



DOING ONBOARDING RIGHT

HOW TO WELCOME YOUR NEW
HIRES SO THAT THEY STAY

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What is onboarding?

You've spent weeks, maybe even months going through endless piles of CVs, interviewing candidates, and negotiating their offers to bring the best talent onboard for your company. You're excited to welcome them, and they're excited to embark on a new professional journey with you. The recruiting process is important, but just as important is the welcome your new hires receive. Successful onboarding is your way to ensure results fast by getting your new hires productive and integrated into your team quickly and smoothly.

But don't worry; it's not as difficult as it might seem to successfully welcome new hires. With the right tools and understanding of the aspects that make up a good onboarding program, you'll have your new hires up and running in no time!

Why onboarding matters to business

We've all heard the statement that a company is only as good as its people. In today's job market where good talent has become highly mobile and can switch jobs as much as every 2-4 years it is imperative that organizations are able to get their new talent up and running as quickly as possible. Studies with hundreds of organizations show that 90% of them believe employees make the decision to stay at a company within the first year¹. Yet it's not just about retaining employees – successful onboarding is good for business. Research has provided us with 3 key performance indicators that distinguish best-in-class companies from those without structured onboarding practices:

91% of employees were retained, as compared to 30% of employees at organizations without formal onboarding

62% of employees hired in the last 12 months met first performance milestones on time, as compared to 17% among organizations without formal onboarding

33% year-to-year improvement in hiring manager satisfaction, as compared to 3% increase among organizations without formal onboarding²

With that said, only 37% of organizations have been running a formal onboarding program for more than the last two years³. So if your company is looking for a competitive advantage, this is one way that HR can have a direct impact on your organization's success.

The building blocks of onboarding

Let's start with some basic concepts that make up the entire process of onboarding. Onboarding is basically how we handle and familiarize new hires with four key areas or the 4 C's:⁴



C1 Compliance

Refers to the all the paperwork and administrative tasks involved in getting new employees onboard. This can range from direct deposit or other benefits documentation to getting an email account or login info for the various company tools they'll need for their job.

C2 Clarification

Refers to the new employee's understanding of his/her job and what is expected of him/her. This means that performance and responsibilities are clear for not only the new hire, but also for his/her manager and team members.

C3 Culture

Refers the spoken and unspoken "rules of the game" at your organization, how employees navigate and successfully achieve their work at your company.

C4 Connection

Refers to the idea of integration into the team and the company's mission, making new hires feel "part of the family".



The 4 C's are the building blocks for any onboarding program, however not all onboarding programs successfully address all four areas.

All new hire programs fall on one of three strategy levels: passive, high potential or proactive. So how can you determine what level your organization is currently at?

What successful onboarding looks like

Onboarding processes can look very different from one company to the next, but all companies have some kind of onboarding, ranging from informal to more formal programs. However, research has shown that those onboarding programs considered “best-in-class” have clear structures and goals for the onboardee as well as their team and manager⁵.



Level 1

Passive Onboarding is when an organization's approach to formal onboarding focuses on **Compliance**. There is little to no formal action taken to address **Clarification, Culture and Connection**. This is a very functional view of onboarding.

Level 2

High Potential Onboarding is when an organization's onboarding strategy and program addresses both **Compliance** and **role Clarification** as well as touching on some **Culture and Connection** aspects formally.

