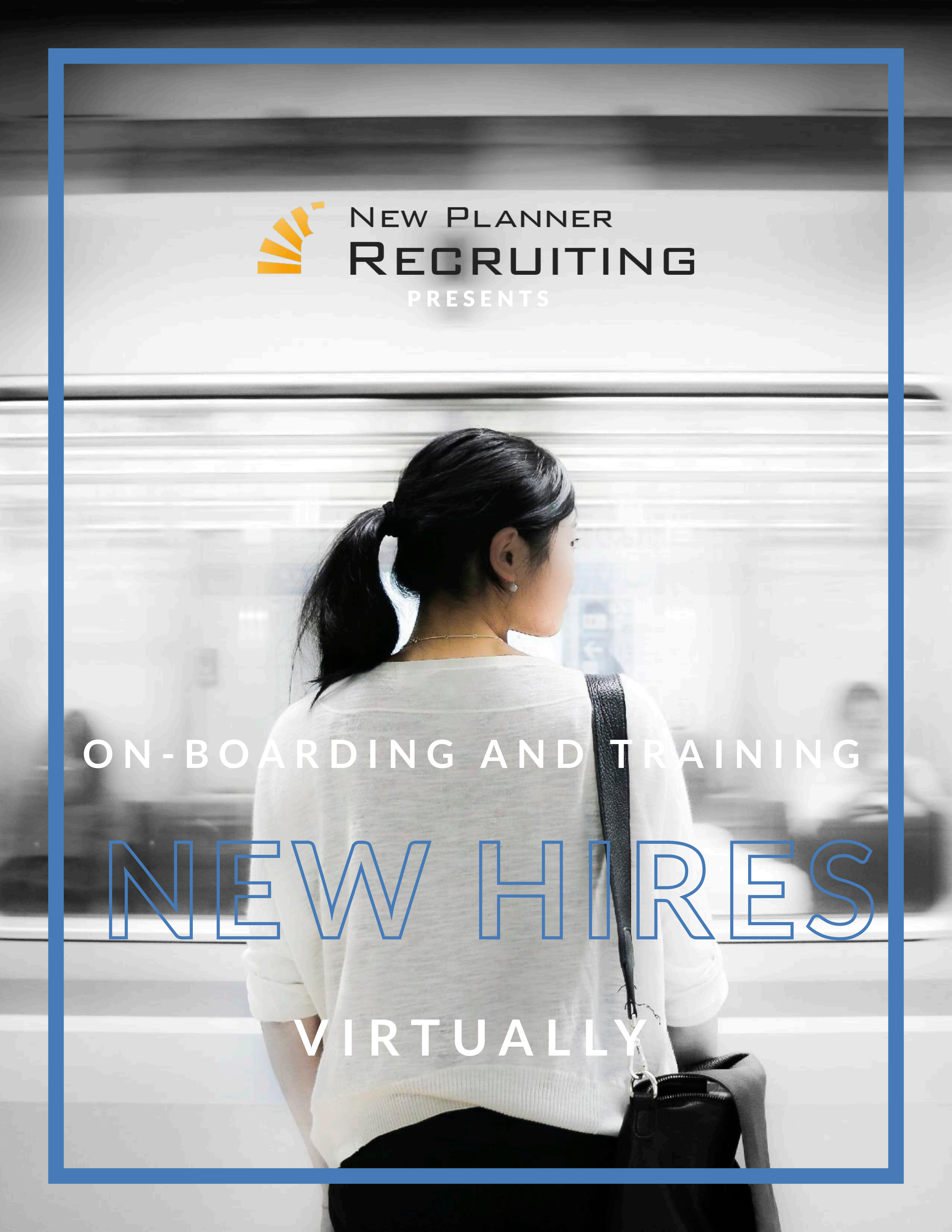
New Planner Recruiting

PRESENTS

ON-BOARDING AND TRAINING NEW HIRES VIRTUALLY



INTRODUCTION

Whether you hire often or rarely at all, on-boarding new employees is a process that your business cannot avoid and must be done successfully to achieve the results you seek. To continue to grow and serve your clients well, it is important that you are able to bring talent into your organization efficiently and get them up to speed quickly. We have developed this guide for firm owners who are looking to streamline their on-boarding and training process of new hires, so they have the best chance to add the most value and stay with the firm for the long term.

