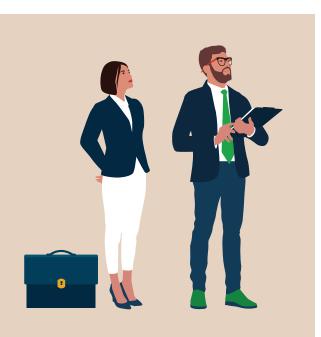# MODERNIZING ONBOARDING:

Build a High-Performance Workforce From Day One

MODERNIZING ONBOARDING:
BUILD A HIGH-PERFORMANCE WORKFORCE FROM DAY ONE

Onboarding impacts a new hire's engagement, performance and longevity. But the rules for success have changed – and in today's economy, the stakes are higher than ever.

This guide includes practical ideas to modernize your onboarding, boost employees' time-to-productivity and tenure, and, ultimately, make your job easier.

In this eBook, we cover:

- What onboarding is (and isn't).

- Factors driving the need for change in onboarding.

- Stats that explain what's at stake.

- Practical strategies and tactics for a successful, modern onboarding program.

- Ways your staffing provider can improve your onboarding processes and results.

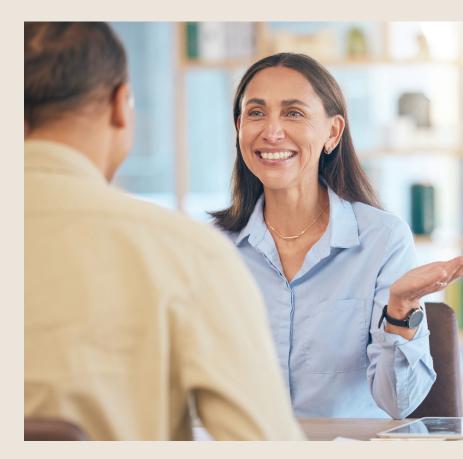Ready to learn how to create an onboarding process that retains employees long term?

Let's get started.

WHAT IS ONBOARDING?

Onboarding is the process of introducing your new hires to your company's expectations, behaviors and culture. It enhances the employee experience and creates a foundation for loyalty to your company.

Proper onboarding includes:

- Sharing your company's mission statement and core values.

- Providing a workplace tour (virtual and/or on-site, depending on your model).

- Introducing your new hire to key stakeholders.

- Matching your new hire with an onboarding buddy.

- Detailing employee benefits.

- Completing new hire paperwork.

- Creating productivity-oriented tasks.

- Regularly checking in to address issues.

- Implementing team-building activities.

- Maximizing your new hire's performance as quickly as possible.

- Encouraging engagement, productivity, and happiness.

HERE ARE THE DIFFERENCES:

Onboarding:

- Provides a broad overview of your organization.
- Builds connections between new hires and peers.
- Helps new hires learn their positions within the company.
- Supports understanding and relating to the business.
- Promotes employee engagement.
- Sets up new hires for long-term success with your company.

Orientation:

- Immerses new hires in your company's vision, structure and goals.
- Includes reading the employee handbook and company policies.
- Provides an overview of the scheduled training.

Training:

- Focuses on the details of working for your company.
- Includes the job duties and responsibilities.
- Teaches how to use the tools and technology to complete the work.
- Covers the procedures for finishing tasks.

WHAT'S DRIVING THE NEED FOR CHANGES IN ONBOARDING?

Onboarding drastically changed during the onset of the coronavirus pandemic in 2020. With most employees working from home, adapting the onboarding process helped maintain continuity throughout uncertain times.

With many job openings and low unemployment, employees have a range of opportunities to choose from. This is why engaging and retaining new hires from day one is essential.

Because remote and hybrid work are here to stay, your onboarding process should be remote. This helps new hires adapt and feel connected to your organization.

Onboarding sets the foundation for commitment to your company. What happens after a candidate accepts a job offer impacts their longevity with your organization. A unique work experience is important for retention.

THE STAKES ARE HIGH.

Transitioning new hires from recruitment to employment is a tricky process. This is when your new employees are at the greatest risk of leaving your company. The first 90 days are crucial for employee retention.

Effective onboarding continues throughout an employee's tenure with your organization. Your goal is to promote ongoing engagement and upward mobility so employees stay with your company long-term. You can accomplish this through:

- Regular engagement opportunities
- Touchpoints at key intervals
- Regular HR activities

THE STAKES ARE HIGH!

Employee-Manager Relationship

- 1 in 5 new hires is unlikely to recommend an employer due to a poor onboarding experience.
- Soliciting new hire feedback improves your relationship by 91%.

Job Satisfaction

- 88% of employees don't believe their companies do a great job of onboarding.
- 58% of organizations say their onboarding program is focused on processes and paperwork.
- Addressing development during onboarding increases satisfaction by 3.5x.

Retention

- 70% of team members who had exceptional onboarding experiences say they have "the best possible job."
- Companies with a strong onboarding process improve productivity by over 70% and new hire retention by 82%.

NEW HIRES ARE AT THE HIGHEST RISK OF LEAVING DURING ONBOARDING.

Transitioning candidates into employees sets the foundation for their future with the company. A lack of leadership investment in connecting new employees with the relevant people and processes discourages engagement and longevity within the company.

New hires who lack a sense of connection with the organization are likely to leave within the first 90 days. This means spending additional time and money finding their replacements.

A poor onboarding experience:

- Impacts a new hire's understanding of company policies and culture.

