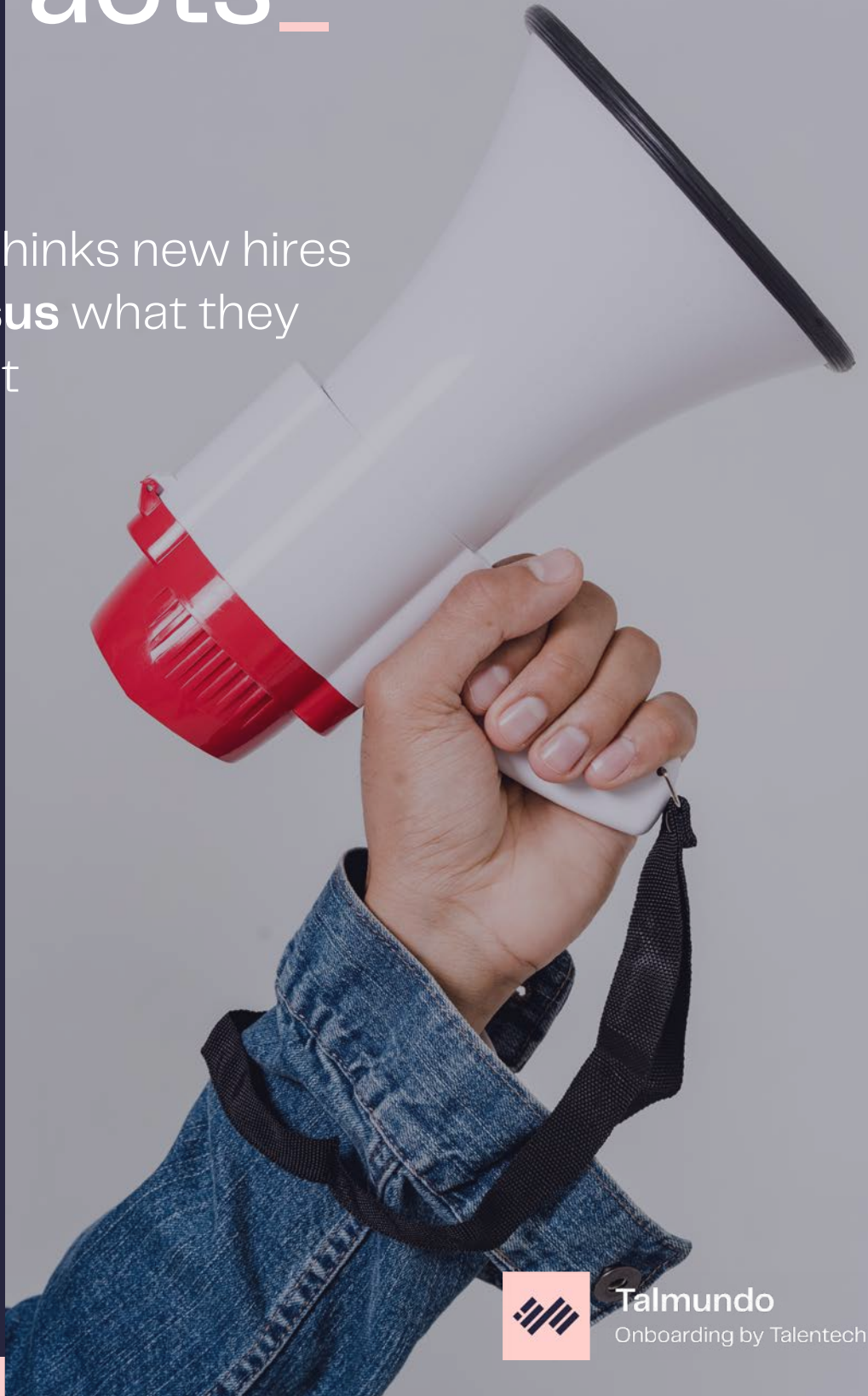


Onboarding: Assumptions vs. Facts

What HR thinks new hires
want **versus** what they
really want



Talmundo

Onboarding by Talentech

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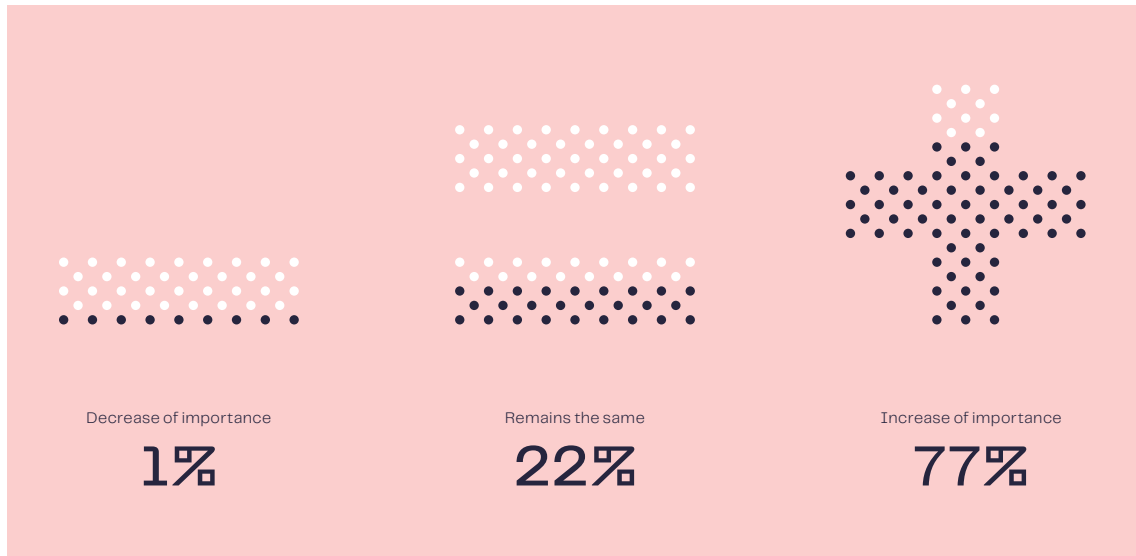


Don't get left behind!

The trend that is here to stay

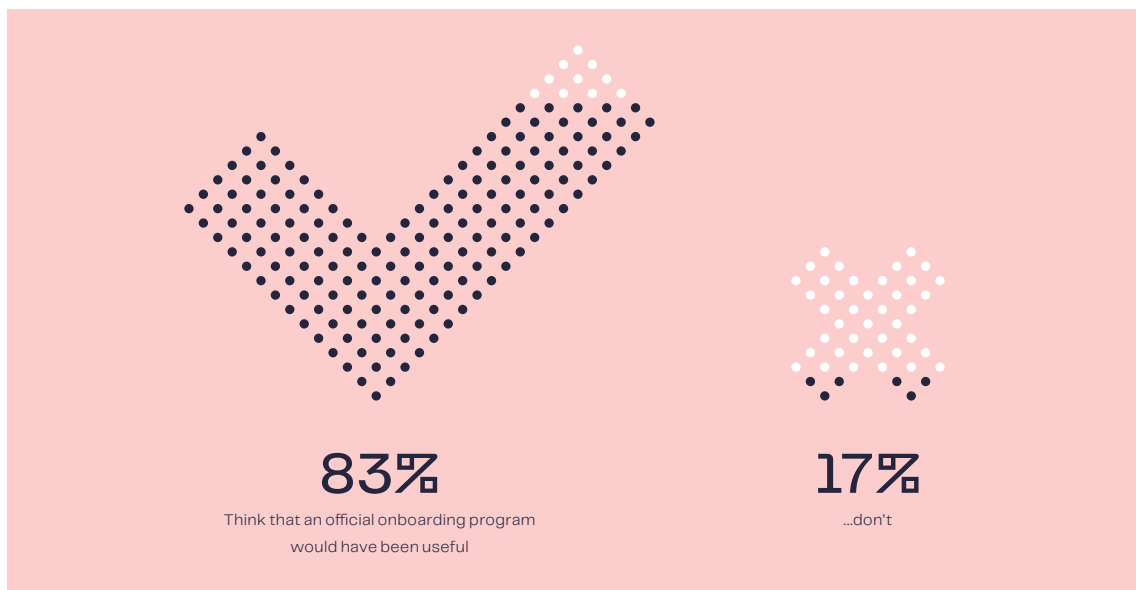
Onboarding, Preboarding, Cultureboarding...
The importance of all-things-boarding is no longer a secret. The onboarding-cat is out of the bag.

No one really thinks onboarding is going away any time soon. With its importance growing every day, no HR professional wants to miss out on helping their organization benefit from this crucial trend.



And new hires agree!

83% of employees believe that having an onboarding program would be useful, if it isn't in place already.



