

# GRACE HOPPER CELEBRATION



ANITA  
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Does extending onboarding impact employee  
engagement and retention?

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Does  
extending  
onboarding  
impact  
employee  
engagement  
and retention?



**Kathy Martin**

**Wendi Walker-Schmidt**

# Kathy Martin

Kathy Martin is the Managing Director of the NERD Program (Head NERD) at Charles Schwab in Austin, TX. She has a BS in Information Science from Christopher Newport University and an MS in Computer Science from East Tennessee State University. She started her career over thirty years ago writing code to operate the Navy's Cruisers and Destroyers. She then worked at NASA doing wind-tunnel tests for aircraft wings and tails. She realized that she would rather help others be successful with technology and went back to school to get her masters degree so she could teach Computer Science at the University, College and Community College levels. In previous roles at Microsoft, PayPal and eBay, Kathy moved away from being a developer of code to being a developer of programs to help others find and develop their passion. Kathy spends 100% of her time working with the NERDs, recruiting/hiring new NERDs, managing the NERD Program and strategizing on ways to improve the program to make it "Best in Class".



# Wendi Walker-Schmidt

Wendi Walker-Schmidt serves as a Senior Manager for the NERD program at Charles Schwab in Ft. Worth, TX. For over twenty years she has been responsible for all stages of the learning and development cycle including design, delivery, and evaluation. As a key leader, she develops strategic learning and development programs, while managing day-to-day training activities for the NERDs. Wendi conceptualizes creative learning and execution solutions and leads projects through to successful completion. In previous roles she has led successful learning and organizational development programs that include leadership development, engagement performance interventions, psychometric evaluations, professional enrichment, and executive and management coaching.

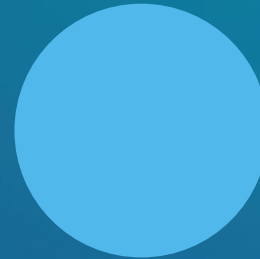
Wendi has two Bachelors degrees from Houston Baptist University, a Masters degree from Texas Christian University, and is currently working on her Doctorate in Learning and Organizational Change at Baylor University. She holds certifications in instructional system design, mediation and as a certified facilitator. Additionally, she holds a position as a CLO Learning Elite judge, serves on the TCU Alumni board and is on the Talent Management Human Capital Executive Research Board.



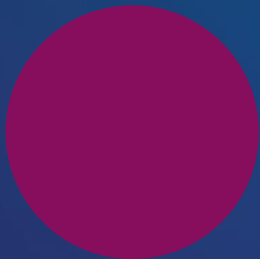
# Learning Focus



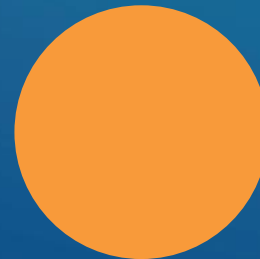
Why does  
turnover  
matter?



