

www.pwc.com

Workshop: Authentic bonding

17 June 2013



people
sphere EVENTS



pwc

Authentic bonding

Starts before you join the firm

Happens while you are on board

Continues after you have left the firm

Pre- & On-Boarding

Coaching

Off-Boarding

www.pwc.com

Pre- & On-boarding

Pre- and On-boarding

A few things to remember about On-boarding

It's one of the first 'live' examples new joiners will have of the PwC Experience.

You never get a "first impression" opportunity again!

A good on-boarding leads to lower staff turnover. Nearly one in three of newly hired employees leave the company voluntarily or involuntarily before the end of their first year. That costs can be 50 to 150 percent of the annual salary for the job.

A good on-boarding converts new hires quicker into effective performers. It affects your bottom-line result!

The Global On-boarding Framework

3 Stages

Prepare

Maximising the number of offers accepted, reassuring those who do accept that they're making the right choice and reducing any new joiner anxiety

Arrive

Making new joiners feel welcome, helping them to align their values and objectives with ours and start to take control of their own development

Perform

Continued coaching, formal training and on-the-job learning that helps individuals become more productive, develop strong relationships and build networks

7 Steps

Making a commitment

Getting ready to join

Arrival

Learning your role

Increasing your understanding

Working independently



Influencing

Some figures

PwC Global

- 36.000 hires per annum → 21.000 graduates & 15.000 exp. hires

PwC Belgium

- 300-350 new joiners per annum
 - 200 graduates  Mostly in September
 - 100-150 experienced hires  Every month

Pre-boarding objectives

Prepare

Maximising the number of offers accepted, reassuring those who do accept that they're making the right choice and reducing any new joiner anxiety

Making a commitment

Getting ready

Making them feel part of the PwC family before they even joined us

Authentic bonding starts very early!

- The importance of *authenticity* at campus events
 - No pre-chewed sales talks
 - New joiners get an important place in campus events
- A *personalized follow-up* of good candidates
 - Tracking of good candidates at Kick-Off events
 - Partner involvement to convince candidates to sign for us (*‘Bill Gates approach’*)
- Graduates (who signed a contract with us) are our best *ambassadors* at universities!
- Pre-starting date contract cancellations have declined (almost zero)
- Pre-boarding approach is based on “*learning from new joiners*”
- Giving them access to personalized and privileged information (*Extranet*)

Pre-boarding

Access to extranet

Site Actions Browse Page Publish Sofie Diels ▾

[My Portal](#) | [My Profile](#) | [Notifications](#) | [Contact Webmaster](#) | [Users Guide](#)

pwc *Slice*

Extranet home PwC & me About PwC Our services Policies

Status: Checked in and viewable by authorized users.

[Extranet home > home](#)

- Three months to go
- two months to go
- One month to go
- One week to go
- Binder CS
- Junior
- Experienced and above
- Support and administration

Extranet homepage

Introduction Karel De Baere
Edit this page to modify your web part content.

Timeline

3 months to go	2 months to go	1 month to go	1 week to go
First day	Experience video	My time off	Induction day agenda
		My performance	My start

edit/add content add tags

Contacts

Annemie Vande Perre
HR Project Officer
7322
[Give feedback](#)

save & preview cancel
unlock **publish***

* if you are not the final approver, your page will be automatically submitted for approval.

My questions

Edit this page to modify your web part content.

My personal messages and actions

Edit this page to modify your web part content.

Pre-boarding

Welcome Inside event (Jr. hires)

New Year's wishes

Good luck with exams (Jr. hires)

Present at signing of contract

Invitation for induction day / starters week



On-boarding objectives

Arrive

Making new joiners feel welcome, helping them to align their values and objectives with ours and start to take control of their own development

Arrival

Joining PwC is treated as a **milestone** that positions new joiners for future career success.

Focus is on helping new joiners **feel welcome**, interact with PwC people, gain insight into the PwC culture and business, and access the tools and resources that are essential to them.