The importance of onboarding for culture and integration

A quick integration in the company culture



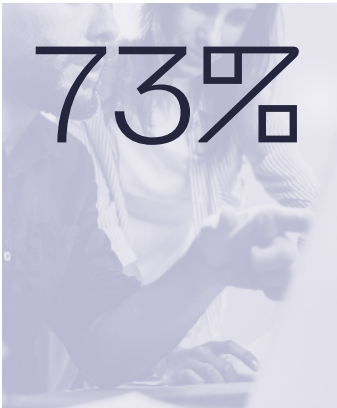
A positive attitude towards the employer



A positive candidate experience



An increase in engagement



A clear understanding of performance expectations



A decreased time to proficiency



Half of respondents feel that onboarding improved their time to proficiency.



Ambassadors on board

And there is more. Research shows that a positive onboarding experience has direct consequences on new hires' long-term attitudes towards their organizations, helping employees become more

engaged and more likely to ace their job responsibilities. Even more crucial, however, is the influence onboarding has on the general happiness of new hires, and their perception of your company.

The benefits of providing your new hires with a positive experience when joining your company

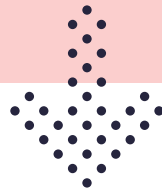
1
A positive attitude
towards their employer

2
A clear understanding
of performance expectations

3
A quick integration
into the company culture

4
An increase
in engagement

5
A quicker proficiency
in their job



FUTURE BRAND AMBASSADORS

A positive onboarding experience cultivates engaged employees that internalize your company values and, coupled with their positive attitude towards your employer brand, are well on their way to becoming brand ambassadors from day 1 on the job.

Your employees are your biggest potential brand ambassadors, living the truth of your employee experience. And because **92% of consumers believe word-of-mouth advertising over any other**, according to Neilson.

With benefits all around, isn't it high time we got onboarding right?



Learning from mistakes

Time to be employee-centric

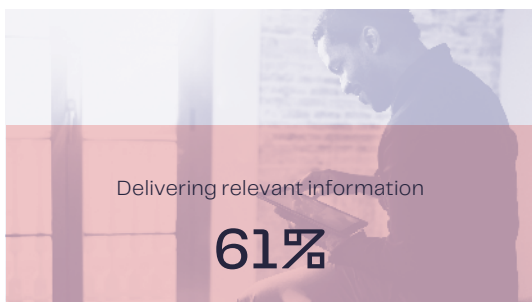
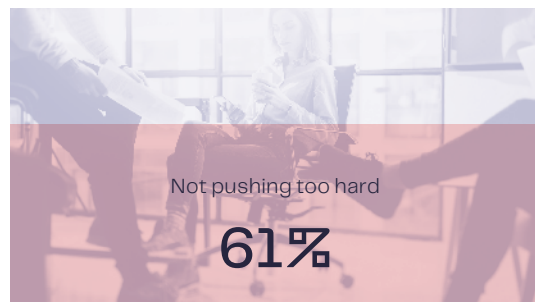
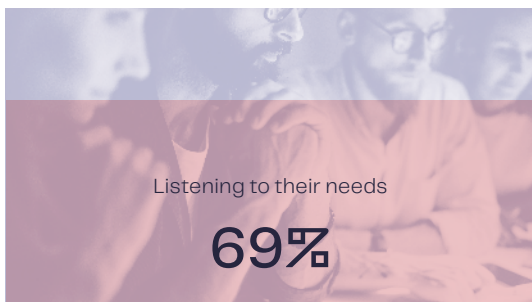
In order to get something right, it would be wise to start off by figuring out what may be wrong.

At Talmundo, we have years of expertise in helping enterprises give their new hires everything they need for a successful and impactful onboarding journey. Having onboarded over 27,000 employees at more than 100 organizations, we know a good onboarding process when we see it.

We believe that employees are at the center of what we do. Call us employee-centric, if you will. Their experience is the key to not only the success

of any onboarding program, but of the business overall. Treating your employees like you would your best customer will yield returns in all areas of your organization.

The best way to get new hires to “buy” your employer brand like customers purchase your company’s products or services is to treat them exactly like customers—with respect and long-term branding goals in mind. Research shows that the top four ways to create a positive sales experience include:



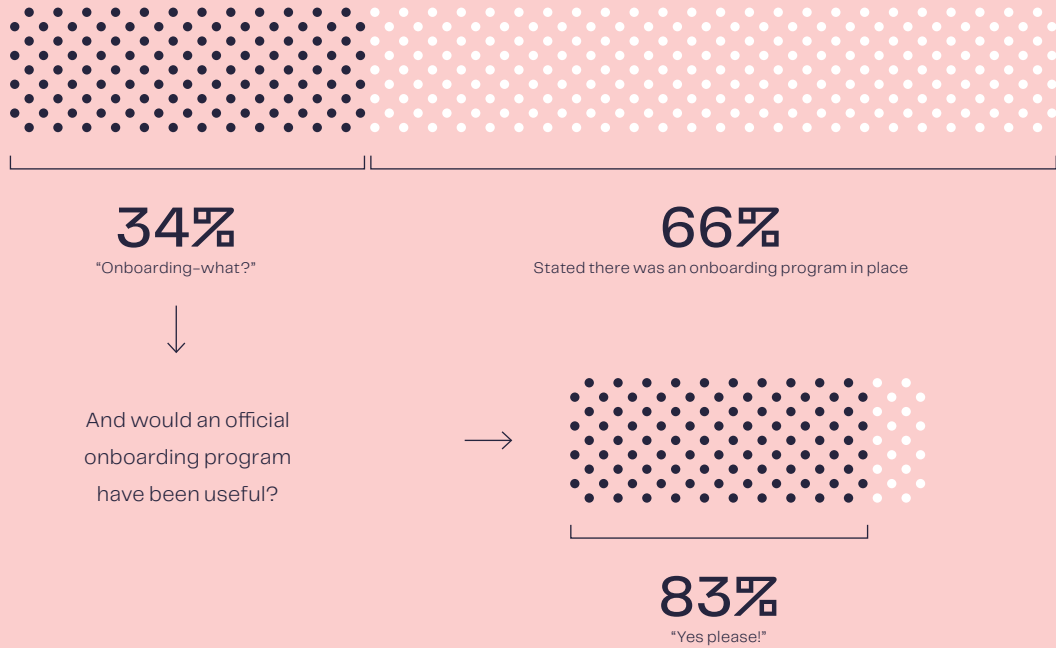
With more Gen Z new hires on the horizon, the consumerization of HR has grown from being a trend into a must-have. Recruiting and landing a new hire, is just the first step. Think of it as a marriage; saying “I do” is just the beginning.

Employee onboarding is a natural extension of that initial recruitment stage, and the time to promote engagement and build the foundation for a happy (work) life starting from the employee’s very first week.

Onboarding done right treats your new hires like your best customers, and better. But it isn’t happening just yet.



When hires are asked about the onboarding process at their organization:



There is a gap in perceptions worth investigating: none of the HR professionals we asked think that onboarding is NOT important, and yet 34% of employees have not witnessed such a program at their organization at all. Something isn't right here. Perhaps HR assumes that they do more than they actually do? Maybe too many things are being taken for granted.

The onboarding processes that we investigate in this study seem to be, in fact, a result of assumptions made by HR. Onboarding programs are often put together in the hope to meet new hires' expectations without figuring out those expectations in the first place.

We want this to stop. So we set out on a mission to find out exactly what new hires need most when starting a new job, and bring this knowledge back to HR professionals.

How did we do it? We asked new hires directly!

Introduction to research and methodology

For this research we teamed up with Professor Dirk Buyens and Astrid Vandenbroucke of the Vlerick Business School to dive into the realities and expectations of onboardees so that HR can build the onboarding programs new hires actually want.



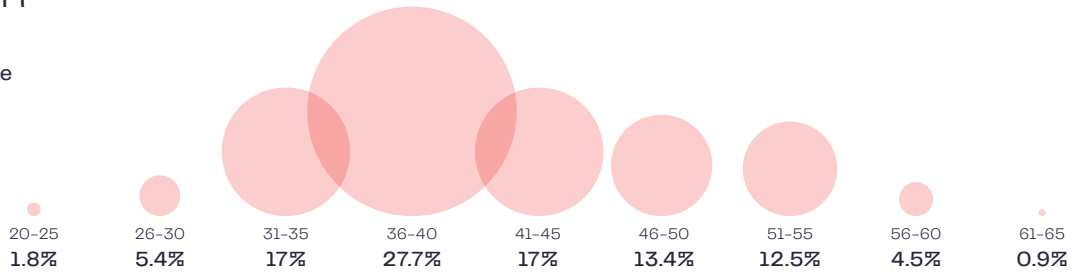
Who did we ask?

