

## Employee Attachment Inventory (EAI)

### Accredited Practitioner's Resource Pack

\*NOT FOR CLIENT DISTRIBUTION\*



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# Welcome

## Welcome to the Employee Attachment Accredited Practitioner's Network.

*This guide provides you with an overview of Employee Attachment and a recommended approach for successfully introducing the EAI to your clients. We've captured our knowledge and experience to give you a head start and we encourage you to draw on your own skills and experiences which allows you to present the EAI in a language that makes sense to you and your client.*



## Benefits of Accreditation

As an Accredited Practitioner (AP), you'll be part of a global community of HR professionals who are leading the way in helping organisations to measure and manage attachment perceptions. You will be guided by a Territory Manager whose role is to train and support you.

As with DISC, MBTI, HBDI and LSI, an EAI accreditation allows you to provide consultative advice to your clients whilst sharing in a profit margin with each credit bundle sold.

Here are some of the benefits our AP's enjoy:

- **Generous and ongoing profit margins on each credit bundle sold.** This means that you continue to earn an income for as long as your client uses the EAI.
- **No competition for attachment surveys.** The EAI is an Australian product innovation with patents in the USA, New Zealand, and Australia.
- **Maintain regular contact with your clients.** When your clients purchase the EAI through your practice, it opens endless opportunities to make regular contact with them and since they are expecting this, they WILL make time for you. This helps you to grow your practice by remaining "top of mind" when additional/unrelated HR needs arise e.g. coaching, training, consulting.
- **Lead generation assistance for organisations making direct contact with Sork HC.** All new business leads are passed on to our team of AP's, providing a warm lead for you to follow up and secure a new client.

## Steps to Joining the AP Network

Our accreditation training is delivered flexibly to suit independent consultants who may find it difficult to devote days at a time in a classroom environment. Our blended approach to training involves a mix of elearning, one:one coaching and experiential learning. Your shcBOND Territory Manager will support you in applying your skills once you're ready to launch your first client project.

### Step 1: Complete a free trial EAI

This will help you to appreciate the merits of the EAI and how the survey responses translate to the EAI Feedback Report. Your Territory Manager (TM) will debrief you after the Report is produced.

### Step 2: Complete eLearning Accreditation Program

This 30 minute module is located on [www.shcBOND.com](http://www.shcBOND.com) under Accredited Practitioner's > Existing Practitioners. The module introduces you to Employee Attachment and how to position the EAI with your clients and prospects. Your TM will provide you with a password after setting you up on our system.

### Step 3: Complete shcBOND Systems Training

This 30 minute session can be delivered through Skype or in person with your TM. You will receive a general tour of the shcBOND platform which includes learning how to create a new client account, launch new surveys, download reports and purchase credit bundles.

## OVERVIEW

# Employee Attachment

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

*The Attachment phenomenon is a DNA hard-coded survival mechanism that can be observed across all social structures, including the workplace. When a new recruit joins an organisation, they are forming attachment perceptions during the first 120 days of employment which will greatly influence their risk of attrition and performance through discretionary effort.*

*The Employee Attachment Inventory (EAI) helps Hiring Managers to understand and manage these perceptions.*

## What is the Employee Attachment Inventory?

The EAI is a patented instrument which measures the strength of bond (“Attachment”) between a new employee and the organisation within the first 90 days of employment. Joining a new organisation can be a stressful time for new recruits, particularly when they are under increasing pressure to learn the ropes and establish a professional network in a short period of time. Their experiences during the Critical Attachment Period (CAP) or first 120 days not only impacts their likely tenure with the organisation, but also the level of discretionary effort they’re willing to contribute above and beyond what is expected of them.

## Because niggling issues in the early days can quickly become deal breakers if left unaddressed.

The EAI provides Managers with high level insights into their new employee’s onboarding experience. This gives them an opportunity or “heads up” to address concerns early on, before they turn into deal breakers resulting in the employee resigning within the first 12-18 months.

## How Can Your Client Benefit?

Recruitment and onboarding is the most significant investment an organisation will make, and there is no guarantee they will see a return on this investment. In fact, most organisations WILL go backwards if they fail to retain new talent during the first 12-18 months.

It is therefore in the organisations financial interest to protect their recruitment and onboarding investment.

The EAI helps organisations to:

1. mitigate the risk of early attrition;
2. achieve a faster ROI through discretionary effort & performance;
3. facilitate constructive and meaningful conversations between Managers and New Employees;
4. accelerate the “speed to competency” of new hires reaching minimum performance and profit contribution;
5. gather and analyse quantitative data to inform organisation wide decisions around talent retention strategy; and
6. protect the time and expense incurred during the recruitment/training phase of employment.