Let's face it, hiring someone new can be a lot of work, but it doesn't have to be. Similar to applying for a mortgage, there is a lot of back and forth, various parties and paperwork involved, which is easier to do when you are sitting next to the person and/or they can come to your office.If people are not in the office due to shelter in place orders, or simply that your firm has decided after the pandemic winds down a portion or all your team to work virtually, it adds a new dimension to the on-boarding process.

Putting your hiring and on-boarding on hold until "*things get back to normal*" is not a long term strategy so use this time to develop a new normal that will ensure your new hires have the best experience joining your firm. This guide is for those organizations who have or will hire during the Covid-19 Pandemic, but also firms who will begin a virtual on-boarding practice even when shelter in place policies are lifted and legally everyone can return to their designated office.

This is an exciting time for you as a business leader since you have now found a great fit candidate to join your firm and they have accepted your offer of employment. Consider this a great success and you should be excited about the new skills and perspectives your new hire will bring to propel your firm forward. Your new hire should be excited as well about their future, hopefully endless, possibilities with your firm. It is your responsibility to do everything you can to keep this high level of exuberance, so your new hire begins their tenure with you fired up so keep them excited with a smooth on-boarding process and a bodacious training program!

There are three main phases in the virtual on-boarding and training of a new hire that we will explore in this guide: **Pre-boarding**,**On-boarding**, and **Integration and Training**.

SECTION 1: PRE-BOARDING

You have completed the recruiting process and found a great fit, congratulations! Outlined below are key steps to take from the date of acceptance until your new hire starts work with your organization:

● Call and welcome the new hire and reiterate how excited you are about them joining the team

● Send an email announcing new hire to the existing team. Copy the new hire so they can see how well you positioned them with the rest of the team! (***See appendix A and Ai for templates***)

● Send employee handbook

● Have new hire complete all payroll and new hire forms**(*see full list in Appendix B*)** and return to you via electronic document signature software like Docusign, RightSignature, Adobe, etc. Depending on start dates, call or video conference about 2 weeks prior to the agreed upon first day of work and review expectations such as:

- Dress Code
- Location
- Transportation/Parking options, if applicable
- Start time & End time
- Lunch plans, if applicable
- Detailed training agenda
- Contact information (direct lines and cell #'s) for key contacts and supervisors

● Order all their equipment and ship directly to home/remote work location and have your IT department, if you have one, set everything up. Most new hires should be able to set up their own workstations, but it is a much smoother process when everything is loaded beforehand so the new hire doesn't spend the first few days setting up hardware and gaining access to systems which delays the time that they can begin to add value.There are vendors like Rippling, or Sapling that help firms complete all the pre-boarding and ongoing HR Management functions remotely.

Standard equipment is usually:

- Laptop or Surface type workstation
- Phone and/or headset
- Desk/Stand up desk

● Double check to ensure they have access to everything they need to complete their work and that things crucial to their success like email and voicemail have already been set up prior to their start date.

● Send welcome/swag kit. Consider using a company like Swagup to create and manage for you. For ideas on what to include in your swag bag see (***Appendix C*.)**

● You can also look at using a Professional Employer Organization (PEO) and outsourced HR and Payroll companies such as Insperity, Ease, Employee Navigator, or Zenefits.

Outside software programs and vendors may only make sense if you hire frequently. If you do not hire very often, use the pre-boarding checklist we have included at the end of this guide in (***Appendix D.)***

SECTION 2: ON-BOARDING DAY

Now that you have everything set up for your new hire and the big day has finally arrived, here are some things you need to do to ensure your new hire has a memorable first day!

● Separate from the Swag bag, mail your new team member a welcome care package with a short-handwritten note with a notebook or padfolio embossed with the company logo.

● If their start date falls on a Monday, which is most common, introduce your new hire during your all team meeting and let them say a few words about themselves and why they are excited about joining the organization.

● Set up blocks of time for each team member to speak individually with the new hire via video even if it is just a few minutes.

- Popular video conferencing systems include:Zoom, Join.Me, GoToMeeting, Adobe Connect, Facetime, Skype, Google Hangouts, Whatsapp

● Assign a mentor or buddy that can further help the new hire assimilate.Set up a direct message Slack channel (or whatever you use for chat)and coach the buddy to be available as much as possible for their new colleague.