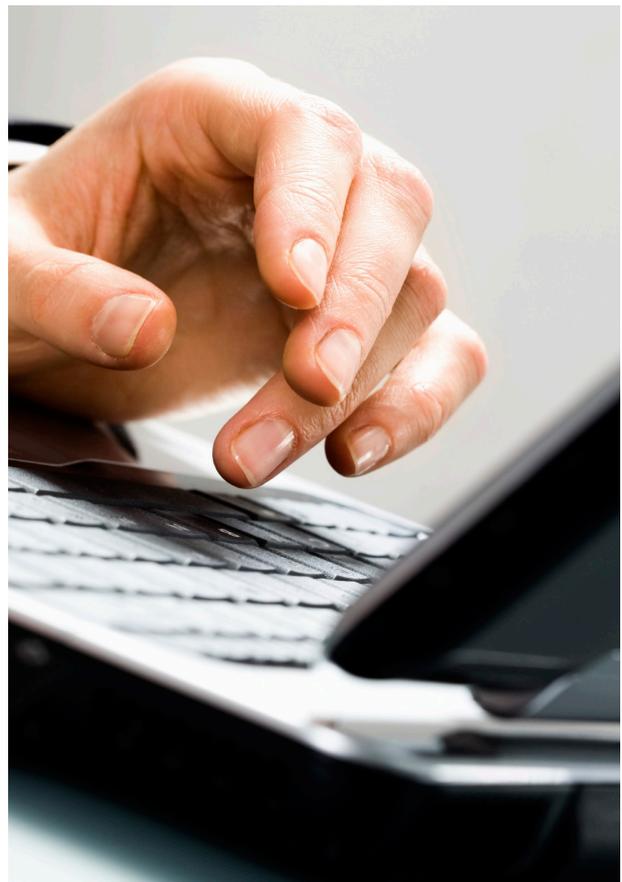
Level 3

Proactive Onboarding is when an organization formally and systematically addresses all four key aspects of onboarding. This is a strategic approach to people and talent management that only about 37% of organizations reach⁶.

Onboarding Strategy Level	Compliance	Clarification	Culture	Connection
1. Passive	Yes	Some	Little/None	Little/None
2. High Potential	Yes	Yes	Some	Some
3. Proactive	Yes	Yes	Yes	Yes

Tools to successfully onboard your new hires

Your organization may already have a new hire manual, or a series of forms and processes that need to be carried out to handle getting the basics covered, but how much of your current onboarding process is about completing tasks and not about helping your new hire to integrate quickly and smoothly into his or her new position? Instead of worrying about costly or time-consuming programs or manuals, wouldn't it be easier to leverage a system that can integrate with your existing systems? Research shows that at least 68 percent of Level 3 organizations use onboarding systems that are partially or fully online⁷.



Client case

KPMG recognizes the importance of onboarding to the business. In Belgium alone KPMG recruits about 230 new employees annually, including 140 recent graduates. On average our employees are with us for 7 years. Voluntary turnover varies between 12 and 13 percent, which is actually on the low side for our sector. “At KPMG having an excellent onboarding process is critical because recruiting takes a good deal of time and money. When you hire someone externally, it can take up to three years before he or she reaches the same productivity as someone who is promoted internally when all expenses are taken into account.

Onboarding at KPMG consists of four components. “Initially the newcomers learn what to expect from the company and how they can become fully integrated as soon as possible. In addition, they get an understanding of what we expect from them – what their role is within the organization. We also focus on communicating important aspects of the company, such as our values. Finally, we ensure that personal connections are made. Nothing is worse than a new employee eating alone on his/her first day. If that happens you’ve already failed as a business. You need to make sure that your people are integrated and supported.”

However, onboarding is not just the responsi-

bility of HR. Most of the process, and certainly the greatest impact, are in the hands of the direct supervisor. “It is the HR department’s responsibility to provide a framework and the necessary tools so that the direct supervisor has a sufficient basis to guide the new employee during the first year.”

It’s an ongoing process that starts well before a new employee’s first day. From the beginning until the end of the sixth month, new employees are continuously monitored. “We assess the new employee’s feedback against that of the immediate supervisor regarding job expectations, and that the employee in question has already been deployed on projects and integration is going well and so on.”

Meanwhile, KPMG continues to refine the process of onboarding by including a dedicated Welcome App tool. “We see that there is often a long period between the time someone signs a contract and their start date. Through this tool we are able to provide future employees with the information they need via an app so they are better prepared one day one and have more information about, for example, their benefits or certain procedures. This means that when week one does come around they are not too overwhelmed and we ensure a positive start.”

Wouter van Linden
HR Director | KPMG Belgium

If you're interested in learning more about the innovative tools that Talmundo provides to easily and quickly implement an engaging onboarding process at your organization, please contact us at talmundo.com

Time to give your new hires the welcome they deserve!



Sources

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