

The following is an example of a successful In-House Mentor Program

If the new hire has experience we give him 4 weeks of mentorship just to help them get over the hump of being the “newbie” and help them feel like part of the team while teaching them “our way” of doing things and “our safety procedures”.

If the new hire doesn't have much experience we do a total of 8 weeks of mentorship and pay the mentor for two terms of mentorship. Sometimes we assign a different mentor for the second term of mentorship if we need to move guys around.

\$350 for mentoring at the end of a new hires first 4 weeks of work on the job.

\$350 for mentoring at the end of a new hires second 4 weeks of work on the job (this is for new guys with little to no experience, we give them an additional 4 weeks).

We also do a referral bonus..

\$200 referral bonus to whomever referred the new hire at the end his first 60 days on the job.

\$200 referral bonus to at the end of his first 120 days on the job.

We also do a new hire bonus.

\$200 when they have made it 60 days.

\$200 when they have made it 120 days. This gives the new hire something to look forward to, and hell if they make it 120 days the odds of them sticking around are looking pretty good!

This has taken our new hire retention for about 20% per year to 65%-75% year over year and improved our culture dramatically.

We used to have to hire about 70 new hires to keep us at 90-100 in the field now we hire approximately 30 per year.

When I do the bonuses I also do a review on my iPad with questions for the mentor and mentee as a follow up so I have feedback on how the new hire is doing and how the experience of mentorship was for both of them. (see attached examples)

When I do any of the bonus's I do cash in hand. I personally go out and shake the hand of the mentor, mentee, and referring employee and give them cash. It makes a big difference compared to a phone conversation and a bonus deposited into their bank account.

The key to the whole thing is having someone who is invested (in this case me) in communicating and following up with the employees in the field. It took a while for the mentorship program to gain traction but now everyone is bought in and it has really helped change our culture. The foreman always picks the mentor for the new hire, and does their best to keep them working together, and it takes a load off the foreman's shoulders to have someone being compensated to help the new hire out for a couple of months.

It is also in the mentors best interest to help the new hire and look out for them because if they quit prior to the 4 weeks the mentor does not get the bonus. But we now have employees that are excited and wanting to mentor new hires. Everyone is bought in, and it is a cost savings overall as we anticipate onboarding a new hire is about a \$5,000 cost.

We have also started doing PTO and 4 paid holidays once the new employee has been employed for 1 year. PTO is gained at a rate of 1 minute per hour worked. It comes out to about 40 hours per year and an employee can hold up to 80 hours. Cash it in if they are sick, want to use vacation, or just want to cash in the PTO. PTO is all paid as regular hours. The paid holidays are paid 8 regular hours. We pay 8 hours for Memorial day, thanksgiving day, Christmas day, and new years day. This has been a good retention tool for new hires and a great way to reward those who have been here a long time and call J&M home.