

Shaping the Employee Experience

Pre-hire to Departure



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Employee Experience

Definition

“A set of perceptions that employees have about their experiences at work in response to their interactions with the organization.” (Globoforce) What people encounter, observe or feel over the course of their employee journey at your firm.

Core Facets of Employee Experience

- Belonging – feel part of team, group or firm
- Purpose – understand why one’s work matters
- Achievement – sense of accomplishment
- Happiness – pleasant feeling arising from work
- Vigor – presence of energy, enthusiasm, and excitement at work

Employees value **Career** – having a job that provides autonomy, allows you to use your strengths, and promotes learning and development. **Community** is about people – feeling respected, cared about, and recognized by others. **Cause** is about purpose: feeling that you make a meaningful impact, identifying with the firm’s mission, and believing that it does some good in the world.

Embrace Human Side of Work

- Wellness – Virgin Pulse (interactive, shows care about health)
- Anniversaries – visit, mug, money, dinner
- Birthdays – touch point
- Recognition program - Look for good with monthly notice
- Walk halls – take interest & acknowledge
- Newsletter– quarterly mostly photo

Culture

- How feel at work in relation to what’s expected
- Aura given by firm structure, hierarchy, and leadership
- Office vibe
- Sense of purpose
- What energizes or drains us, motivates or discourages us, empowers or suffocates us

Technology

- Central nervous system of firm
- Focus on employee needs
- Consumer grade
- Tools used to get work done (includes apps, software, e-learning)
- Facilitate communication, collect and share feedback
- Includes pens & paper aspects

Physical Environment

- See, touch, taste and smell (floor plan, desk, lunch room, art)
- Demographics
- Perks
- Flexibility

The Employee Experience Advantage: How to win the war for talent by giving employees the workspaces they want, the tools they need, and a culture they can celebrate

Jacob Morgan

Pre-Hire Talent Acquisition

Process speed

- Internally post
- Prior candidates
- Easy application process
- Limit questionnaire
- Maximum 2 in person interviews

Communicate

- Candidate experience
- Leverage culture
- Status tracker
- Reduce apply & wait void

Pre-hire

- Offer letter
- Paperwork & guides
- Technology/Facilities
- Informational call (reduce anxiety)

Onboarding

Effective onboarding is employee-centered and feedback-driven completed over time. SHRM recommends a focus on compliance, clarification, culture, and connection.

First Day – Make it a “Moments that Matter” Experience

- Administrator welcome
- Schedule and expectations
- Office tour and introductions
- Welcome packet (firm swag)
- Desk, name plate, computer, access cards ready
- Team lunch
- Introduction email
- Check-in before day ends

First Week

- Computer training – learning path
- Lunch with boss
- Benefits and perks
- Job description, responsibilities and ramp up expectations
- Firm origins, values, and culture
- Formal and informal feedback mechanisms

First Month

- Department leader meetings
- One-on-one meeting
- Onboarding feedback
- Establish mentor

Introductory Period (90 days)

- Complete formal onboarding
- Written summary discussion
- Set goals

Ask Questions

- Pre-hire (interview process; pre-hire paperwork)
- Orientation (1st day; computer training; work area)
- Co-workers (introductions; team assimilation)
- Resources (department understanding)
- Work (fit to expectations; surprises; growth)
- Supervision (training; feedback)
- Compensation & Benefits (questions; satisfaction)
- Policies (PTO; procedures)
- Culture fit (valued; collaborative; one firm)
- Observations (Experienced elsewhere)
- Satisfaction (exceeded expectations; what's going well)
- Priorities (goals; growth)

One-On-One Meetings

Regular one-on-one meetings are a chance to connect equally with team members. Provides a safe place for discussion. You can also learn firsthand of any morale issues that arise.

- Schedule as repeating calendar event (weekly, monthly, quarterly)
- Reschedule if needed, but don't cancel
- No interruptions, DND set, close door
- Agenda set by employee (their meeting, not yours)
- Keep it informal – conversational (chat; wins/challenges; support needed; projects)
- Elements: review; new items; goals; stay questions; action items
- Opportunity to solicit feedback from employee

Group Meetings

No one likes an unnecessary meeting. Make them more meaningful by following a few key steps.

- Circulate an advance agenda
- Start and end on time
- Follow up with minutes

Focus Groups

A group of people assembled to participate in a guided discussion and provide feedback.

- Screen participants
- Identify and state group goals
- Create safe environment
- Keep moving disclosure to avoid conversation domination
- Ask probing questions – why, what and how

Stay Interviews

The stay interview is an opportunity to build trust and learn from star employees what your firm is doing well when they identify what they like about their current job. Employers also have an opportunity to correct potential issues before talent leaves. Employees will look for something to change as a result of their participation so follow through is critical.

