a number of months, what are some of the positive/negative attributes you have identified?
- What ideas do you have about how we could creatively improve the work environment for all employees?
- In terms of the business tools and resources provided, which tools are having a positive impact on your performance and which could be improved?
- Are there any resources that were committed to you that have not yet been provided?

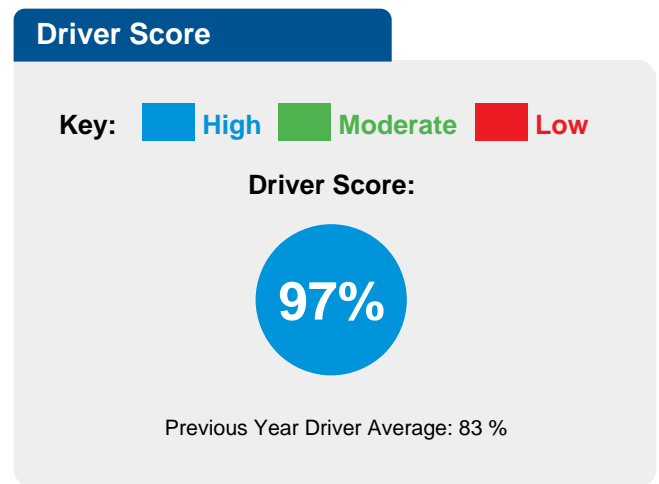
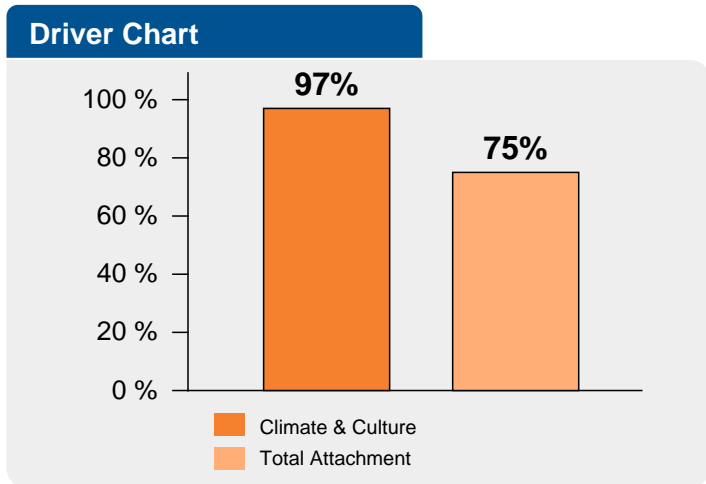
Tip: There can be some easy wins on this driver and often it will relate to things you had not considered as being meaningful or important. Explore their ideas openly and genuinely and if possible deliver some quick outcomes on those things you can impact. If it relates to items that are not possible to change, discuss the limitations in the context of what can be achieved and how performance expectations may need to be adjusted if the resources impede this.

Driver 18

Climate & Culture

Driver Definition

"The alignment of the new employee to the perceived collective beliefs, values and behaviours that underpin the organisation's social structure and that governs how employees coexist in the organisation."



Observation

Congratulations! You have done an outstanding job in helping your new employee to develop positive perceptions about the organisation's culture. They feel strongly encouraged to strive for excellence whilst learning new skills in a highly supportive work environment. They can clearly see that people are proud to work for the organisation and they find their workplace to be challenging and enjoyable at the same time. Because people are encouraged to contribute to the wider community, they perceive the organisation to be an outstanding corporate citizen. You should be extremely proud of the role you have played in bringing the organisation's culture to life in ways that your new employee can visibly see.

Recommendation

Celebrate the completion of their induction/probation period and continue to revisit semi-regularly their level of satisfaction and comfort with the climate and culture of the team and the organisation.

Driver Exploration/Development Tips

If this driver presents as low or moderate Attachment, you may want to explore the following points with your new employee:

- Which of the organisation's values and behaviours do you best align with?
- Are there any that you are struggling to align with?
- At a team level, how would you describe the culture?
- Do you feel we all behave consistently in line with the organisation's values?
- What are your ideas about how we could improve the local team culture?