# EAI Survey & Report

The EAI measures 20 drivers of Attachment and consists of a Survey and Report. New Employees complete the “90 Day Onboarding Survey” which contains 100 questions relating to their onboarding experience. The survey items require a sliding scale response from Strongly Disagree to Strongly Agree. Within seconds of completing the survey, the shcBOND platform will generate a pdf EAI Feedback Report which can be emailed directly to the Accredited Practitioner or to the client - the choice is yours. For the purpose of reporting, the survey responses are grouped into 20 drivers of Attachment. Each driver score is a calculation of the average scores of each of the 5 questions linked to that driver. The Report contains valuable insights into the perceptions new hires have formed of the business, along with specific recommendations on how the Manager can improve the onboarding experience and strengthen attachment perceptions before the end of the Critical Attachment Period (120 days).

## Sample Survey Questions

- \* I was kept well informed at each stage of the recruitment process for this position from application and interviewing, through to being offered the position
- \* Between the date of accepting this job and my first day of work, I was communicated with regularly
- \* On my first day of this position, I knew where to go, what to wear, what time to arrive and I was greeted by my new Manager/Supervisor
- \* I am aware of my company's structure, products and services, value proposition to clients, mission and core values
- \* Over the past three months, I have had the opportunity to meet with and learn about the roles of people and other departments that I provide services to
- \* I believe I have now reached a reasonable level of competency in all major functions in my role
- \* I believe the position I accepted was well represented through the recruitment process
- \* I have a clear understanding of what I should expect from my Manager/Supervisor and any issues or concerns I have raised have been dealt with quickly and appropriately
- \* I am aware of my company's history and major events that have lead to where the company is today
- \* I understand my company's objectives and how my department contributes to these

Strongly Disagree ← → Strongly Agree

Next ▶

## Sample EAI Feedback Report

**Employee Attachment Inventory (EAI) FEEDBACK REPORT**

**PRIVATE & CONFIDENTIAL**

Employee: [Name]  
Manager: [Name]  
Prepared By: [Name]  
Date: [Date]

**Summary Driver Dashboard**

Key: High, Medium, Low

Overall Attachment: 75%

**Driver 5 Rotation**

Drop Chart: 42%, 75%

Driver Score: 42%

**Action Plan**

Step 1: Review & Identify

Step 2: Priority 5 Action Plan

**shcBOND**

# Sample Launch Comms

*Here are some sample communications you can use when launching the EAI for your clients. The email cover letter can be customised for your client within shcBOND.*

## Sample Email Survey Cover Letter

Send	To...	employee@abc.com
	Cc...	
	Subject	90 Day Onboarding Survey For Sample Employee

Dear Sample Employee,

Selina's Dollar Store is committed to providing their new recruits a positive onboarding experience. As you have just completed your first 90 days with Selina's Dollar Store, they would like you to take a few moments to provide some open and honest feedback about your experiences to date.

This survey is provided by Shiraz Papas on the shcBOND platform and has been organised by and Bossy Pants.

Your individual question responses will not be shared with anyone in your organisation, however we will generate a high level report for your Manager which provides them with general insights into your onboarding experience. Please read our privacy policy [here](#). Shortly after you complete the survey, your Manager Bossy Pants will meet with you to discuss your insights.

Please complete the survey today if possible and please provide a response to all questions. The survey will only take 15 minutes to complete. If you have any questions about this survey then please speak to your manager before commencing.

To start the survey simply click on the following link:

<https://system.shcbond.com/employeesurvey/index/721c853d4bc7c1242b3f677f9ca6956c>

Please note that all links are unique and cannot be forwarded or transferred to any other person.

Thank you for taking the time to complete the survey.

Shiraz Papas  
[shiraz@sorkhc.com.au](mailto:shiraz@sorkhc.com.au)  
 61 409 245 143

## Sample Launch Communications

### Employee Comms

ABC Ltd have recently introduced a 90 Day Onboarding Survey which all new recruits are invited to complete. The survey asks general questions about your onboarding experience and will come from an external consultancy, Sork HC. After you complete the survey, a high level summary report will be sent to your Manager which provides them with insights into your first 90 days. They'll make a time to chat to you about it and this is an opportunity for you to provide additional feedback with the main goal being to improve the onboarding experience not only for yourself, but for future employees. There are no right or wrong answers and you will need to respond on a sliding scale, from Strongly Disagree to Strongly Agree.

