Employee Attachment Inventory (EAI)

PRODUCT INFORMATION GUIDE

The **Employee Attachment Inventory (EAI)** is a patented instrument which measures the strength of bond ("Attachment") between a new employee and the organisation at the 90th day of employment. Attachment perceptions can be measured and managed to reduce the risk of early attrition and to accelerate speed to competence for every new hire.

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AUS Patent No. 2008100458 & 2010100184 NZ Patent No. 589754 US Patent No. 8688493

OVERVIEW

Employee Attachment

Attachment is the strength of emotional bond formed when an individual joins a new social structure.

Attachment occurs in the workplace when a new employee joins an organisation. These Attachment perceptions form during the first 120 days of employment and influence the risk of attrition, discretionary effort and performance of the new employee.

The Employee Attachment Inventory (EAI) allows hiring managers to understand and manage these Attachment perceptions.

What is the Employee Attachment Inventory (EAI)?

The EAI is a world leading patented measurement and reporting instrument.

Based on extensive research, the EAI has been designed to measure the strength of bond ("Attachment") between a new employee and the organisation at the 90th day of employment.

Because the Critical Attachment Period (CAP) lasts for 120 days, the EAI can be used as an intervention instrument.

When using the EAI, managers have a 30 day window of opportunity to address any Attachment perceptions that are lower than desired.

The EAI is the most valuable protection you can have to impact retention and performance of new employees.

The EAI provides managers with high level insights into their new employee's onboarding experience and the connection they are forming with the organisation. This gives managers an opportunity to address any concerns before they turn into significant issues that could result in the employee exiting within the first 12-18 months.

The 20 Drivers of Attachment

1. Recruitment & Selection
2. Pre Employment
3. Orientation
4. Rotation
5. Central Messages
6. Incremental Learning
7. Accuracy of Job Representation
8. Manager Alignment / Accessibility
9. Business Awareness
10. Performance Objectives
11. Learning Pathway
12. Reasons for Joining
13. Vision & Career Path
14. Senior Leadership
15. Work / Life Balance
16. Co Workers
17. Physical Work Environment & Resources
18. Culture & Climate
19. Systems & Processes
20. Safety & Behaviour

Key Benefits

Key Benefits

1. Protect recruitment investment

The direct and indirect costs of recruiting and onboarding a new employee is conservatively $100k. The EAI enables managers to protect this investment by giving them insights into lower than desired levels of Attachment during the Critical Attachment Period (first 120 days).

2. Reduce risk of attrition

By using the EAI to guide a constructive conversation between the manager and the new employee, Attachment levels are strengthened, which in turn reduces the risk of attrition.

3. Achieve a faster ROI

The performance of an employee is based on the combination of their capability and effort. Assuming two employees have the same capability, the employee who is highly Attached will apply a greater level of discretionary effort and achieve break-even faster than an employee who is moderate or low in Attachment. Their contribution after they achieve break-even delivers an even greater return on investment for the organisation.

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 conversation guidance that managers can follow for moderate to low scoring Attachment drivers.

5. Talent retention strategy mix

EAI Trend Reports provide critical information to HR departments, allowing them to identify patterns and make improvements to their talent retention strategy. Trend reporting can be done based on any demographic and structural level across the organisation.

6. Biggest impact on profits

A study by Boston Consulting found that recruitment, followed closely by onboarding, had the biggest impact on profits above any other HR function. Most organisations focus on employer centric needs during probation and onboarding. Using the EAI ensures you balance both employer and employee needs to achieve great retention and performance of your new employees.

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 minimum performance capability 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

New Hire Indirect Costs

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

DID YOU KNOW?

Over 90% of attrition that occurs 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 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 organisation. 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 employees 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.

EAI Survey & Report

The EAI measures 20 drivers of Attachment and consists of a Survey and Consultative Report. *New employees complete the "90 Day Onboarding Survey" which contains 100 items, taking only 15 minutes to complete. Within seconds of completing the survey, the shcBOND platform will generate an EAI Feedback Report that is emailed directly to the HR manager and/or line manager. The comprehensive report allows managers to review the full experience of the employee or narrow their focus to specific drivers they wish to address. With observations, recommendations and driver exploration tips, the EAI can be self-supported or used with an HR business partner.*

Sample Survey Questions

Click on each slider anywhere to move marker.