Together with the top European business school, we interviewed over 250 HR practitioners and, you guessed it, employees that started their jobs recently. Representing 10 nationalities and a broad spectrum of industries, the research tackled

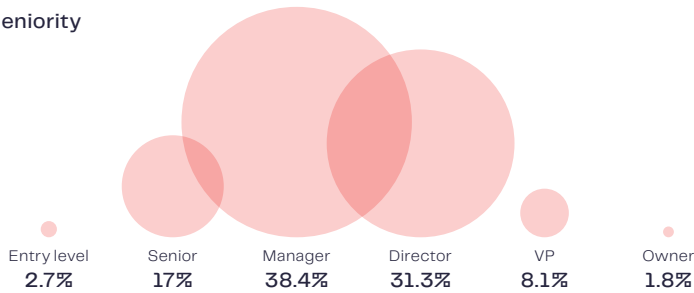
a wide selection of demographics. Focusing on the expectations gap between what new hires need and what HR actually offers them, the survey respondents filled in an online survey, giving us a piece of their mind.

HR

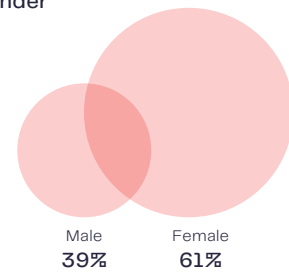
Age



Seniority

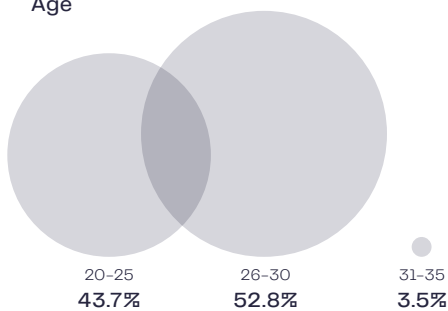


Gender

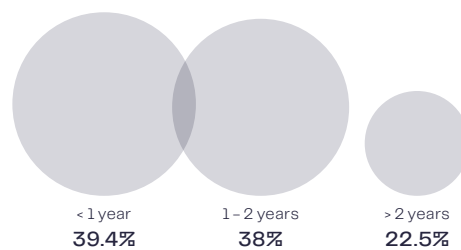


Employees

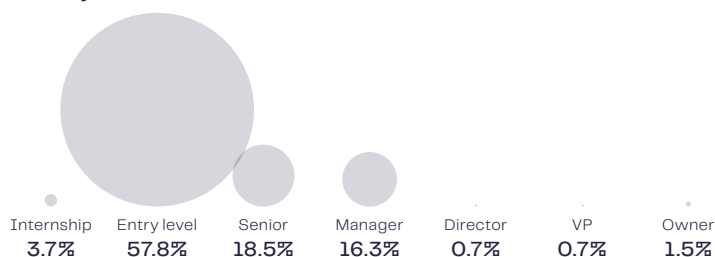
Age



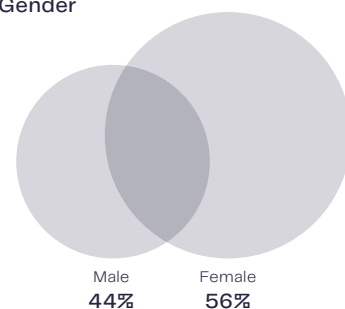
Time in their new role



Seniority



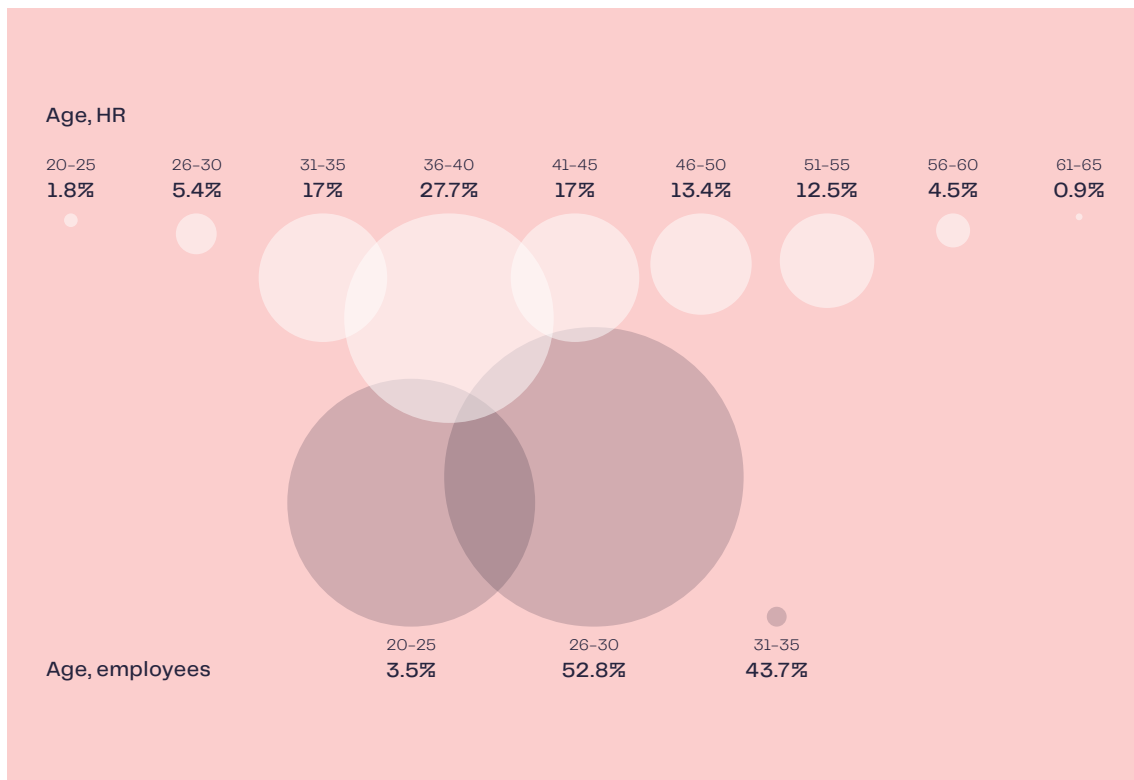
Gender



Generational differences in action

A larger proportion of our HR practitioners' sample falls in the 46–50 age group, while the majority of new employees fell in the 26–30 category. With Gen Z making up the majority of the population in, for example, the U.S.

this age gap is not something to be ignored, highlighting a question of different generational expectations meeting in the workplace and how to best address them.