New joiner is inspired by the **calibre of people** who are now colleagues

Learning your role

Buddy is accessible for day-to-day questions

Every new joiner gets assigned a **coach**, who discusses Development Plan with new joiner. Monitors new joiner's progress and addresses questions, particularly around Core behaviours, PwC organisation structure, network formation, PwC Experience, and client principles

On-Boarding

Induction day/Starters week(s)

Welcome bag

Personalised welcome screen

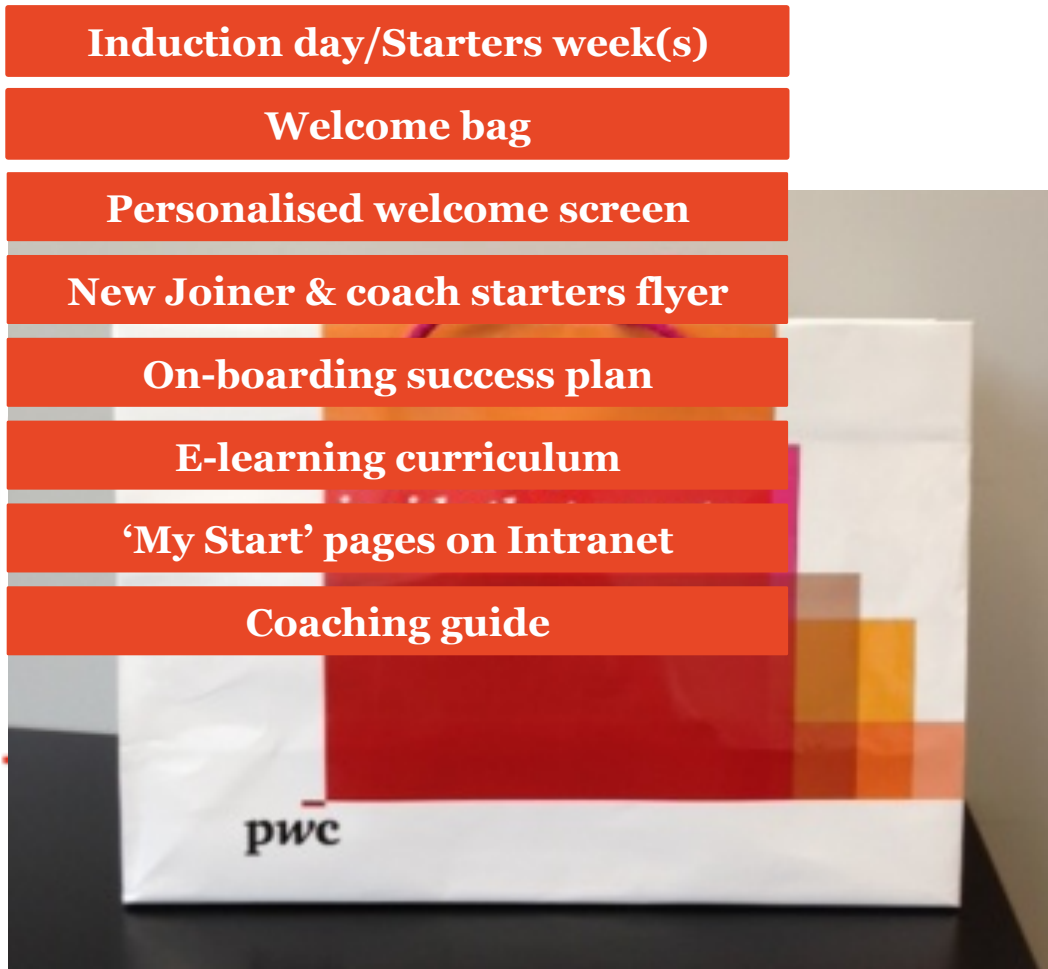
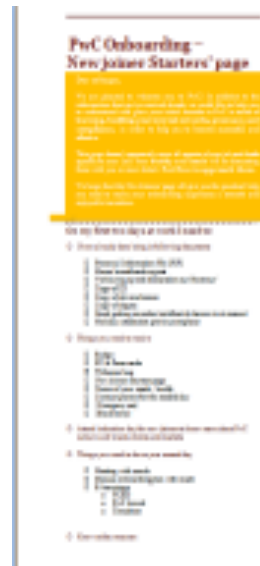
New Joiner & coach starters flyer

On-boarding success plan

E-learning curriculum

'My Start' pages on Intranet

Coaching guide



While On-board



While On-board

Perform

Continued coaching, formal training and on-the-job learning that helps individuals become more productive, develop strong relationships and build networks

Increasing your understanding

Working independently

Influencing

New joiners' **confidence grows**

Has meaningful **coaching experiences** (formal and real time), completes learning activities and **remains utilised** which continues to accelerate development

Buddy remains accessible, but is needed less frequently

They are **ready for increased responsibilities**, exposure, etc.