### Manager Comms

ABC Ltd have recently introduced a 90 Day Onboarding Survey which all new recruits are invited to complete. The survey asks general questions about their onboarding experience and is administered by an external consultancy, Sork HC. A Feedback Report will then be generated and sent to you, summarising their experiences and giving you advice on how you can improve their onboarding experience. The Employee Attachment Inventory (EAI) measures 20 areas including Pre Employment, Learning Pathway, Performance Objectives, and Systems & Processes. Employee's who achieve high levels of Attachment are less likely to resign within the first 12-18 months, and they are more likely to put in extra effort to achieve greater performance for you – their Manager.

# The Business Case

*Thousands of dollars are wasted each year as a result of poor Employee Attachment. The average investment associated with finding, recruiting and up skilling new talent to a minimum performance can exceed \$100,000 per new employee over their first 3 months.*

*This figure is based on average direct and indirect costs. Indirect costs are far more difficult to estimate and can easily exceed the "known" direct costs of recruitment and training.*



## New Hire Direct Costs

- Position review
- Advertising
- Agency fees (where applicable)
- Interviews
- Profiling
- Testing
- Reference checking
- Contracts
- Administration
- Resourcing
- Training
- Salary during non-contribution period

## Indirect Costs

- Lost productivity
- Lost opportunity
- Suppressed engagement of team with long term vacancy

### DID YOU KNOW?

Over 90% of attrition within the first 18 months is determined by the employee and usually stems from one of the following reasons:

1. Right person / wrong job = poor job definition
2. Wrong person / right job = poor recruitment practice
3. **Right person / right job = poor attachment**
4. Circumstances beyond anyone's control

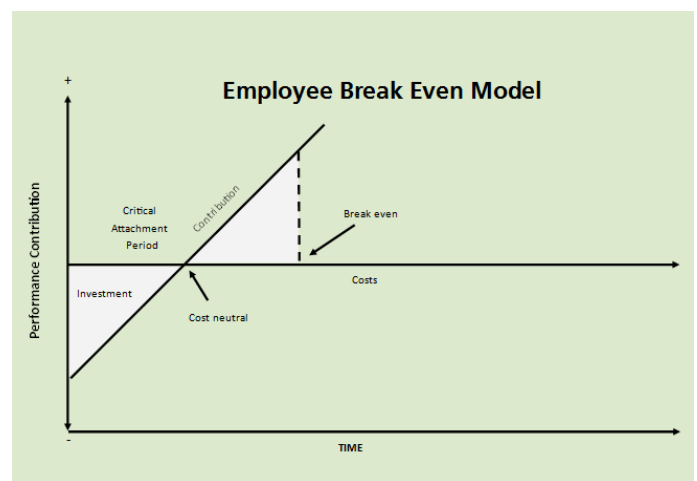
**Remember:** Any attrition prior to 18 months equates to a financial loss for the business.

## Calculating Pay Back & Break Even

The average time it takes for new employees to "pay back" the organisation's initial recruitment/training investment is anywhere between 12-18 months, depending on the role, industry and learning curve to reach full competency.

Any attrition prior to the "break even" point represents a financial loss for the business. Add this loss to the cost of replacing the employee and very quickly, the initial \$100k investment increases dramatically with each new recruitment exercise.

Remember that during probation, new talent are paid a full salary but are not likely to be performing at full capacity. Beyond reducing the cost of repeat loss and replacement, the greater benefit of creating a highly attached employee lies in retaining them at a higher rate of contribution through discretionary effort and performance.





# Key Selling Points

*Here are some of the key selling points when introducing your prospects and clients to the EAI. Most of the time we are selling the EAI to HR departments. Ideally you would be talking to a HR Director or HR Manager as decision making for organisation wide implementation is likely to be made at this level. There are times you may be selling the EAI to a Managing Director, Divisional or Line Manager for use on a smaller scale. They will have different needs to a HR department. Use your judgement and knowledge of your client to decide which points would be most important to them - which points will help them to uncover and solve their problems?*



## Key Selling Points

### 1. Protect recruitment investment

The real costs of recruiting & up skilling is approximately \$100k per employee – the EAI helps Managers to protect this investment by giving them insights into potential sticking points so they can take action before the employee disengages and resigns within their first 12-18 months.

### 2. Reduce risk of attrition

When issues are resolved promptly, attachment levels are strengthened which in turn reduces the risk of attrition. The opposite is true for issues that go unresolved.

### 3. Achieve a faster ROI

Highly attached employees place greater value in the relationship and are more willing to put in extra effort, therefore reaching their break-even point at a faster rate. Contribution after the break-even point delivers a return on investment for the organisation's initial expense in recruitment and training.