Exit Interviews

Exit interviews are a valuable resource to obtain feedback from departing employees and improve overall aspects of the firm for remaining employees. Often candid responses are provided.

Touch Points

- 80 / 20 delegation guide
- Suggestions and sharing motivators

Meeting / Interview Questions (Quantum Workplace)

These questions can be tailored to your needs in a one-on-one meeting or stay interview.

Alignment

1. What would you like to get out of this conversation?
2. What's on your mind?
3. In what ways does your work give you a sense of accomplishment?
4. What excites you the most about your day-to-day responsibilities?
5. Do you feel you are being used to your full potential?
6. How often are you using what you consider to be your strengths at work?
7. Are there some aspects of your job that you would like to change or improve?
8. What is frustrating about your job or what do you find the least enjoyable?
9. Do you feel over-worked, under-worked or just right?
10. Are you ready to take on new responsibilities?
11. Do you feel balance in the types of tasks you are doing?
12. How do you feel about work-life balance right now?
13. What worked best for you during our conversation?

Professional Development

14. What new skills would you like to develop
15. What are you learning here?
16. What are you doing to improve your skills and expertise?
17. What obstacles are standing in the way of your development?
18. Do you have the right resources to perform successfully?

Retention

19. Why do you stay with this job? The firm?
20. What do you enjoy most about your job?
21. What makes you happy with this firm?
22. If you were to win the lottery and resign, what would you miss the most about your job?

Recognition

23. Do you feel you are appropriately recognized for your contributions?
24. Do you feel that when you put forth extra effort, it is being recognized?
25. Do you feel you are treated with trust and respect in your position?
26. How do you like to be recognized?
27. What can be done to improve recognition in our workplace?

Benefits and Compensation

28. How do you feel about your current compensation?
29. What questions do you have about the bonuses available?
30. Do the benefits offered here meet you and your family's needs?
31. How could the firm help you better utilize our benefits?

Goals

32. What were the highlights of your past month/quarter?
33. What did not go well last month/quarter?
34. What accomplishment are you most proud of so far this quarter/year?
35. What's on your agenda as a goal or desire to achieve?
36. Where do you want to see improvement in the coming year in your performance?
37. What obstacles are in the way of you achieving your goals this month/quarter?
38. What can we do to support your career goals?
39. What inspired your goals?

- 40. What do you believe to be the firm's goals, vision and strategy?
- 41. What questions do you have about the firm's mission or values?

Relationships

- 42. How is your relationship with your co-workers?
- 43. Who has helped you succeed in your responsibilities?
- 44. Who have you helped succeed with their work?
- 45. Which of your team members do you depend on and trust the most?
- 46. What do you admire in your team members?
- 47. How does teamwork operate here?

Process and Workflow

- 48. Do you have the resources and tools you need to perform your job?
- 49. What activities take up the most time of your day/week?
- 50. What distractions or interruptions keep you from getting your work done?
- 51. What causes you to lose focus or energy?
- 52. Which coworkers do you admire for their productivity and efficiency?
- 53. What behaviors do you notice in their work styles?
- 54. What changes can you make to become more productive at work?

Performance and Behavioral Improvement

- 55. If I saw you moving forward after our conversation, what would I see you doing differently?
- 56. How do you think you could improve as an employee?
- 57. How can I help keep you accountable for achieving goals and results?
- 58. How will you keep yourself accountable for achieving goals, deadlines and results?
- 59. How does your performance compare to prior months/years?
- 60. What is a recent situation you wish you had handled differently?
- 61. What behaviors do you bring to your work and team that have a positive impact?
- 62. What do you plan to do between now and our next conversation?

Firm Culture

- 63. How do you feel about our firm culture?
- 64. What is your favorite thing about our firm culture? Least favorite?
- 65. What makes you proud to say you work here?
- 66. If you owned the firm, what would you do differently?
- 67. What do you think of the ways in which the firm gives back to our community?
- 68. How do you see office morale?
- 69. Is the firm's culture resonating with you?

Manager Expectations

- 70. What can I do to make your experience at work better for you?
- 71. If you had a magic wand, what would you change about this department/team/firm?
- 72. Are there any issues you are grappling with that you'd like my assistance with?
- 73. What should I continue to do?
- 74. What could I do a little less of?
- 75. Do you want more or less direction from me on your work?
- 76. What do you want to know about me?
- 77. If you were me, what would you do differently?
- 78. What was useful today?
- 79. What would you like me to ask you next time?
- 80. Is there anything else you wish to discuss on any topic?