

# Hire Today, Gone Tomorrow?

## 5 ways to boost new employee satisfaction

Larry Buhl, for Yahoo! HotJobs

Disgruntled and disheartened employees are not only a flight risk; they can also diminish productivity and company morale. A recent Yahoo! Hot Jobs survey suggests that job dissatisfaction is a significant problem with newly hired employees: more than 27 percent of people hired in the past year said they were unsatisfied or very unsatisfied. New hires are, by far, the most dissatisfied group of employees.

After investing time and resources in placing the right candidate in a position, the last thing a recruiter needs is to repeat the process in just a few months. To avoid this problem, employment experts suggest ways to ensure that new hires are engaged and satisfied from day one:

### **1. Hire people who want to be there.**

In a stagnant job market, many unemployed job seekers will settle for any offer that comes along, and they're likely to jump ship when the economy picks up. "Right now the best players are staying put, which means recruiters need to move toward more active recruiting to find the needle in the haystack," according to Mel Kleiman, president of Humetrics. "To find [top] talent, recruiters look for candidates who really want that particular job rather than those who need any job," he says.

### **2. Frame the job accurately.**

"Some companies are not as transparent about job duties as they should be," according to Jessica Lee, senior employment manager at APCO Worldwide. This lack of transparency, which involves (intentionally or not) leaving out key duties or using fancy titles for what are really lower-level positions, could attract too many candidates who are not the right fit, Lee says.

### **3. Reduce the gap from hire date to start date.**

Employees need to feel hooked to the company as soon as they accept the job offer, according to executive onboarding coach Sue Edwards. "It's a lot harder to make them feel part of the team when their start date is weeks or even months after they've received the offer." Don't make the offer until the job really must be filled.

### **4. Support, support, support.**

"It is not broken people who struggle, but successful ones used to being on top of their game," Edwards says. "Newly hired employees, even if they're hotshots in their field, are back in learning mode and don't have all the answers." Edwards recommends on-the-job mentoring, whether it's from an immediate supervisor or someone else on the team.

**5. Make the first day the best day.** One of the worst and most common mistakes, Kleiman notes, is dumping new hires at their desk and forgetting about them. "Not only should a company make the new hire's first day the best day, it should make their first

hour the best hour,” he says. Giving a quick tour of the work area is not enough. “Make a good first impression by helping them build relationships and feel a part of the culture, and by showing you understand exactly what they need to be doing.”

The process of actively integrating a new hire from day one--also known as onboarding--is gaining popularity, Kleiman notes. “Smart companies have already been spending a lot of time with onboarding. Helping new hires assimilate quickly not only makes an employee want to stay--it helps them be more valuable to the organization.”