### 4. Facilitate meaningful conversations

The EAI Feedback Report makes it easy for Managers to have a structured, meaningful and targeted conversation, rather than a general "so how are you finding your first few months with us?" The quality of conversations is dependant on the Manager asking the right questions in a non-threatening and constructive way. The EAI Feedback Report provides conversations prompts that Managers can follow for each moderate to low scoring driver.

### 5. Talent retention strategy mix

EAI Composite Reports provide critical information to HR departments allowing them to quickly identify why people are leaving so that improvements can be made to their talent retention strategy either across the organisation or within specific areas of the business.

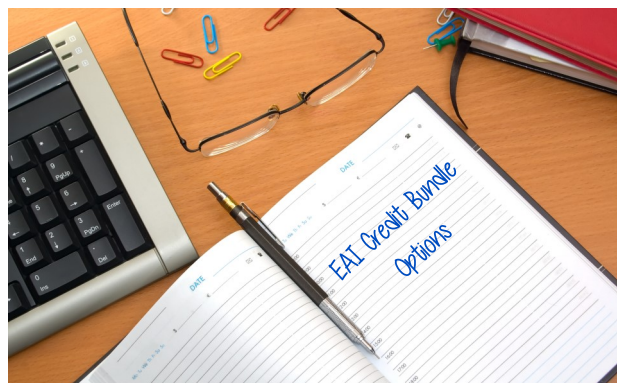
### 6. Biggest impact on profits

A 2012 Report by Boston Consulting found that Recruitment, followed closely by Onboarding, had the biggest impact on profits above any other HR function. Therefore the cost of getting this wrong will impact the financial performance of the organisation regardless of how much revenue is produced.

# Price Guide

*As an Accredited Practitioner, you can set the pricing for the EAI to reflect any additional services you may offer as part of a package for your clients (e.g. debrief coaching support, manager training, onboarding / talent retention consulting).*

*Our pricing is not advertised on the shcBOND website and will not appear in any client promotional materials. As a guide, you may choose to use the pricing structure we currently have in place for our direct clients.*



## Purchasing Credits

The EAI is sold in credit bundles to suit all size organisations. This allows for volume discounts and reduced admin. To help your client select the right bundle option, we recommend that you have a conversation with them to determine the estimated recruitment intake over the next 12 months. For example, an organisation of 200 staff may recruit 40 new employees each year. This client should be encouraged to purchase a bundle of 50 credits to take advantage of the volume discount. Unused credits will roll over into the following year.

## Bundle Options

Bundle	Client Rate	You Pay	You Make	Client Total	Your Total
100	\$150	\$100	\$50	\$15,000	\$5,000
50	\$175	\$100	\$75	\$8,750	\$3,750
20	\$195	\$100	\$95	\$3,900	\$1,900
10	\$250	\$100	\$150	\$2,500	\$1,500
1	\$295	\$100	\$195	\$295	\$295

Note:

- Pricing is in Australian Dollars and excludes GST
- 1 credit = 1 x EAI (includes Survey and Report).
- Credits do not expire so your clients can take advantage of volume savings.
- Your revenue continues for as long as your client purchase additional bundles.
- Consider adding a margin on if you are providing debriefing support.
- Considering charging for a kick-off workshop (1/2 day workshop \$3,500).
- You may choose to offer NFP clients a discounted rate at your discretion.
- Please speak to your TM for pricing in your country.



# Frequently Asked Questions (FAQs)

*We've compiled the following list of Frequently Asked Questions (FAQs) to help you during the sale or implementation phase. We've grouped the FAQs into key stakeholder categories of HR Manager, Line Manager and Employee. HR teams are likely to be asking questions upfront, whereas Managers and Employees may have questions during implementation when they are invited to complete a Survey. If you are asked a question that you are unsure of, please get in touch with your Territory Manager who can provide you with guidance on how to respond.*



## FAQs by HR Directors/HR Managers

### *1. We already have an anonymous onboarding survey - how is the EAI different?*

That's great that you're already gathering feedback from your new starters, however anonymity doesn't allow the Manager to step in and make improvements for the individual - its value is more around organisation level improvements. The EAI is different because the value is in our reporting, not just the survey itself. Our reports are designed for Managers to take immediate action to resolve issues for a new starter who may otherwise just resign. The impact of the EAI is immediate when used correctly.

### *2. We use pre-employment tests to hire the right people*

That's great that you focus so much of your attention and resources into conducting a thorough recruitment process. The tests you're likely to be using are for determining skills, competencies and cultural fit. The EAI measures Attachment which cannot be measured at the pre-employment phase. You can hire the best fit candidate for the role, and yet they are at risk of resigning in their first 12 months if they fail to form a strong emotional bond to the organisation.