We believe that a proper onboarding program should satisfy even the most demanding employees. If you are meeting Millennial and Gen Z's consumer-behavior-driven expectations first, you will be able to cater the more experienced employees as well.

So how should a typical 46 y.o. HR professional guess what is keeping their new 26 y.o. hire up at night? They shouldn't!

We took away the guesswork by asking new hires and finding out the actual answers for you.



What does HR want from onboarding? Expectations

86%

Speeding up the feeling of being at ease in the company

74%

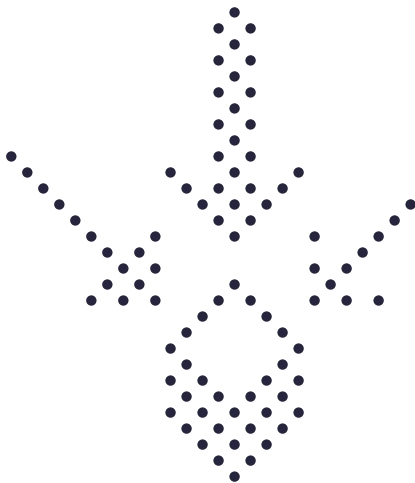
Speeding up the employees' time to contribution

53%

Being effective in retaining new hires

41%

Reducing the costs



90% of organizations approach onboarding as a one-fits-all solution, hoping to cater to employees of all seniority levels with the same approach.

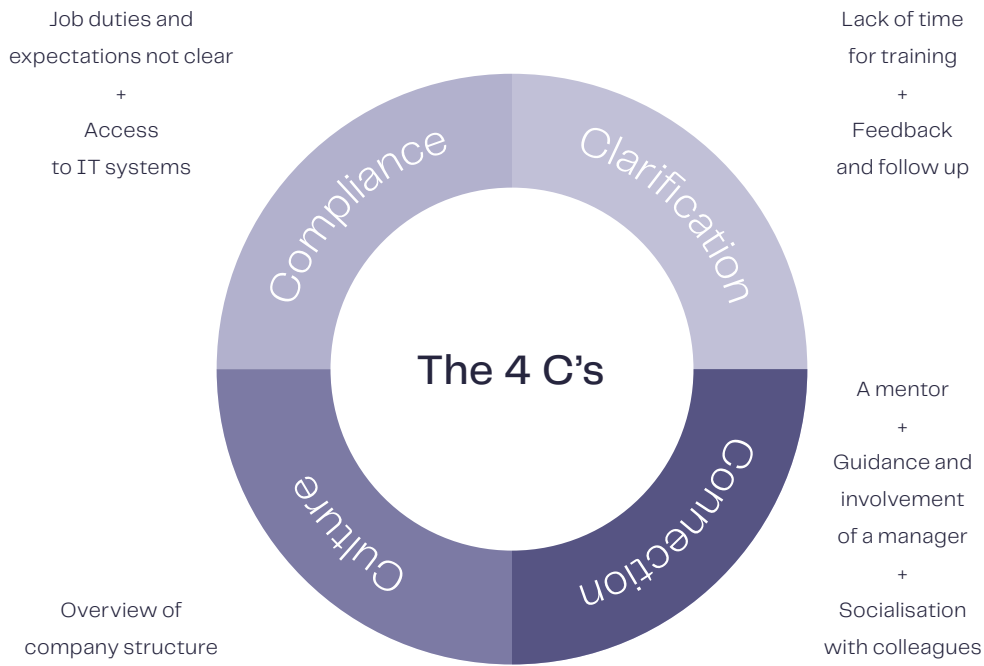
While personalization is key for Gen Z, according to Google, more than **1 out of every 4 Generation Z consumers** said that they expect the brands they support to provide a personalized experience.