Providing new joiners with an opportunity to **influence the On-boarding process** continues their engagement and helps On-boarding remain competitive.

Learning from new joiners - survey

Whilst on-board

Learning from new joiners
questionnaire

Recognition card from coach



Authentic bonding while on board

- No magic solution → something you do every day
- You're not alone on your journey → team work, guided by seniors
- Average age of our employees = 29 (*"the Class of 2012"*)
- Building a coaching culture
 - Continuous feedback
 - Career coaching
- Inspired by great examples, role models
- *"Work hard, play hard"*
- War stories live on forever
- Doing things together (Sports@PwC), celebrate successes
- Living our brand: Branded material, PwC logo
- *"Once PwC, always PwC"*

Authentic bonding has its challenges

- No magic solution → something you do every day
- “*Millennials*” on the workforce
 - Mobile workforce
 - Highly educated, ambitious, demanding, impatient



Dec. 2011

PwC's NextGen:
A global
generational
study

Matching PwC's business practices
with the new workforce reality

Aug. 2012

NextGen Study

Drivers of retention

Environment and practices drive the emotional connection

1

Balance and workload

- Work/life imbalance
- Impact of the workload
- Manageability of the workload

2

Engaging work, development and opportunities

- Work that is stimulating and challenging
- Support for professional development
- Knowledge and influence about opportunities

3

People and teams—My PwC community

- The team
- Supervisors
- Friendship at work

4

Competitive pay and job opportunities

- Perceived pay equity
- Job opportunities at PwC vs. elsewhere

Emotional connection drives retention

- Thriving
- Commitment to PwC
- Job satisfaction

Retention



What our people are telling us

Knowing what our people value most with their career at PwC – and delivering against that – will help us attract and retain talented people who deliver the PwC Experience.

What they want:

- **Career paths with distinctive client experiences**
- **Access to opportunities that accelerate their development**
- **Candid conversations about potential future career paths**
- **Independent career conversations and advice on their next move**
- **Coaches who promote and support their careers**
- **A life-long relationship that doesn't end when they leave the firm**

And they tell us:

- **It's not easy to find information about open internal positions**
- **They feel forced to leave PwC for new career development opportunities**
- **They are expecting to have several different jobs in the first 15 years of their careers**

www.pwc.com

Off-boarding

An opportunity awaits

What if we could...

- ✓ Grow business through our Alumni?
- ✓ Send leavers to be PwC ambassadors
- ✓ Strategically place a high proportion of leavers with clients / potential buyers?
- ✓ Strengthen our client relationships by helping them access recruits?
- ✓ Engage the 'friends of the firms' network?

Is a career with PwC an
'Opportunity of a lifetime'?

180K
partners and
staff

40K
new joiners
annually

35K
leavers
annually

98%
new joiners leave
within 10 years,
most within 5

1%
Make partner,
1% retire with
us

5M
number of
relationships and
individual clients
that we have

What we know about our leavers

Over 98% of our new joiners will leave, with a significant number seeking different opportunities in their first few years -- approximately 95% of those individuals will leave within their first 10 years, most within the first 5 years.

We are very hesitant to speak to our people about leaving the firm.