Strongly Disagree ← → Strongly Agree

- * 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 organisation'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 organisation's history and major events that have lead to where the organisation is today
- * I understand my organisation's objectives and how my department contributes to these

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Sample EAI Feedback Report

EAI Trend Reporting

At no additional cost, EAI Trend Reports provide HR managers with powerful and valuable insights into how the organisation is tracking. Based on the information you load into the system for each employee, you can run reports based on structural and demographic data sets. This can include full organisation, division, department, team, geography, qualification, gender, age and more. You can also run time comparative and distribution reports

Time Comparative, Structure Comparative and Respondent Distribution graphs are all included in the shcBOND platform. Trend Reports are produced dynamically at the click of a button and can be downloaded from the shcBOND platform at any time.

shcBOND Platform

shcBOND is a unique web-based platform that is owned and distributed globally by Sork HC.

With an intuitive user interface shcBOND is easy to learn and navigate. In no time you can be up and running on the system.

The shcBOND platform allows you to load new employees, launch surveys, download and store reports, run trend reports and view your credit/usage history on any device at any time.

Notification Message Status

Notification Message Status for
Employee Name : Test1 Manual
Employee Email : test1@mailinator.com
Survey Type : EAI Survey

Notification Sent to **Accredited Practitioner**
Status : Delivered on 09 Mar 2016 at 5:46 PM

Notification Sent to **HR Manager**
Status : Delivered on 09 Mar 2016 at 5:46 PM

Notification Sent to **Direct Manager**
Status : Default not checked to be sent a notification

This status is to checking whether the Accredited Practitioner, HR Manager or Direct Manager would receive a notification message that system has sent to them, when an employee has completed a survey, depends on which tick-box is checked when creating / updating a Client. if none of HR or Direct Manager receives a notification, then the Accredited Practitioner will be notified that notification message has failed to deliver.

Ok

The shcBOND platform is highly automated. It allows customised communications, has intelligent invitations and reminders, sends HR notifications and provides several auto-report delivery options.

All surveys can be tracked and status reports are available at all times.

You can have as much or as little control as you like with the shcBOND platform. Your Accredited Practitioner will train you in how to use the shcBOND Platform to the level of control you would like. They will provide ongoing guidance and support as required.

Whether you are an occasional or a high volume user, you will find the shcBOND platform easy to use.

Getting Started

It's easy to get started with shcBOND.

Step 1: *Get in touch with your shcBOND Accredited Practitioner*

Step 2: *Complete your free trial EAI or pilot*

Step 3: *Purchase a Credit Bundle or licence*

For larger organisations, your Accredited Practitioner may choose to facilitate a 3 hour workshop with the HR Team. Please talk to your AP if you would like to receive this training.

Credit Bundles

The EAI can be purchased in credit bundles or for larger organisations you can discuss licence options with your Accredited Practitioner.

Your Accredited Practitioner will help you decide which bundle or licence is best for your anticipated recruitment intake. For smaller organisations you also have the option of purchasing credits one at a time on an as needs basis. Credits do not expire unless you stop using the shcBOND platform.

Credit Statements

The shcBOND Platform displays a record of your credit balance, and an up-to-date statement itemises credit usage which you can view at any time.

Payment

Your shcBOND Accredited Practitioner will raise an invoice at the time of credit bundle request. Credits will then be allocated to your account and will be ready for use within 24 hours. You can top up your credits at any time from within the shcBOND Platform.

Start Your Free Trial or Ask Us About Setting Up A Pilot For Your Organisation Today

Visit www.shcBOND.com or contact Selina Sork on +61 (0)401 240 312 or email Selina.Sork@shcBOND.com

Please visit our website www.shcBOND.com to learn about our other products.

Your credit bundle can be used across any product within the shcBOND platform.