



Webinar 4 - February 28, 2023

Talent Acquisition & Onboarding Strategies in this New Era

WEBINAR OUTLINE

Intro/Setting the Stage

- What Is “Onboarding”?
- The Benefits of Quality Onboarding

The Onboarding and Hiring Process: Strategies for Success

- Key Components of the Onboarding Process

Creating an Onboarding Plan That Really Works

- Roles and Responsibilities
- Tailoring Onboarding to Different Audiences
- Onboarding Delivery Approaches
- The Importance of Company Culture

HRtelligence TIPS

Intro/Setting the Stage

What Is “Onboarding”?

- "Onboarding" refers to the processes in which new hires are integrated into the organization. It includes activities that allow new employees to complete an initial new-hire orientation process, as well as learn about the organization and its structure, culture, vision, mission and values.

Notes:

Onboarding is often confused with orientation. While orientation is necessary for completing paperwork and other routine tasks, onboarding is a comprehensive process involving management and other employees and can last up to 12 months.

The Benefits of Quality Onboarding

All new employees are onboarded—but the quality of the onboarding makes a difference.

Notes:

Too often, onboarding consists of handing a new employee a pile of forms and having a supervisor or HR professional walk the employee around the premises, making introductions on an ad hoc basis.

When onboarding is done well, it lays a foundation for long-term success for the employee and the employer. It can improve productivity, build loyalty and engagement, and help employees become successful early in their careers with the new organization.

In a well-known study for Glassdoor by the Brandon Hall Group, researchers found that a strong onboarding process improved new hire retention by 82%. Additionally, it was found that strong onboarding also improved the productivity of new hires by over 70%.

Other studies consistently show a positive correlation between engaged employees and a company's profitability, turnover rate, safety record, absenteeism, product quality and customer ratings.

An effective onboarding plan offers an ideal opportunity to boost employee engagement by, for example, fostering a supportive relationship between new hires and management, reinforcing

the company's commitment to helping employees' professional growth and proving that management recognizes the employees' talent.

Source: <https://www.strongdm.com/blog/employee-onboarding-statistics>

The Onboarding and Hiring Process: Strategies for Success

Key Components of the Onboarding Process

Your onboarding process should:

- Set employees up for success
- Clarify expectations
- Outline company culture and norms
- Complete all new hire forms
- Explain policies and procedures – provide a new hire folder
- Lay out training plan

Notes:

Employees should be introduced to others outside of their team and be given an outlet to ask questions when they arise. This process can take up to a year to ensure your employees are fully immersed and comfortable with the organization. But a strong onboarding plan can help employees feel connected faster—which decreases their likelihood to second guess their decision to join your organization.

Onboarding can last many weeks or months after an employee's first day, and typically involves:

- **Preboarding:** provides necessary paperwork and other practical information before an employee's first day.
- **Orientation:** educates new hires about the organization's values and culture, assigns a mentor, clarifies the employee's roles and responsibilities, introduces team members, and offers a workplace tour.
- **Training:** equips new hires with the skills and resources needed to complete their day-to-day tasks.
- **Role adaptation:** provides measurable, realistic goals, ongoing mentor support, and as-needed professional development opportunities.

Source: <https://www.trainingfolks.com/blog/the-essential-components-of-an-employee-onboarding-strategy>

Creating an Onboarding Plan That Really Works

Roles and Responsibilities

"Onboarding is everyone's responsibility"! While every organization is unique in how the onboarding responsibilities are shared throughout the organization, there are some general guidelines for allocating onboarding duties and accountability:

HR department.

Notes: Completing and collecting employee paperwork (e.g., forms, benefits); reviewing work hours, the history and background of the organization, and the organizational chart; touring the facility.

Training department.

Notes: Delivering the onboarding program elements; guiding lectures and discussions about organizational culture, goals and objectives; reviewing company videos.

Supervisor.

Notes: Discussing duties and responsibilities, work behaviors, and standards and expectations; introducing team members and other members of the organization; touring the department; reviewing other roles and relationships within the department.

Co-workers.

Notes: Sharing how the group works as a team, how to get things done, how to find/requisition tools and equipment, and where to turn for support.

Executive team.

Notes: Helping the employee understand the organization's mission, vision, values, strategic goals and objectives; reviewing roles and responsibilities at a higher level; describing organizational culture.

Mentor/buddy.

Notes: Introducing team members and others within the organization, reviewing informal rules and policies, answering day-to-day questions.

Tailoring Onboarding to Different Audiences

All employees, no matter their level or status, will need some sort of onboarding process, since this is how an organization conveys culture, rules and guidelines for all employees.

However, the process may be modified to meet the differing needs of various groups of employees. Tailoring is an opportunity to specialize your onboarding program to meet desired results during recruitment.

EXECUTIVES

Notes: Executive onboarding requires focused integration to succeed, such as supporting the new leader in aligning with stakeholders and building relationships with the rest of the team. Understanding the organizational culture is imperative, as he or she must work within it even if the goal is to change it.

MANAGERS

Notes: All supervisory and management employees will need a review of not only the employee handbook and company policies and programs, but also information on how to administer or lead these various programs and policies. Ongoing training on how to answer the five questions of onboarding for their direct reports will be crucial to success. Learning how to coach employees, especially new hires, as part of their manager duties will help employers make good on their employee value proposition.

REMOTE WORKERS

Notes: Employees who telecommute all or part of the time will need guidance on how regular check-ins will be conducted, as well as such details as the use of company equipment for nonbusiness purposes, time monitoring, privacy at home and communications challenges. What behaviors are encouraged or expected in order to fit into the organizational and team cultures should be explained in detail.