Female NERDs  
in the tech  
world



The NERD  
program



Engaging and  
retaining  
women in tech

# Problem

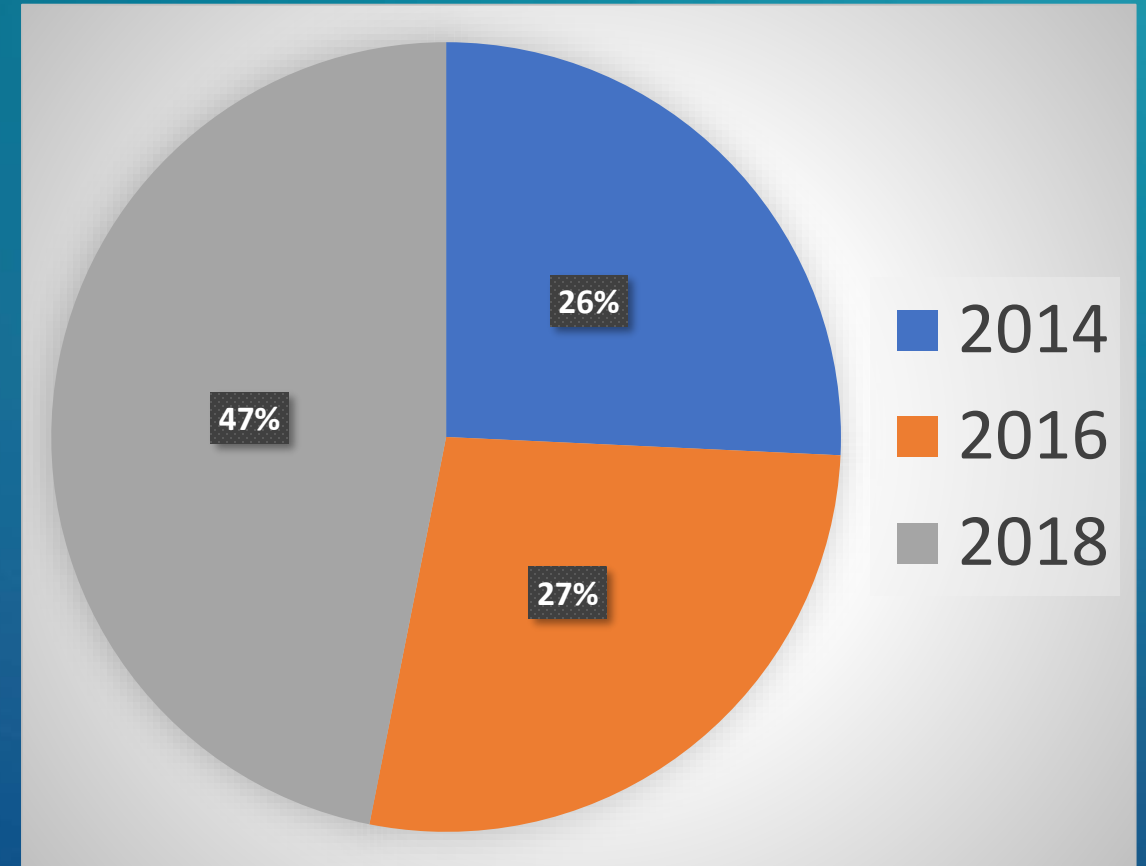
Tremendous need  
to decrease  
turnover:

- High financial and productivity cost to businesses
- Replacing one employee costs **90-200%** of the employee's annual salary

# Turnover- All Industries

**Onboarding** is the process in which employees acquire the knowledge, skills and abilities to become effective members of an organization (Maurer, 2015).