### *3. Our probation period is 6 months, can we use the EAI just before probation?*

No. The EAI measures Attachment and this can only be measured during the first 120 days of employment in order for the measure to be valid. It measures strength of bond, not ability to do the job and it can help your staff to successfully reach their 6 month probationary period.

### *4. Can I have a copy of the survey questions?*

Unfortunately we can't provide you with a copy of the questions because they make up a significant component of the patent. You can however, complete a free trial and review the questions online. You won't be able to copy, print or reproduce the questions as this will breach the patent and copyright restrictions.

### *5. Our Manager's aren't ready for the feedback*

This is a common concern which many of our clients have in the beginning. Correct positioning of the EAI is critical, and when this piece is done well, you will find that Manager's soon become reliant on the Reports to help them onboard new team members. Although any kind of feedback can be confronting at first, the EAI is written in a constructive, non-confrontational tone which Manager's can review and make sense of in their own time. We also find that most reports will have a balance of feedback across all scoring zones, meaning any difficult feedback is likely to be matched with good feedback which is just as important to receive.

### *6. Our budgets are tight right now, can you offer a discount?*

Budget is a common concern for most organisations and for this reason we are able to offer a credit bundle option to suit all budgets.

# Frequently Asked Questions (FAQs)

## *7. We need to fix our onboarding program before we start to measure it.*

Whilst it's important to have a good onboarding program in place, it is not essential to have this perfect in order to gain immediate benefit from the EAI. The EAI Trend Reports can actually help you to identify the parts of your onboarding program that need improvement so you can focus your resources in areas that will have the greatest impact.

## *8. Can we customise the survey questions?*

Unfortunately no, the questions cannot be customised however there is nothing to stop Manager's from asking additional questions during their debrief conversation with the staff member.

## *9. The Report seems a bit long, I'm not sure our Manager's will read it all.*

This is a common concern for most people and yes it is a comprehensive report. However, Manager's don't need to read the Report from front to back each time - we only recommend this the first time they use it to become familiar with it. After this they can simply flick to the Drivers that require their attention as highlighted on Page 6 of the Driver Dashboard contained within the Report.

## *10. We already have a tool in place for measuring Employee Engagement. How is the EAI different?*

Most of our clients already use other instruments for measuring Employee Engagement. The EAI does not measure Engagement; it measures Attachment - the strength of the bond upon which Engagement is built. We encourage our clients to use the EAI in conjunction with their existing Engagement metrics.

## *11. We don't do much recruitment and we don't have any immediate plans to recruit.*

That's ok. We have a package to suit all business sizes and recruitment intakes - even if you're only hiring 5-10 people a year. Your credits can be used at any time and whatever isn't used will be rolled into the follow year.

## *12. We don't have an issue with employee retention. Why should we use the EAI?*

There are 2 benefits in using the EAI. The first relates to managing the risk of attrition. The second relates to accelerating the time it takes for a new Employee to reach minimum performance and profit contribution. So if retention is not an issue in your business, you will still benefit by being able to tap into the discretionary effort and subsequent performance output from your new Employees.

## *13. Is the EAI a valid business tool?*

The EAI is a valid business tool that meets the standards for both reliability and validity of psychometric instruments.

- Reliability (split-time reliability, internal consistency, split-half reliability, coefficient alpha)
- Validity (content validity, face validity, criterion-related validity, construct validity)

## *14. What does the patent and copyright mean?*

The EAI is protected by copyright and patent. This means that any information provided to you or your organisation relating to Employee Attachment and Employee Perception Measurement is done so on acceptance and agreement to be bound by these laws.

# Frequently Asked Questions (FAQs)

## FAQs by Hiring Managers

### 1. *How honest are new employees?*

When the EAI is positioned appropriately and the Employee is briefed before receiving the survey, in most instances they will provide frank feedback and this is evident in the range of scores we see across of sample of reports within our data pool. Having said this, there are times when an Employee may feel afraid to offer feedback, and this in itself is a form of feedback which requires your attention.

### 2. *Onboarding isn't my area our HR Manager looks after that*

The best onboarding experiences are a collaboration between HR, Line Managers and the Employee. So whilst HR can provide a structure for onboarding, it's the Hiring Manager who has the greatest influence over the strength of bond a new employee creates with the organisation as they have day to day contact with them.

### 3. *What can I do about low scores?*

Read the Observations and Recommendations for each Low or Moderate scoring driver to receive advice on how to improve it.