● Find out the newhire's favorite restaurant and send them an e-gift card to use for dinner that night so they can individually or with family celebrate their first day.

● Schedule a virtual team lunch over video so the new hire can ask questions and answer any questions team members might have. This is a great way for people to feel connected early on as people learn more about their coworkers when they see them in their home offices and they can hear dogs, kids, spouses, see art and clues to hobbies on the walls, etc.

● Direct supervisor should block time off first thing in the morning for daily huddles to discuss the detailed agenda (***see appendix E***) and what goals are to be accomplished that day. Check in on the new hire during the middle of the day, then schedule at least 15 minutes at the end of the day to debrief so you can closely monitor progress.Ask questions like what is working? What are the challenges? How are you feeling?

● Consider having the firm owner/CEO, if feasible depending on the size of your firm, call the new hire at the end of their first day for a download and opportunity to welcome them to the team once more.

Ideally, within reason, you want the new hire to be the center of attention their first day. When they know that people care about them and are interested in them and committed to their success in the new position, they begin to develop strong loyalty bonds which make it much harder to leave the organization. There is nothing worse for a new hire than to show up their first day and no one is expecting them and it is obvious nothing has been prepared for them, they don't know what is going on because their boss is too busy to talk to them, and they end up spending all day by themselves filling out paperwork. Follow these tips to create a raving new hire who is bound to tell all their friends about the experience and help you find your next great hire.

SECTION 3:
INTEGRATION AND ON-GOING TRAINING

● Take it one day at a time. Consider setting a theme each day for the first week like GetyourGuide.com does when on-boarding their new hires. E.g. Day 1 *Join the Journey*, Day 2 *Curing the Chaos*, etc.

● Provide training and information in smaller bite sized chunks versus one huge data dump that can cause confusion and overwhelm the new hire.

- Firms should have mandatory training on these items at a minimum:
  - ▪Diversity and inclusion/cultural sensitivity
  - ▪Cybersecurity
  - ▪Compliance

● The first few weeks of training should be focused on having the new hire familiarize themselves with processes and procedures, software systems, and workflows.

● Communicate predetermined milestones beforehand with the new hire in their training progress so the expectations are clear from the beginning. See ***(Appendix F)*** for training calendar and expectations document templates.

● Keep in mind that everyone has their own unique learning preference so what works for one team member may not be as effective in training another. Here is an overview of the three main learning preferences:

- Visual– seeing information helps these learners visualize the concepts being taught.
- Auditory– hearing information helps these learners internalize the concepts being taught.
- Kinesthetic– using their hands and whole-body movements helps these learners experience the concepts taught.

● Allow people freedom to operate how they learn best. For example, you can use Loom to record all the mouse clicks, keyboard entries, and trainer audio explaining where to go and why each step is important, things to watch out for etc., so visual and auditory learners are covered. Kinesthetic learners will prefer a combination of synchronous and asynchronous training so mix it up some. They may prefer role playing, jumping in, and trying to figure it out, walking around while on the phone, etc. versus sitting at their desk for extended periods viewing webinars and Power Points.

● Also, challenge the new hire to improve training materials by pointing out errors, lack of clarity, out of order procedures, etc. to help ensure the experience is even better for the next hire.

● If organizations do not have pre-recorded videos already to show during training, they should use this time to create them while training this new hire. They should also have a way to test the new hire's absorption of the task, information, or procedure with quizzes so the new hire can demonstrate they are ready to move on. Consider a vendor such as Lessonly to help your team learn and practice.

SECTION 3:
INTEGRATION AND ON-GOING TRAINING

Setting clear expectations for your new hire and metrics for the position will make it easier for the new hire to succeed and supervisors to manage. Continue the check ins, daily huddles, employment reviews and ongoing training even after your new hire is acclimated. The best run organizations continue to invest in their people and keep them motivated and engaged. Here are some resources to assist you with measuring and monitoring continuous employee engagement: Gallup and Lattice

The CoronaVirus Pandemic has impacted how we live and work. As more companies embrace a virtual operating arrangement, it is vital to your company's success that you stay ahead of the curve to retain your competitive advantage. The core foundations of a successful repeatable on-boarding process such as preparation, communication, and commitment remain the same, but if done correctly can be handled better because now firms are forced to operate more efficiently since you might not be able to walk down the hall to get a form signed. These recent events are also going to force firm owners to become better managers of people, processes and time which will lead to increased business success and attracting and retaining new talent to the profession.We hope you have found this guide helpful in your journey for building your dream team.