- Affects a new hire's ability to form relationships with team members.

- Reduces a new hire's ability to make meaningful contributions.

- Encourages new hires to leave within the first 6 months.

- Increases hiring and training costs.

- Brings down company culture and employee morale.

- Decreases productivity and retention rates.

PREVENT "SHIFT SHOCK" WITH GREAT ONBOARDING.

Effective onboarding prevents a phenomenon known as "shift shock," where new hires find that their new job or employer is very different from what was presented during the hiring process. This lack of alignment between expectations and reality is one of the top reasons new hires quit their jobs within the first few months.

You can avoid shift shock by:

- **Authentically showcasing your company culture during the hiring process.** You might provide virtual site tours on your career page to show a typical workday at your company. Or you could demonstrate your commitment to employee learning and development by highlighting your subsidized education and well-being programs.

- **Attracting candidates who share your company's beliefs and work styles.** Provide an accurate representation of your culture. Include whether your work environment is flexible and autonomous or regulated and structured.

- **Helping candidates decide whether they're a good fit for the position and your organization.** Involve your employees in the interview process. Letting candidates interact with potential colleagues provides a sense of the team dynamics they may be a part of. Building relationships helps build camaraderie, involvement, and buy-in for your organization.

HOW CAN YOU BUILD A SUCCESSFUL, MODERN ONBOARDING PROGRAM?

Understand what you want to accomplish throughout the onboarding process. Your goals include making new hires feel like part of the team and getting them to produce as quickly as possible. These actions provide a foundation for engagement, job satisfaction and retention.

HR must assess the effectiveness of the onboarding process and the metrics for success:

- **Employee engagement and satisfaction:** Grab new hires' attention and help them feel welcome.
- **Productivity time:** How long it takes a new hire to contribute to the company's success. This can be measured by the time taken to reach key performance indicators (KPIs).
- **Turnover and retention:** Compare turnover and retention levels based on the year groups of employees began their jobs.
- **Retention threshold:** How long the average employee remains with the company. Use exit interviews to uncover the causes of turnover and make improvements.
- **New hire surveys:** Send throughout the year to track individual progress.
- **Performance assessments:** Compare individual performance from week to week. Look for improvement after one year.

INCREASE NEW HIRE TIME TO PRODUCTIVITY.

Time to productivity measures how long it takes an onboarded employee to become fully operational and contribute to your organization. This calculation involves time to hire, employee performance, productivity and other data points. The shorter the time to productivity, the lower your costs.

You can improve a new hire's time to productivity by breaking down your onboarding process into phases:

- **Pre-onboarding goes from when a candidate accepts an offer until the first day of work.** Set up the tools and technology. Prepare the documents. Complete the paperwork. Keep in touch with the candidate. Provide support. Promote engagement.

- **The welcome phase can last from a few hours to a few days.** Help the new hire understand your company culture and practices. Involve them in tasks and activities.

- **Orientation begins on the new hire's first day**. Discuss company policies regarding benefits. Share practical knowledge, such as popular lunch spots and parking places.

- **Training helps the new hire perform their job.**

BEST PRACTICES FOR MODERN ONBOARDING.

Before Day One:

1. Send a welcome note or video from the manager and a welcome package. Reinforce your new hire's decision to work for your company.

2. Email the paperwork to complete and send back.

3. Provide a video of your team welcoming your new hire.

4. Share a virtual office tour and what a day on the job is like.

Day One & Beyond:

1. Provide a map of the office's layout (if on-site or hybrid).

2. Discuss appropriate work attire.

3. Detail the employee benefits.

4. Introduce your new hire to their teammates.

5. Arrange opportunities for your new hire to meet others throughout the organization who will impact their job.

6. Provide an onboarding buddy.

7. Share a calendar with staff meetings, company updates and other details.

8. Clarify the new hire's goals, objectives and expectations.

9. Frequently give constructive feedback.

10. Have regular one-to-ones to check in and discuss progress in reaching goals and objectives.

11. Request constructive feedback on your onboarding process.

TAILOR YOUR ONBOARDING PROCESS TO THE ROLE.

Different jobs require different types of onboarding. They must be customized according to the needs of the position, level of responsibility and company status:

- Managers and supervisors must review company policies and processes and employee handbooks and learn to coach their employees in their new roles.

- Remote employees must be trained to manage their time, balance their professional and personal responsibilities, participate in check-ins and adapt to the company's culture.

- Employees with disabilities must receive accommodations to perform their work. This may include non-written onboarding materials, additional hands-on guidance, adjusted expectations or alternative communication methods.

- Veterans may need assistance applying their military skills in the workplace.

- Previously incarcerated employees may require additional help easing back into a traditional workplace.

- Executives must learn your company's structure to build relationships with department leaders and stakeholders.

OPTIMIZE ONBOARDING WITH YOUR STAFFING PROVIDER'S HELP.

With contingent staff making up more of the workforce, partnering with a staffing provider can improve your onboarding process – and your results – by:

- Setting clear expectations to prevent "shift shock."

- Starting onboarding before day one (so temporary employees hit the ground running).

- Customizing orientation programs to accelerate learning curves.

- Deliver a great candidate experience to boost workers' engagement and performance.

Contact your staffing provider today to discuss how they can help you modernize your onboarding and make you and your team even more successful.

https://www.kallidus.com/resources/blog/10-employee-onboarding-statistics-you-must-know-in-2022/