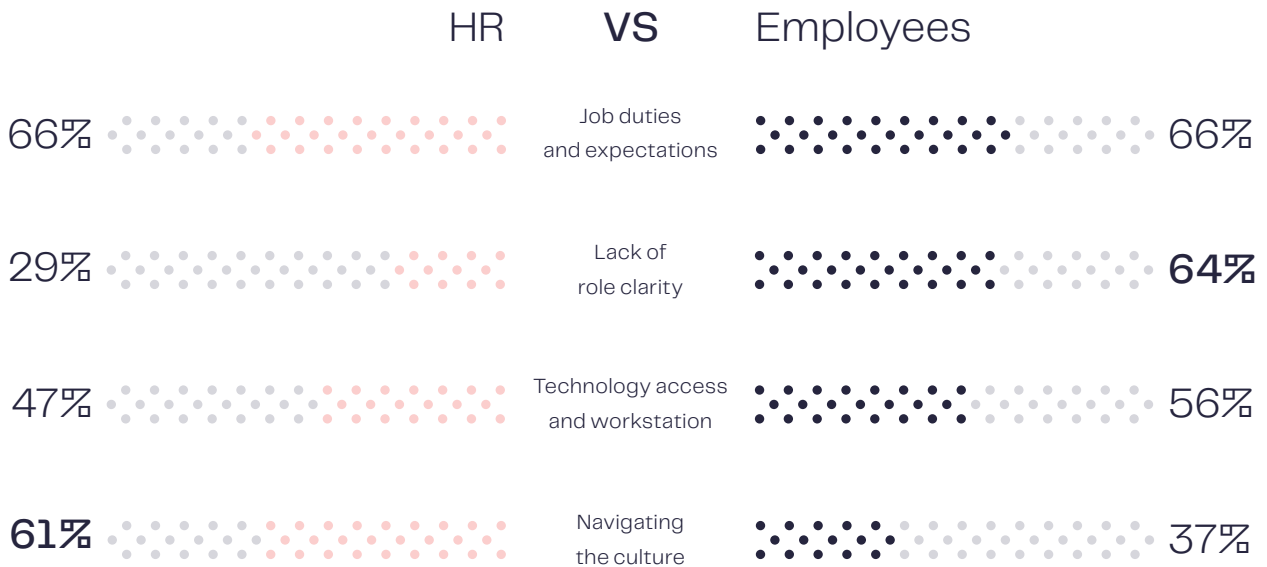
What HR thinks employees want VS What new hires still think is missing

Uncovering the real culture gap





Employee challenges according to...



With so much focus put on company culture, is HR forgetting about the basics?