**Employee engagement** is defined as the emotional tie an employee has to the organization (Kruse, 2012).

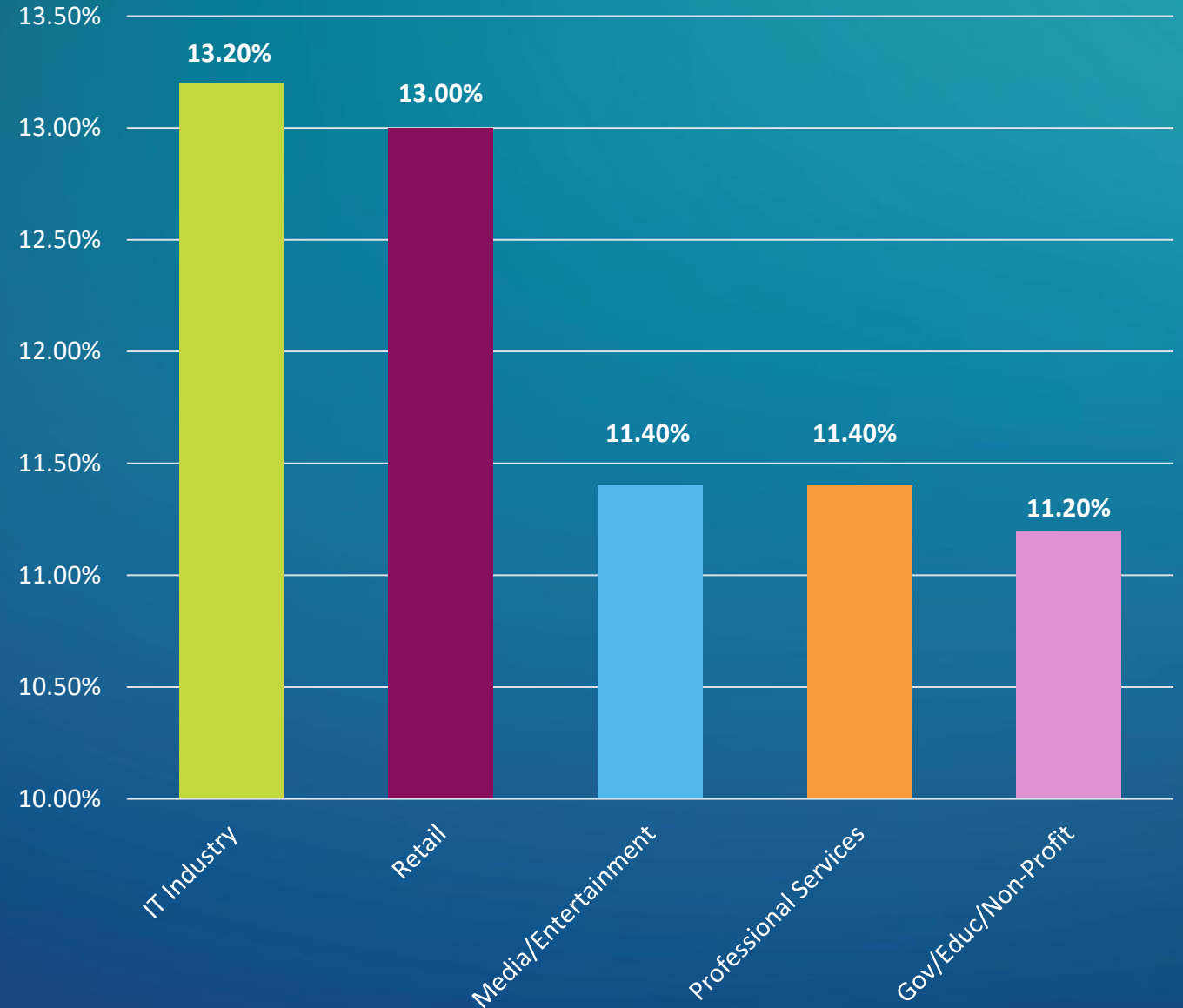




# Turnover- Per Industry

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# Guiding Research

## Theoretical Framework



Increased  
Retention



Increased  
Engagement



Increased  
Productivity

Effective Onboarding (i4CP 2018 Report)