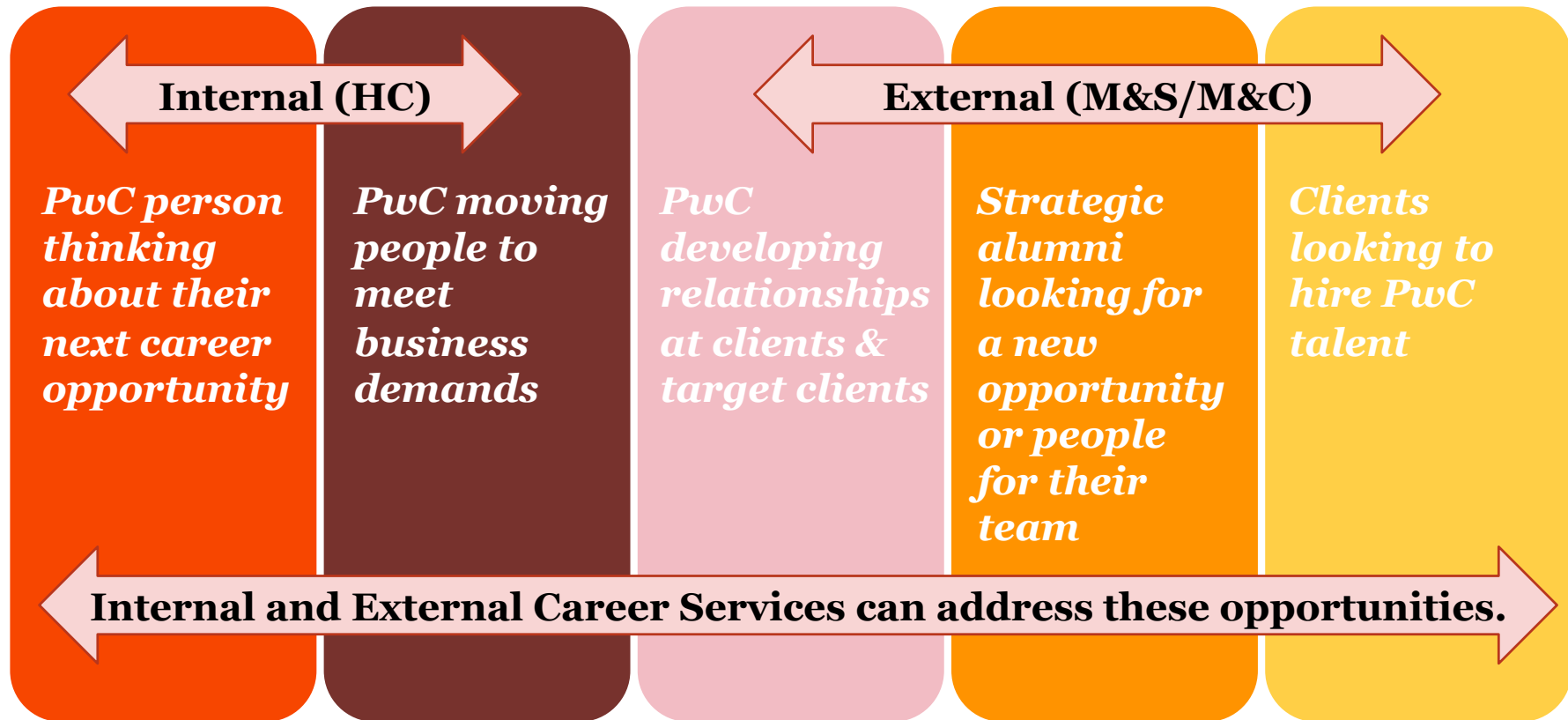
In fact, we rarely:

- Speak to our people about having a career beyond PwC
- Showcase the value of having PwC on their resume
- Help our people find the right roles when they leave that would be benefit them and us
- Help alumni and friends of the firm find roles that would be beneficial to our clients and us (M&S)



Over 98% of our new joiners will leave the Firm within 10 years.

When we connect people with opportunities...



...we increase people engagement, retention and revenue generation.

Proposed Frameworks: Career Services, Offboarding Process, HC's role with the Alumni Programme

Internal Career Services

.....
1.1 Various career opportunities are reinforced with new joiners when they start and during appropriate points throughout their career.
.....

1.2 PwC offers career sites with career tools and assessments.
.....

1.3 PwC offers career conversations.
.....

External Career Services

.....
1.4 Access to independent and confidential **career counseling** to identify external opportunities, and online career support. This can include access to a **database of client opportunities** along with **introductions to clients/** targets and Partner recommendations.
.....

1.5 PwC talent, alumni and friends **are strategically referred to clients** and targets and we **assist alumni and friends with finding people** for their teams.
.....

Off-boarding Process

.....
2.1 A leaving process is in place and executed consistently.
.....

2.2 Territories are encouraged to use the new Departure Surveys when they are ready.
.....

HC's role with the Alumni Programme

.....
3.1 Smooth transition of Alumni from the HC community to Alumni Programme if there is one.
.....

Results

Reporting Dimension	Item Text/Dimension Name	PwC Belgium			
		2013 Percent Favourable	Neither Agree Nor Disagree	2013 Percent Not Favourable	2012 Percent Favourable
People Engagement Index	People Engagement Index	79%	18%	4%	77%
	I am proud to work at PwC.	84%	15%	1%	82%
	I am satisfied with PwC as a great place to work.	76%	19%	5%	76%
	I expect (plan) to be working at PwC 12 months from now.	77%	18%	5%	72%
	I would recommend PwC as a great place to work.	79%	18%	4%	76%

- 23% of “boomerang” hirings in A&A
- 40% of our leavers are going to one of our clients

Questions?