INDEPENDENT CONTRACTORS

Notes: Onboarding an employee and onboarding an independent contractor are similar but distinctly different processes. Each should be tailored to the nature of the working relationship and legal requirements.

Onboarding an independent contractor is generally less extensive. It focuses more on setting expectations, defining project scope, and establishing contractual agreements. Independent contractors are responsible for their own taxes, insurance, and benefits, so there is typically no need for tax withholding or benefits enrollment.

Onboarding contractors may involve more discussions about project timelines, deliverables, payment terms, and any specific tools or resources the contractor will need rather than working hours and equipment.

Source: <https://www.oysterhr.com/library/contractor-onboarding-checklist>

Onboarding Delivery Approaches

Various components of an onboarding program can be delivered using different approaches and methodologies combined to suit the organization and available resources.

Web-based/Virtual Onboarding - Whether your workplace is fully in-person, fully remote or a hybrid model, online onboarding has become mainstream. Offering online orientation activities streamlines the process, supports paperless documentation, and offers a way for employees and their families to access benefits and other company information at any time. Other onboarding activities can be completed around varying schedules and at a pace most helpful for individual employees, and information can easily be tailored for various audiences.

Some employers are using innovative practices, such as games, video, and team-building exercises, to get new hires excited about joining the company. They're also working to make sure people can hit the ground running with functional workstations and equipment.

Notes: Examples:

Facebook has its "45-minute rule," which means all new employees can begin to work within 45 minutes of arriving because all of their systems and devices have been set up before they report for their first day.

Leaders at Suffolk Construction, a national construction firm based in Boston, invite entry-level hires to participate in a variety of team-building exercises, including rowing the Charles River. New employees at Bedgear, a Farmingdale, N.Y.-based manufacturer of performance bedding, take a walking tour of downtown Manhattan to visit other retailers that sell customized products, including Warby Parker and Samsung.

Source: <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/understanding-employee-onboarding.aspx>

The Importance of Company Culture

What is the definition of culture in business?

Business culture refers to the set of behavioral and procedural norms that can be observed within a company — which includes its policies, procedures, ethics, values, employee behaviors and attitudes, goals and code of conduct.

It also makes up the “personality” of a company and defines the work environment (e.g., professional, casual, fast-paced).

Other elements that make up company culture include management style, expectations, company goals, local and national government policies, benefits/perks, opportunities to advance, the way employees feel about the work they do and disciplinary action methods your business uses.

**According to an Indeed survey, 72% of job seekers say it’s extremely or very important to see details about company culture in job descriptions.

Why is culture important in business?

Having an outstanding business culture can have positive effects on your business. Here are some of the advantages of having a good workplace culture:

- **Lowers staff turnover**

Notes: One of the main reasons why employees leave a company is because they don’t enjoy their work environment. Work environment can refer to the social aspects of a workplace, the overall atmosphere, how people treat each other and the space where employees work (e.g., open office plan, cubicles). Since company culture is often closely connected to the work environment, having a positive culture can reduce turnover.

- **Attracts more applicants**

Notes: Job seekers often prefer a good working environment and outstanding business culture over high-paying jobs. Many people choose to apply to companies that have a good reputation where they have more flexibility, autonomy and connect with the company’s goals and values. Not only that, but job seekers look for details about company culture in job descriptions.

- **Improves credibility and public image**

Notes: When your business has a good company culture, people are more likely to tell their friends, family and personal networks about their positive experience. Companies with this good reputation and high credibility are trusted by customers, clients and business partners.

How to build a strong company culture

- **Develop your vision, mission and goals**

Notes: Businesses often have a mission, vision and goal statement that serves as their guiding principle when deciding what direction they want to take their business in. It also helps customers understand the purpose of the organization and guides employee behaviors.

Start by identifying what you want your brand to be known for and what kind of employees you want to attract.

- **Identify your company values**

Notes: Company values are the center of a company's culture. While the mission, vision and goal express the purpose of the organization, values serve as behavioral guidelines and shape the mindset of your employees, giving them a purpose.

When brainstorming company values, make sure they're inclusive of all members of your organization. They should also be simple, easy to remember, concise and authentic. Your list of values doesn't need to be lengthy, but needs to cover the core of how everyone should behave at your company.

- **Live by your company values**

Notes: Company values shouldn't just be buzzwords listed on your website or posted on your office walls — they should be actionable and integrated in your employees' regular activities. In other words, your company values should be visible in the day-to-day operations of your company.

- **Hire the right people**

Notes: The most important part of building and maintaining a positive business culture is to employ the right people. Skills and talent are just a few things you should look for when screening applicants. It's also important to look at the applicant's ability to adapt to and embrace your company's values. More importantly, most people have the tendency to cooperate and work well with people they agree and share similar personal values with.

When hiring employees, look for “culture add” instead of “culture fit” when hiring employees to make sure your teams are diverse and inclusive.

Source: <https://www.indeed.com/hire/c/info/business-in-culture>



TRENDS



INSIGHTS



PRACTICAL
GUIDANCE



STRATEGIES

- Build your onboarding program with retention in mind.
- Throughout the onboarding process, an organization's unique pillars of culture, mission, employee value proposition, brand and other relevant foundations must be lived and conveyed consistently.
- New hires will not absorb this in the first week or first month; it will take many months to learn and apply.
- Identifying the enduring values and aspirational goals unique to the organization will help guide the development of an onboarding program.
- Lean into onboarding analytics/metrics.