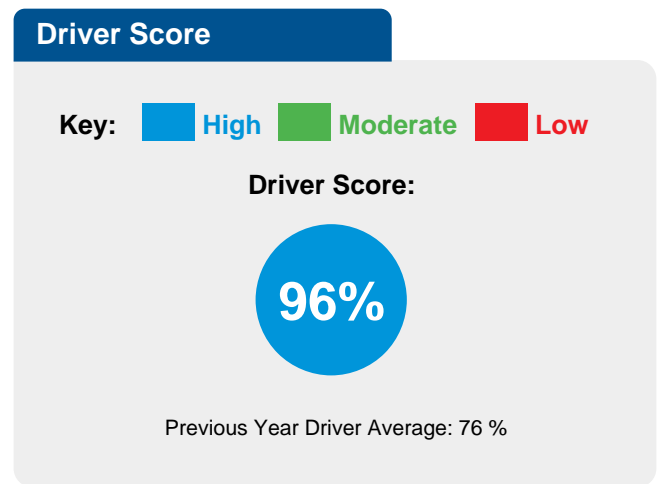
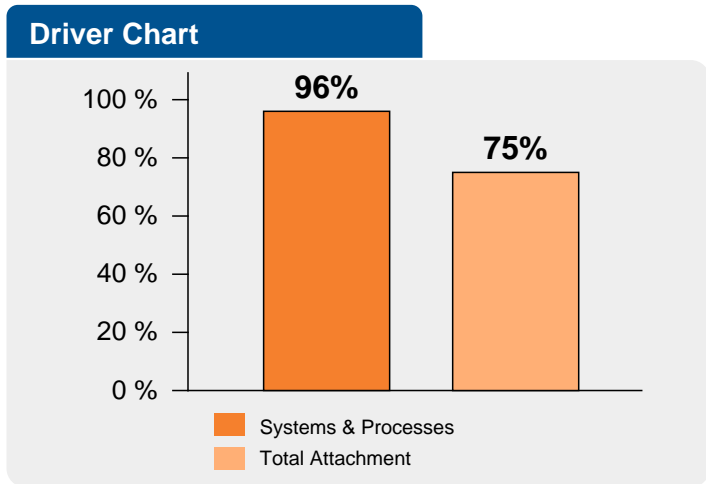
Tip: Culture is very difficult to define and even more difficult to articulate why we may not be feeling totally satisfied with what we are experiencing. Try to focus your discussion around the behaviours that would be demonstrated consistently in the desired culture. What can you do and what can they do to impact this moving forward?

Driver 19

Systems & Processes

Driver Definition

"The understanding and competency achieved in the use of the key business systems and processes during the Critical Attachment Period (CAP) and the confidence the new employee holds in these."



Observation

Congratulations! You have done an outstanding job in up skilling your new employee to become confident about using the organisation's systems and processes. Not only do they know how to use them, they also know what to do to resolve any problems. Because of this, they're able to perform to a high standard and they believe that the organisation's systems and processes allow for the exceptional delivery of products and services. You should be extremely proud of how well you've trained your new employee to make use of the organisation's systems and processes during this critical attachment period.

Recommendation

Continue to invest in their technical and process knowledge. Encourage feedback relating to any process improvements or risk management ideas that can be suggested at this time when their perspective is fresh.

Driver Exploration/Development Tips

If this driver presents as low or moderate Attachment, you may want to explore the following points with your new employee:

- Which of the business systems do you feel most confident and competent with?
- Which systems do you feel you are still yet to fully master?
- What can we organise to help you feel fully confident and competent with these systems?
- Are there any processes that are unclear that we can spend some time going through and clarifying?
- If you have any concerns about process, who do you feel you can approach to get assistance or clarification?

Tip: Core to the perception of personal effectiveness is the ability to use the business systems effectively and in line with documented processes and procedures. Though this should also be picked up in incremental learning, this driver will highlight any specific systems-related development needs that still exist and could be causing concern for the new employee.