Please feel free to contact us today to learn more about how we help firms grow by recruiting the right fits so they can increase capacity, fill in any gaps in technical expertise within the planning team, and add potential advisor successors. We would love to hear from you so please drop us a note here (info@newplannerrecruiting.com) and tell us how we can best help you.

Appendix A

Sample External New Hire Introduction Email

Sample External New Hire Introduction Email

Summary: this welcome letter template can be sent to clients, colleagues and strategic alliances announcing the firm's new planner hire.

Company Letterhead and logo here

Dear Clients, Friends and Colleagues:

It is my pleasure to announce that [new hire's name] will be joining our company on [date] in the position of [title of position]. We are excited to have [new hire's name] who joins us from [school or company name]. He/she [is a CFP board registered program graduate and is preparing to take the [insert date] CFP® certification examination/ has passed the CFP® certification examination and is awaiting the work experience requirement/ is a CFP® professional] so brings a wealth of knowledge and is eager to serve you and contribute to our company. [New hire's name] will be working jointly with me to ensure you receive the best possible service and advice.

Again, we are excited about [new hire's name] joining us, the growth of our company, and helping you achieve your life goals and dreams. Thank you for the trust and confidence you have placed in us and for the referrals you have been sending.

As always feel free to contact us at XXX-XXX-1234 if you have any questions about your financial plan or you are considering making a financial decision, so we can help guide you appropriately.

Sincerely,

[Firm owner name]

Appendix Ai

Sample Internal New Hire Introduction Email

Hi Team,

Today is an incredibly special day for our firm. I'm excited to announce [new hire's first and last name, credential] will be joining our team on [start date]. [new hire's first name] is coming to us by way of [where they came from, background, etc.] and will be working as a [title] with [name of supervisor or team.] I have added a video lunch with [new hire's first name] to your calendars and I hope you can join. If not, please be sure to reach out to [new hire's first name] this week to say hello.

Welcome [new hire's first name]!

Financial Planning Firm Owner

Appendix B

Employment File Requirements

- ❑ Form I-9
- ❑ Signed offer and acknowledgment letter
- ❑ Employee data form
- ❑ W-4 and state tax withholding form(s)
- ❑ Direct deposit form
- ❑ Benefits enrollment form(s)
- ❑ Non-solicit agreement
- ❑ Non-disclosure agreement

Appendix C

Swag Bag Essentials

❑ Company Shirt

❑ Baseball Cap

❑ Sunglasses

❑ Frisbee

❑ Nerf Ball or stress relief squeeze ball

❑ Coffee/Thermal Mug

❑ Tote Bag/Backpack

❑ Umbrella

❑ USB Flash Drive

❑ Equipment

❑ Office Supplies

❑ Personalized business cards

❑ Stationary

❑ A salty or sugary treat ☺

Appendix D

Sample Pre-Boarding Checklist

❑ Social Security number trace

❑ Credit Check

❑ Criminal check

❑ Driving records

❑ Employment and education verification

❑ Credential verification

❑ Reference verification

❑ E-Verify

❑ Drug-Testing

❑ Equipment ordered

❑ Access to software systems

Checkr and Goodhire are popular third-party solutions for these type of employment screenings

Appendix E

First Day Detailed Agenda Template

8 -8:45am – Daily Huddle with direct supervisor

- Video login/chat room credentials here
- Potential goals:
  - o Place lunch order
  - o Meet and greet with all team members
  - o Ensure hardware functioning correctly and access to all systems
  - o Confirm all paperwork and employment file completion with HR
  - o Review financial plan data entry process via Loom recordings for the last five financial plans completed in MoneyGuidePro
  - o Live observation of portfolio managers allocating portfolios and placing trades and discussion of investment philosophy beliefs and reasoning

9-10am – All hands team meeting

- Video login/chat room credentials here

10:15 – 10:30am – Team member call with COO, Monica Gellar

- Video login/chat room credentials here

10:30 – 10:45am – Team member call with Associate Planner, Rachel Green, CFP®

- Video login/chat room credentials here

10:45-11:00am - Break

11-11:15am – Team member call with Customer Service Representative, Ross Gellar, FPQP