# What does your organization do to combat turnover?





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# NERD Program Elements

**Bootcamp**  
2 Weeks

02

**Ongoing coaching  
and training**

1:1 coaching, Training and  
Success skills

04

**Networking/Community**

Making connections in the  
organization and within their cohort

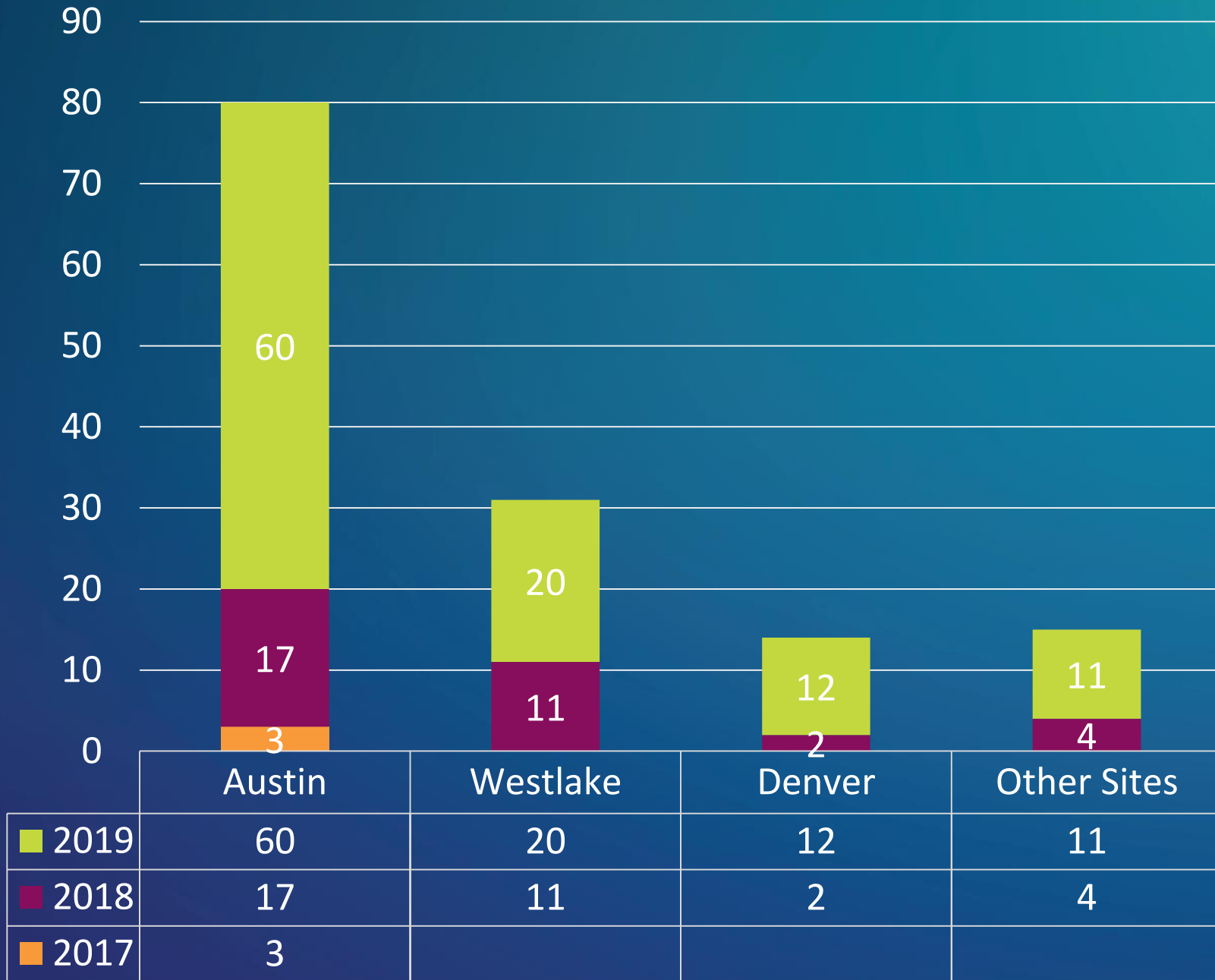
01

**85/15% split**

85% of the time spent with  
host team, 15% of time spent  
in coaching and training