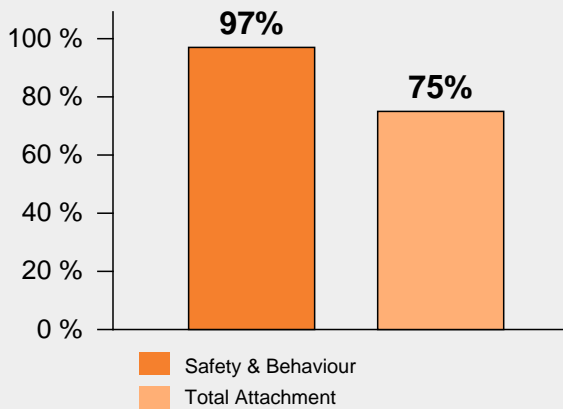
Driver 20

Safety & Behaviour

Driver Definition

"The perceived value the new employee believes the organisation places on individual employee safety at work and the understanding of the behaviours expected of them while at work in order to remain safe and achieve acceptable performance levels."

Driver Chart



Driver Score

Key: ■ High ■ Moderate ■ Low

Driver Score:

97%

Previous Year Driver Average: 89 %

Observation

Congratulations! You have done an outstanding job in helping your new employee to build a strong awareness of safety issues within the organisation. They're highly confident that the organisation encourages its people to be responsible for their behaviour, and that all employees are expected to behave responsibly, safely and respectfully at all times. Your new employee can clearly see that the safety and well-being of all employees is of the utmost importance and because of this, they're proud to work for the organisation. You should be extremely proud of how well you've managed to demonstrate the importance of safety in the workplace.

Recommendation

Continue to promote the importance of safety on a regular basis. You may want to invite your new employee to be part of a staff safety advocacy team or provide ideas to you on ways to maintain or improve safety and behaviour at work.

Driver Exploration/Development Tips

If this driver presents as low or moderate Attachment, you may want to explore the following points with your new employee:

- Though the company places the highest level of importance on people's personal safety, have you observed or experienced any behaviour or decisions that does not support this?
- If you had a safety concern, what would you do to ensure that I was made aware of it?
- Do you have any current concerns that I can address?
- Are there any work practices in general that you feel could lead to personal injury?
- Based on your past experience, what work practices could be improved to reduce safety risks to either you or any other employee within the business?

Tip: This driver is a deal breaker. If this comes up as moderate or low then it must be tackled immediately to ensure that the employee sees that you will not accept any form of safety risk to your people. Do not delay in taking action if you receive input on safety improvement.

Action Plan

Now that you have a better understanding of your new employee's onboarding experience, it's time to put some follow-up actions into place. By completing this Action Plan, you'll be better prepared to have a targeted conversation with your new employee about ways you can work together to improve any moderate or low scoring drivers flagged by the Report.

Take the time to think through how you want to explore each driver with your new employee. **Remember at no time has your employee rated you in any way.** They have provided feedback as to their overall experience in their first 90 days. Your job is to try to understand how to strengthen any of the drivers that you feel are a priority. Your choices and actions now will impact the rest of their career with your organisation. Also remember that Attachment has no correlation to Competency. If they "can do" the job then it is up to you to provide the best environment and the strongest bond to ensure they strive to be their best.

Step 1: Review & Identify

(a) Your top 5 high attachment drivers

(b) Your bottom 5 low to moderate attachment drivers (select the drivers you'd like to focus on developing straight away).

High 5 Attachment Drivers	Low/Moderate 5 Attachment Drivers
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.

Step 2: Priority 5 Action Plan

Use the space below to record the 5 drivers you'd like to explore with your new employee.

Driver:	
Areas to explore:	
Agreed actions & timeframe	
Driver:	
Areas to explore:	
Agreed actions & timeframe	
Driver:	
Areas to explore:	
Agreed actions & timeframe	
Driver:	
Areas to explore:	
Agreed actions & timeframe	
Driver:	
Areas to explore:	
Agreed actions & timeframe	



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