### 4. *Can I see the individual scores to each question?*

No, we only report on the driver score average and it's up to you to explore the details with your staff member. This ensures a high completion rate and encourages honest feedback.

### 5. *How accurate is the Report?*

The survey responses trigger predefined comments which are imported into the EAI Feedback Report, making the Report an accurate reflection of the survey ratings.

### 6. *Is the Report about me?*

The report is about the attachment perceptions your new recruit has formed and these are inevitably influenced by you as their direct manager.

## FAQs by New Employees

### 1. *Do I have to complete the survey?*

Employees are encouraged to complete the survey and if you have any concerns we ask that you have a chat to your Manager or HR representative.

### 2. *Can my Manager see my responses?*

Your Manager will receive a high level summary of your responses, meaning individual scores won't be shared. We only provide average scores across question combinations.

### 3. *Is this a test?*

No. This is simply a way for your Manager to get a better understanding of how you're settling in, so they can help you to succeed in your role and build a career within the organisation.

### 4. *How long will it take to complete?*

The survey will take approximately 10 mins to complete online.

### 5. *What happens after I complete it?*

A report will be generated and sent to your manager for review. They'll make a time with you to talk about it and action plan any areas you need further support in.

### 6. *What happens if I'm on leave?*

The survey link expires after 120 days from your date of commencement with the organisation. This would typically be 30 days after you receive your initial survey invitation link. If you know you're going to be on leave, please notify your Manager before the link expires.

# shcBOND Platform

shcBOND is a unique web-based platform that is owned and distributed by Sork HC. shcBOND allows Accredited Practitioners to view and manage client accounts centrally at the click of a button. The intuitive user interface makes it easy to learn and navigate so you can be up and running fast. shcBOND allows you to create new client accounts, launch new surveys, download reports and view your credit/usage history. Your TM will train you in how to use this system.



Organisation Name : Selina's Dollar Store  
 Organisation Contact : Selina Sork  
 Practitioner : Sork HC Practitioner  
 Credit Balance : 48

Search

[Dashboard](#)
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[?](#)

Schedule Survey

Purchase Credits

Add Employee

## 10 Latest Scheduled Surveys

No	Employee Name	Scheduled on	Survey Type	Invitation Date	First Reminder	Second Reminder	Final Reminder	Actions
1882	Test One	10 Feb 2015	Attachment	11 May 2015	13 May 2015	15 May 2015	16 May 2015	Tracking
1884	Test Two	10 Feb 2015	Attachment	1 Apr 2015	03 Apr 2015	05 Apr 2015	06 Apr 2015	Tracking
1886	Test Three	10 Feb 2015	Attachment	2 Jul 2015	04 Jul 2015	06 Jul 2015	07 Jul 2015	Tracking
1888	Test Four	10 Feb 2015	Attachment	6 May 2015	08 May 2015	10 May 2015	11 May 2015	Tracking
1097	Shiraz Papas	18 Dec 2014	Attachment	18 Dec 2014	20 Dec 2014	22 Dec 2014	23 Dec 2014	Tracking
929	Another Test01	11 Dec 2014	Attachment	1 Mar 2015	03 Mar 2015	05 Mar 2015	06 Mar 2015	Tracking
687	Selina Test Sork Test	02 Dec 2014	Attachment	2 Dec 2014	04 Dec 2014	06 Dec 2014	07 Dec 2014	Tracking
726	Ima Sample	02 Dec 2014	Attachment	2 Dec 2014	04 Dec 2014	06 Dec 2014	07 Dec 2014	Tracking
727	Final Test	20 Nov 2014	Attachment	20 Nov 2014	22 Nov 2014	24 Nov 2014	25 Nov 2014	Tracking
685	Sample Employee	18 Nov 2014	Detachment	18 Nov 2014	21 Nov 2014	24 Nov 2014	27 Nov 2014	Tracking

[View All](#)

## 10 Latest Completed Surveys

No	Employee Name	Survey Type	Invitation Date	First Reminder	Second Reminder	Final Reminder	Completion Date	Actions
1099	Shiraz Papas	Attachment	11 Mar 2015	13 Mar 2015	15 Mar 2015	16 Mar 2015	12 Mar 2015	Tracking
685	Sample Employee	Attachment	12 Mar 2015	14 Mar 2015	16 Mar 2015	17 Mar 2015	12 Mar 2015	Tracking
957	Shiraz EDI Trial	Detachment	11 Mar 2015	14 Mar 2015	17 Mar 2015	20 Mar 2015	11 Mar 2015	Tracking
1322	Anthony Sork	Attachment	7 Feb 2016	09 Feb 2016	11 Feb 2016	12 Feb 2016	12 Feb 2015	Tracking
957	Shiraz EDI Trial	Detachment	3 Feb 2015	06 Feb 2015	09 Feb 2015	12 Feb 2015	3 Feb 2015	Tracking
1099	Shiraz Papas	Detachment	18 Dec 2014	21 Dec 2014	24 Dec 2014	27 Dec 2014	18 Dec 2014	Tracking
957	Shiraz EDI Trial	Detachment	11 Dec 2014	14 Dec 2014	17 Dec 2014	20 Dec 2014	11 Dec 2014	Tracking
922	Debbie Scott	Attachment	8 Mar 2015	10 Mar 2015	12 Mar 2015	13 Mar 2015	9 Dec 2014	Tracking