- Video login/chat room credentials here

11:15 -11:30am – Team member call with Senior Planner, Phoebe Buffay, CFP®, CPWA

- Video login/chat room credentials here

11:30 – 11:45am – Team member call with Office Manager, Chandler Bing

- Video login/chat room credentials here

11:45- noon – Break

Noon – 1pm – Virtual lunch with team

- Video login/chat room credentials here

1 – 1:30pm – Check in call with direct supervisor

Appendix E (con't)

First Day Detailed Agenda Template

- Video login/chat room credentials here

1:30 – 2:30pm – Call and screen share with portfolio managers

- Video login/chat room credentials here

2:30-3:00 – Break

3-5pm – Review financial plan data entry process

- Location of data listed here

5 – 5:15pm – First day debrief with direct supervisor

- Video login/chat room credentials here

5:15 – Relax and reflect and prepare for tomorrow!

Appendix F

Expectations Document and Sample Training Calendar Templates

After 3 months, I expect you to:

- Become familiar with all office processes, procedures, and systems
- Develop familiarity with all clients, strategic alliances, and software programs
- Observe client meetings and financial planner client phone calls
- Respond to AA client service requests to begin to develop rapport

After 6 months, I expect you to:

- Be comfortable talking with clients in a confident manner and become the primary contact for AA level clients
- Be the secondary contact for AAA and AAAA clients
- Become in house subject matter expert on MoneyGuidePro financial planning software, Shareholder Services Group custodial platform, and Tamarac asset management software

After 1 year, I expect you to:

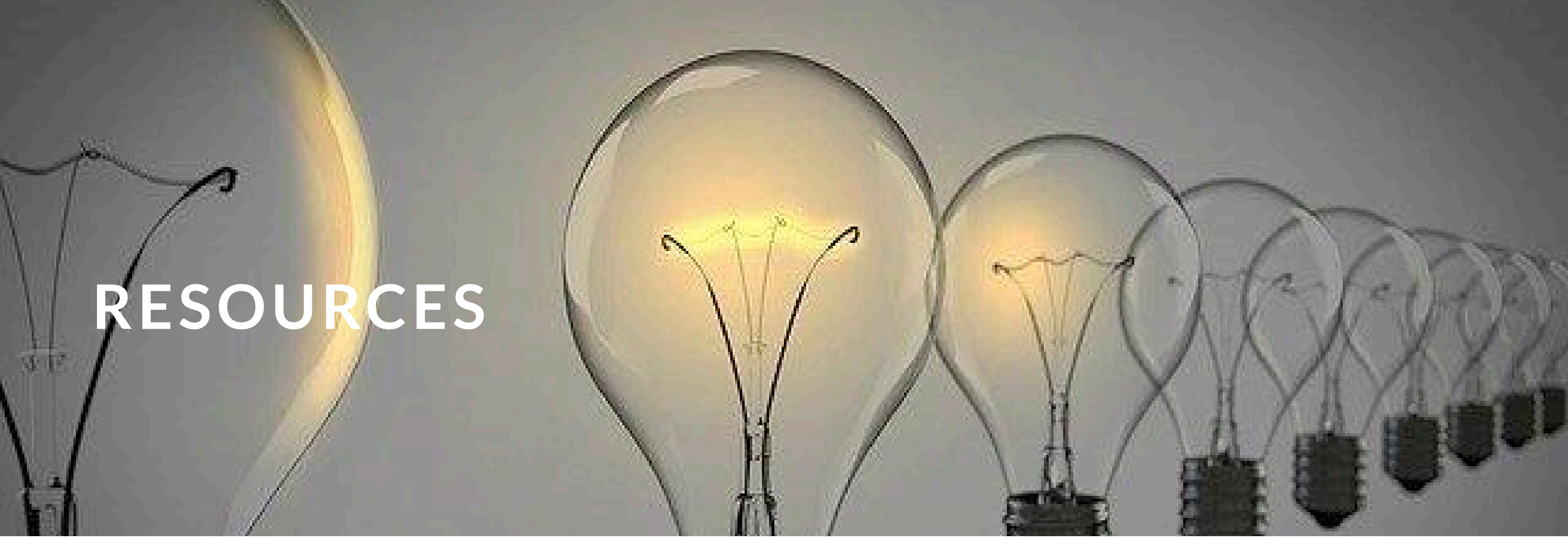
- Increase senior planner's time capacity by at least 25% starting with managing all aspects of the financial planning process, including preliminary analysis, scenario creation and producing deliverable
- Begin leading data gathering/discovery meetings
- Develop at minimum six strategic alliances per year through own networking/marketing efforts
- Bring between five - ten A or AA clients to the firm through firms and own networking/marketing

