

EMPLOYEE ONBOARDING

Issues and Recommendations

Human Resources Management

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Table of Contents

- ▶ **Introduction**
 - ▶ Definition of employee onboarding
 - ▶ Importance of employee onboarding
- ▶ **Onboarding Issues**
 - ▶ Lack of preparation on first day
 - ▶ Lack of role clarity
 - ▶ Informative isolation
 - ▶ Difficulty in navigating the culture
 - ▶ Unfriendly environment at work
 - ▶ Inefficient training program
- ▶ **Conclusion**

What is employee onboarding?



- ▶ Onboarding is
 - ▶ the process of introducing a new employee into his or her new job;
 - ▶ acquainting that employee with the organization's goals, values, rules and policies, and processes;
 - ▶ socializing the employee into an organizational culture (Watkins, 2016)
- ▶ Timeframe
 - ▶ From accepted offer to end of first year

Why onboarding is important?



- ▶ Up to 20% of staff turnover occurring within the first 45 days of employment (Llarena, 2013)
- ▶ CEOs are concerned about the retention rate, yet **spent very little time on onboarding**
- ▶ The most effective organizations onboard new hires for the duration of their ***first year*** – their most vulnerable period (Carucci, 2018)
- ▶ One research suggested that onboarding maybe the most critical process that has long-lasting influence on engagement, performance, and retention (Cable et al, 2013 and Cadwell, 2016)

Issues



Lack of preparation on first days



Lack of role clarity



Informative isolation



Difficulty in navigating the culture



Unfriendly environment at work



Inefficient training program

Lack of preparation on first days

Problem

- ▶ New employees could feel totally **disoriented** or not being trained to do certain tasks in their first days
- ▶ New hires know how important it is to make a **good first impression** early in their tenure, but it's also important for companies to put **their best foot forward** for their newest team members. (Lavoie, A. 2014)
- ▶ **Consequences**
 - ▶ Blocked interaction within the company
 - ▶ Mistrust towards the new worker

Solution

- ▶ Companies should generate **motivation** to the new employee.
 - ▶ For example: a welcome card signed by the Human Resources Manager or deliver a welcome pack with the company policies, code of behavior, and so on
- ▶ The new employee must have **quick access to work documents**, thus facilitating his task

Lack of role clarity

Problem

- ▶ **Expectations and objectives are not clear to new employees**
- ▶ 60% of companies report that they do not set short-term goals for new hires (Rollag et al, 2005)
- ▶ **Consequences:**
 - ▶ low productivity
 - ▶ absenteeism
 - ▶ poor performance

Solution

- ▶ **Set up early wins**
 - ▶ Assign tasks with an expectation that new hires to complete at the **three, six, and nine-month milestones** (Carucci, 2018)
- ▶ **Gradually increase the level of responsibility** associated with each task
- ▶ **Discuss about the gap** between the expectation and reality

Informative isolation

Problem

- ▶ When an employee feels like a **stranger in the team**, because of unfriendly staff, no confidence in newcomer, lack of communication.
 - ▶ Consequence: decreased productivity and negative morale.
- ▶ Difference between Informative isolation and workplace bullying: Just because someone feels informative isolated doesn't necessarily mean that bullying is taking place
- ▶ Employees aren't getting what they need, their work suffers.

Solution

- ▶ Engage in **face-to-face conversations** with your team members throughout the office.
- ▶ Create a **common database**.
- ▶ Make a welcoming events for the whole team.
- ▶ Keep in touch with remote workers (employees who work offsite).
- ▶ Redesign office, make boards with daily or monthly activities.

Difficulty in navigating the culture

Problem

- ▶ New employees likely fail at their new jobs because of a **poor culture fit**.
- ▶ "Creating a **cultural onboarding experience** helps new employees understand the unique culture they have become a part of and the challenges they will face" (Hillebregt, 2019).
- ▶ **Consequences**
 - ▶ Not fitting into the company culture

Solution

- ▶ **Offer assistance** to integrate them as quickly as possible - **Assign a buddy** (Klinghoffer et al, 2019)
- ▶ **Intensive multiple day program**
- ▶ **Engage** them into activities that captures your company's culture (team lunches, happy hour, etc) (Llarena 2013)

Unfriendly/hostile environment at work

Problem

- ▶ *"A hostile work environment is created by a boss or coworker whose actions, communication or behavior make doing your job impossible."* (Susan M. Heathfield, 2019)
- ▶ Can discourage, chase away and depress your new employee

Solution

- ▶ **Make new employees feel comfortable** and part of the project by:
 - ▶ Welcome the new employee to your team
 - ▶ Offer flexible schedules
 - ▶ Perform activities outside the office

Inefficient training programs

Problem

- ▶ **Boring orientation program with overload of paperwork and information (Brown, 2019)**
 - ▶ New hires have to go sit through lectures about health insurance, paid time-off, and company policy.
 - ▶ Lengthy presentations and instructions
 - ▶ Time consuming for both trainers and trainees