[View All](#)



Here is a selection of screen shots from our 30 minute Employee Attachment eLearning Accreditation Program. Your TM will provide you with a password to access this module which is located on the shcBOND website.

The screenshots display the following content:

- Module 1: Welcome** - Introduction to Employee Attachment, Employee Attachment Inventory (EAI), Manager Debrief, The Client Visit, The Business Case.
- Module 2: The Business Case for Measuring Attachment** - Financial Impact, Calculating Break Even, Did You Know?, Click on a spin area to learn more about the Business Case.
- Module 3: Key Benefits** - The EAI has specific applications within the on-boarding process and has a proven capacity on helping organisations achieve the following benefits:
  - Reduce the risk of attrition within the first 12 months
  - Achieve a faster ROI through discretionary effort & performance
  - Accelerate the time it takes for new employees to reach minimum contribution
  - Protect recruitment & training investment
- Module 4: Employee Attachment Inventory (EAI)** - KEY BENEFITS, 20 DRIVERS OF ATTACHMENT, SAMPLE QUESTIONS, SCALE, VALIDITY & RELIABILITY, SURVEY CONSTRUCT, EAI FEEDBACK REPORT, TIME.
- Module 5: EAI Feedback Report** - Cover Page, Driver Dashboard, Driver Exploration, Action Plan.
- Module 6: Workplace Attachment** - Direct Manager's Impact, 120 days, Critical Attachment Period (CAP), Key Response Behaviours.
- Module 7: 20 Drivers of Attachment** - The EAI measures 20 drivers for factors that influence attachment levels. The survey does not contain any drivers, rather for reporting purposes, we group the responses into these 20 drivers.
- Module 8: Manager Debrief Scenarios** - Scenario 1: Why haven't you tried this yet? Scenario 2: Why haven't you tried this yet? Scenario 3: Why haven't you tried this yet?
- Module 9: The Client Visit** - Key Selling Points, Some helpful tips for overcoming tricky questions from your clients/prospects.
- Module 10: Key Selling Points** - Address risk of attrition, Facilitate meaningful conversations, Report impact on profits.
- Module 11: Common Questions/Objections** - No, we don't have an existing survey, We are not ready to get an onboarding program, We are not ready to get an onboarding program, We are not ready to get an onboarding program.

*Here is a selection of screen shots from our Employee Attachment HR Team Presentation which you can use during the sales process or whilst training your clients.*

### Introduction to Employee Attachment

- 1 Attachment Overview**  
A biologically determined DNA hard-coded instinct
- 2 Workplace Attachment**  
There are 4 components of workplace attachment
- 3 EAI Survey & Report**  
Understand how to interpret an EAI Feedback Report
- 4 The Debrief**  
Provide guidance to Managers in how to conduct a debrief

ALIS Patent No. 2008/004518 & 2010/001044 NZ Patent No. 589754 US Patent No. 8688493

### Attachment Overview

Attachment is a biologically determined, DNA hard-coded instinct that connects an offspring to its parent for the purpose of survival.

**Filial Bonding**  
Refers to the survival instinct that is hard-coded into a species which needs the care and protection of a parent in order to survive. Would perish otherwise.

**Attachment Theory**  
Refers to the strength of the bond between a human child and parent (i.e. the primary carer). We are introduced to ourselves, and the world around us, through our caregivers.