Name: New Hire **Start Date:** ______________ Reviews: 30 Day

Position: ______________ **Department:** ______________ 60 Day

90 Day

Area	Training Items	Trainer	Introduction Status		Competency Status		Mastery Status		Notes
Admin and Operations									
Office Opening/Closing, if applicable		*Name*	1 week	Complete	30 Days		60 Days		
Phone.com VOIP Phone System		*Name*	1 week	Complete	30 Days	Complete	60 Days	Complete	
Google Drive Filing System		*Name*	1 week	Complete	30 Days	Not complete	60 Days		Filing client docs in wrong folder
Ordering Supplies (Office, Kitchen, LPL)		*Name*	2 weeks		30 Days		60 Days		
Maintain Office Machines		*Name*	2 weeks		30 Days		60 Days		
Client Gifts - Holiday and Misc.		*Name*	2 weeks		60 Days		90 Days		
Billing Clients		*Name*	30 Days		60 Days		90 Days		
Workstation and hardware maintenance		*Name*	30 days		60 Days		90 Days		
Client Appt Setting/Confirmation		*Name*	30 Days		60 Days		90 Days		
Goldmine Database Management		*Name*	30 Days		60 Days		90 Days		
Client Service/Financial Planning									
Pre meeting preparation		*Name*	30 Days		60 Days		90 Days		
Financial Plan Presentations		*Name*	30 Days		60 Days		90 Days		
Post Meeting Follow up Implementation		*Name*	30 Days		60 Days		90 Days		
Discovery meeting process		*Name*	30 Days		60 Days		90 Days		
Prospect inquiry call		*Name*	30 Days		60 Days		90 Days		
Investment Allocations/Trading		*Name*	2 weeks		30 Days		60 Days		
Money Quotient Training		*Name*	90 Days		180 Days		365 Days		
Technology									
G- Suite Email		*Name*	2 weeks		30 Days		60 Days		
Money Guide Pro		*Name*	30 days		90 Days		180 Days		
Redtail		*Name*							
Tamarac		*Name*	30 Days		60 Days		90 Days		
Shareholders Services Group		*Name*							
Riskalyze		*Name*							
Marketing/Business Development/Compliance									
Client mailings and e-mailings		*Name*	30 Days		60 Days		90 Days		
Maintain Marketing Calendar		*Name*	30 Days		60 Days		90 Days		
Website/Blog Updates		*Name*	30 Days		60 Days		90 Days		
Client event preparation		*Name*							
Prospect mailing - brochures/questionnaires		*Name*	2 weeks		30 Days		60 Days		



RESOURCES

https://www.rippling.com/blog/hiring-onboarding/how-to-hire-and-onboard-remote-employees-covid/

https://www.hrdive.com/news/tips-for-onboarding-new-hires-remotely-during-covid-19-pandemic/575628/

https://www.techrepublic.com/article/4-strategies-for-training-and-onboarding-new-employees-during-the-coronavirus-outbreak/

https://www.shrm.org/ResourcesAndTools/hr-topics/talent-acquisition/Pages/Tips-for-Employee-Orientation-During-COVID19.aspx

https://hrdailyadvisor.blr.com/2020/04/15/expert-tips-for-successfully-onboarding-remote-workers-during-the-covid-19-crisis/

https://inside.getyourguide.com/blog/2020/3/18/onboarding-new-employees-during-covid-19

https://www.rippling.com/blog/hiring-onboarding/how-to-hire-and-onboard-remote-employees-covid/

https://www.hrgrapevine.com/content/article/eli-2020-03-23-onboarding-in-a-covid-19-world

onboarding system like ELI

https://www.chcoc.gov/content/boarding-processes-new-employees-during-covid-19-emergency

https://www.zenefits.com/workest/virtual-onboarding-checklist-for-remote-employees/

https://www.pcmag.com/picks/the-best-video-conferencing-software

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