Solution

- ▶ **Review training materials, make sure to keep only essential information and remove unnecessary one**
- ▶ **Make your training interactive (Nornberg, 2013)**
 - ▶ Quizzes
 - ▶ Hand-on experiences
 - ▶ Video interaction
- ▶ **Involve robots (Davis, 2017)**

Example of involvement of robots

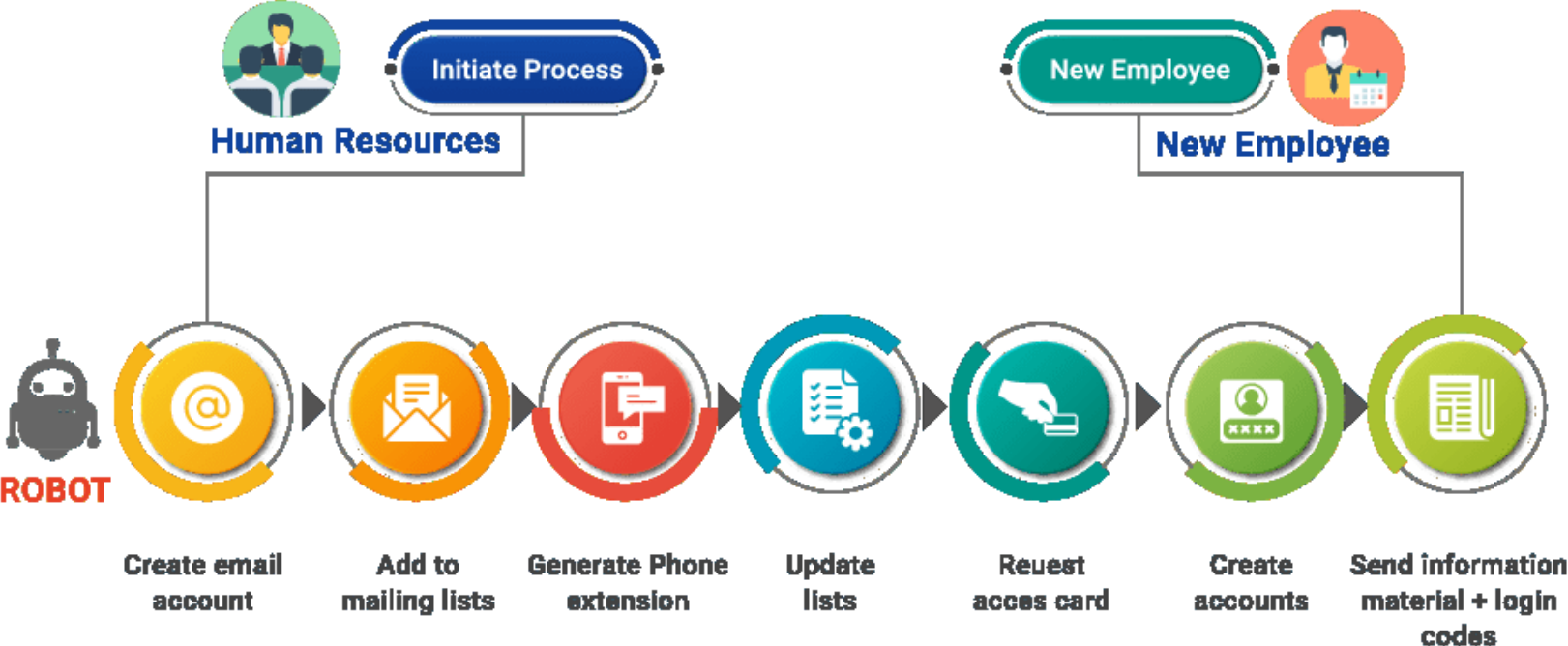


Diagram: Involvement of robot in onboarding process

Source: Automation Edge

Inefficient training programs

Problem

- ▶ **Inconsistent training materials and styles (Lightfoot, 2019)**
 - ▶ Different trainers are involved
 - ▶ Difficult to ensure these trainers follow the same teaching styles and agenda

Solution

- ▶ **Follow an agenda and mandate use of the same materials**
 - ▶ Create online training where possible. This will minimize the inconsistency
 - ▶ Create trainer guidelines, briefing ground rules and desired styles, mandate the same lengths, templates
 - ▶ Create trainer checklist
 - ▶ Implement outcome tests on trainees to identify knowledge gap

Conclusion



- ▶ Onboarding is an **important process**, yet **underestimated** in many enterprises
- ▶ Effective onboarding program helps **increase retention rate, productivity, and cultural integration**
- ▶ Currently, there are certain **weaknesses** in onboarding program that hinder employees from committing to the organization
- ▶ HR should be aware of these problems and be **creative** when designing onboarding program, **engaging technology** such as HR software, robot, or AI to reduce burden

THANK YOU!