03

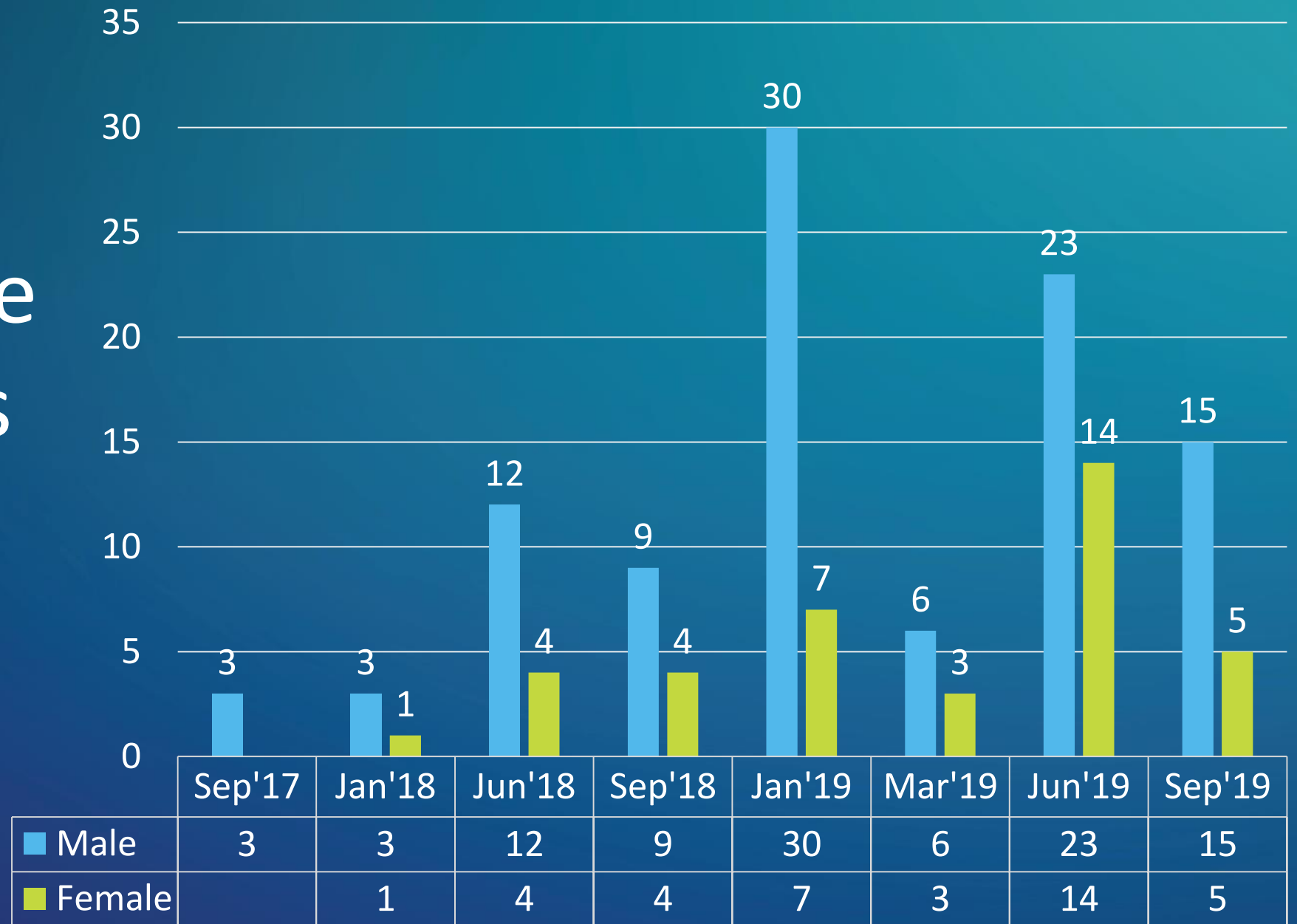
# NERD Program Metrics



*\*\*Other sites include San Francisco, Phoenix and Raleigh*

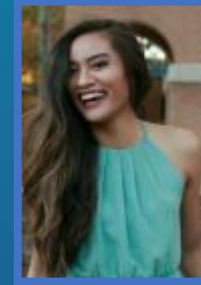


# Female NERDs



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# What makes female NERDs stick in tech?



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# Do you experience differences?



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"Women can't drive or code"

---

"You're blonde; you must be dumb and not smart enough for STEM"

---

"The boys were encouraged, especially in my country (Bangladesh), but the girls were not."

**"the more they didn't  
encourage/discourage me, the more it  
drove me to prove them wrong."**

# How does the NERD program close the gap?



Equal Salary

Equal  
Opportunity

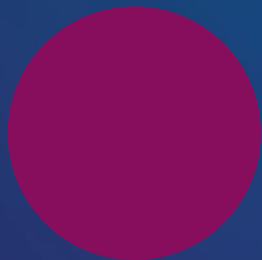
Equal Hurdle  
Amounts

# How do we engage and retain women in tech?



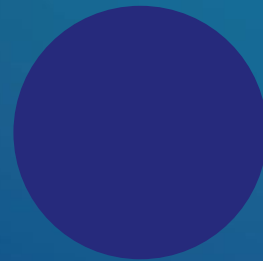
Internal  
Mobility

Flexible  
Schedule



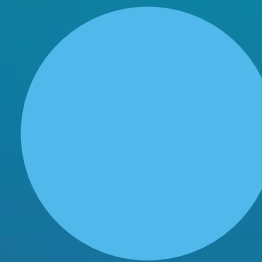
Being open  
about D&I

Women  
ERG's



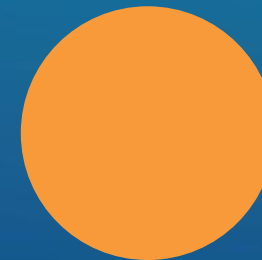
Highlight  
female  
employees  
in social  
media

Access to  
Senior  
Leaders



Recognition

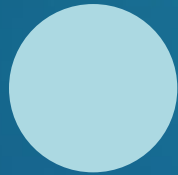
Referral  
bonuses for  
female hires



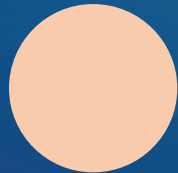
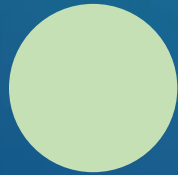
Send to  
technical  
conferences

Equal  
pay/work

# Your turn to share....



What are some key  
learnings you will take  
back to your  
organization?



Please remember to  
complete the session  
survey in the mobile  
app.

THANK YOU  
YOU CAN *FOLLOW ME* @



Kathy Martin

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