ALIS Patent No. 2008/004518 & 2010/001044 NZ Patent No. 589754 US Patent No. 8688493

### Workplace Attachment

- 1 Critical Attachment Period (CAP)**  
The first 120 days is a critical time where new recruits are forming perceptions of the organisation which impact the strength of bond they feel towards the organisation and it's people.
- 2 Direct Manager's Influence**  
The Direct Manager has the greatest influence over the strength of bond through their actions and behaviour.
- 3 Core Attachment Perceptions**  
New recruits develop core attachment perceptions of Security, Trust & Value, Acceptance, Belonging through their experience of the 20 Drivers of Attachment.
- 4 Key Response Behaviours**  
The strength of bond achieved at the end of the Critical Attachment Period lead to key response behaviours:  
(1) risk of attrition  
(2) performance / discretionary effort

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### The Business Case for Measuring Attachment

Thousands of dollars are wasted each year as a result of poor employee attachment

**CAP 120 days**  
**First 3 months Training Investment**  
**3-6 months Pay back - break even**  
**12-18 months Return on Investment**

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### Did You Know?

Approximately 90% of attrition that occurs during the first 18 months is determined by the employee. Attrition within 90 days is normally due to the following reasons:

- Right Person / Wrong Job
- Wrong Person / Right Job
- Right Person / Right Job

**Poor Job Definition**  
Review the role requirements and update job description - be realistic

**Poor Recruitment Practices**  
Provide training to all those involved in the recruitment process on how to select the right talent

**Poor Employee Attachment**  
Measure and manage attachment perceptions to reduce the risk of early attrition

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### 20 Drivers of Attachment

- Recruitment & Selection
- Pre Employment
- Orientation
- Rotation
- Central Messages
- Incremental Learning
- Accuracy of Job Rep
- Manager Alignment/Access
- Business Awareness
- Performance Objectives
- Learning Pathway
- Reasons for Joining
- Vision & Career Path
- Senior Leadership
- Work / Life Balance
- Co Workers
- Physical Work Env & Res
- Culture & Climate
- Systems & Processes
- Safety & Behaviour

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### Driver Snapshot

- Recruitment & Selection**
  - Keep candidate informed - even no news is news to them
  - All involved in recruitment have a thorough understanding of the position and organisation
  - Use appropriate assessments and interview techniques to get a fair and accurate picture of their skills & experiences
- Rotation**
  - Provide opportunities to meet with, learn from and establish relationships with people in other departments
  - Introduce them to key people
  - Encourage them to attend corporate events
- Manager Alignment & Accessibility**
  - Give clear direction on what you expect from them, and what they can expect from you
  - Resolve issues/concerns quickly and appropriately
  - Demonstrate genuine concern for their well being
- Performance Objectives**
  - Ensure they understand the business goals and how their department contributes
  - Ensure they understand the team's objectives and how each role contributes
  - Set fair, reasonable and achievable performance targets

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### Employee Attachment Inventory

**Online Survey**  
**EAI Feedback Report**  
**Manager/Employee Debrief**

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### Sample EAI Feedback Report

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### Tips for Debriefing Managers

Here is suggested approach for helping your Managers to understand and accept the feedback provided in the EAI Feedback Report.

- Thank them for their time**  
EAI recap  
Purpose of meeting  
Framing is key - spend time on this piece
- Review Report**  
Review Report structure  
Review Driver Dashboard & direct them to Driver Pages for deeper insights. Action Plan purpose & review.
- Provide guidance**  
Review report in coming days  
Make notes. Come back with any questions. Prepare well for employee debrief.
- Employee Debrief**  
Conversation should be motivating and constructive with a view to improving outcomes - not about "why did you say that?"

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### Frequently Asked Questions by Managers (FAQs)

- 1 How honest are new employees?**  
Most are honest and we have robust mechanisms to detect responses that may not be honest, or that may have been rushed.
- 2 Onboarding isn't my area**  
It can provide a structure for onboarding, but the day to day activities rest with the Manager
- 3 What can I do about low scores?**  
Explore these with your employee and work out ways to improve them together
- 4 Can I see the individual scores?**  
No, we only report on the driver score average and it's up to you to explore the details with your staff member
- 5 How accurate is the report?**  
The report is an accurate reflection of how the survey was responded to.
- 6 Is the Report about me?**  
The report is about the attachment perceptions your new recruit has formed and the impact you've had on these.

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### Frequently Asked Questions by Employees (FAQs)

- 1 Do I have to complete the survey?**  
Employees are encouraged to complete the survey but if you don't want to that is ok.
- 2 Can my manager see my response?**  
HR can provide a structure for onboarding, but the day to day activities rest with the Manager
- 3 Is this a test?**  
No. This is simply a way for your manager to get a better understanding of how you're settling in, so they can help you further.
- 4 How long will it take to complete?**  
The survey will take approximately 10-15 mins to complete online.
- 5 What happens after I complete it?**  
A report will be generated and sent to your manager for review. They'll make a time with you to talk about it and action plan any areas you need further support in.
- 6 What happens if I'm on leave?**  
The link will remain active in your inbox for completion when you return.

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