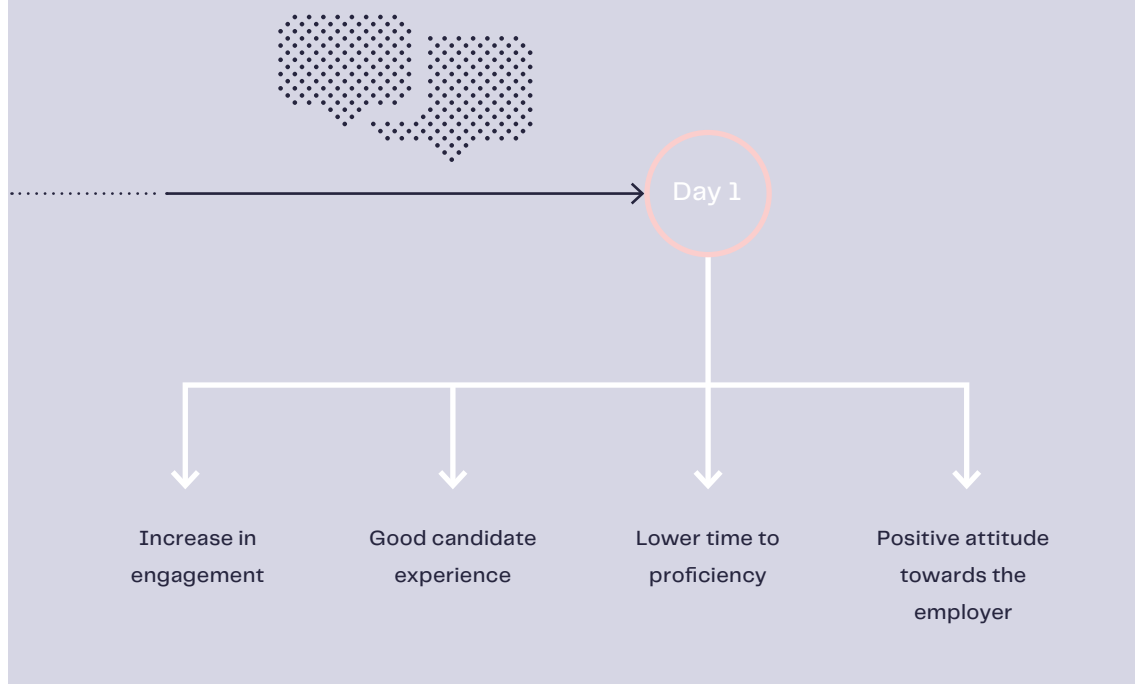
Importance of logistics

When we broke down respondent data by age, we were able to uncover an inter-generational trend amongst new hires. Those in the 31+ group were much more critical of the help they received during the pre-boarding phase of their orientation, illustrating the fact that employees with more experience are, in fact, even more demanding towards having the logistics out of the way BEFORE the start of their new job.

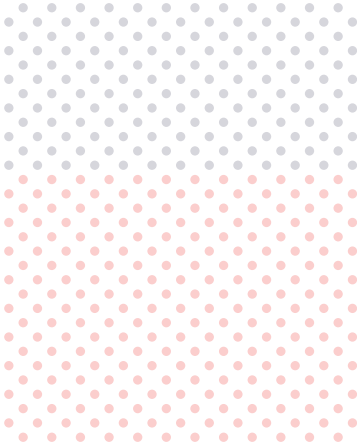
Under-30s found the help they received prior to employment on average to be 'moderately helpful', while their older counterparts saw the actions of HR as 'slightly helpful'. Not exactly the response you want to get from a well-planned pre-onboarding initiative...

The importance of preboarding

Providing your newly-hired employee with all relevant information **before the first day** has significant positive outcomes



Basic requirements and bigger goals



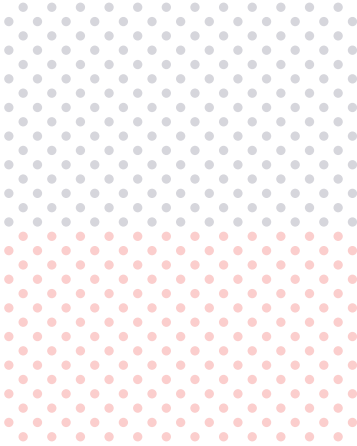
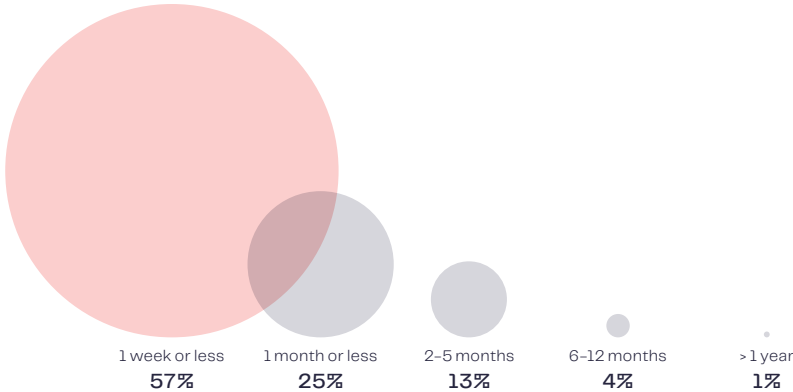
Support before the first day

40%

of employees did not get the absolute minimum REQUIRED for starting the new job.

Getting up to speed, according to employees

It took **43%** more than a week to get basic workstation logistics and tools in place.



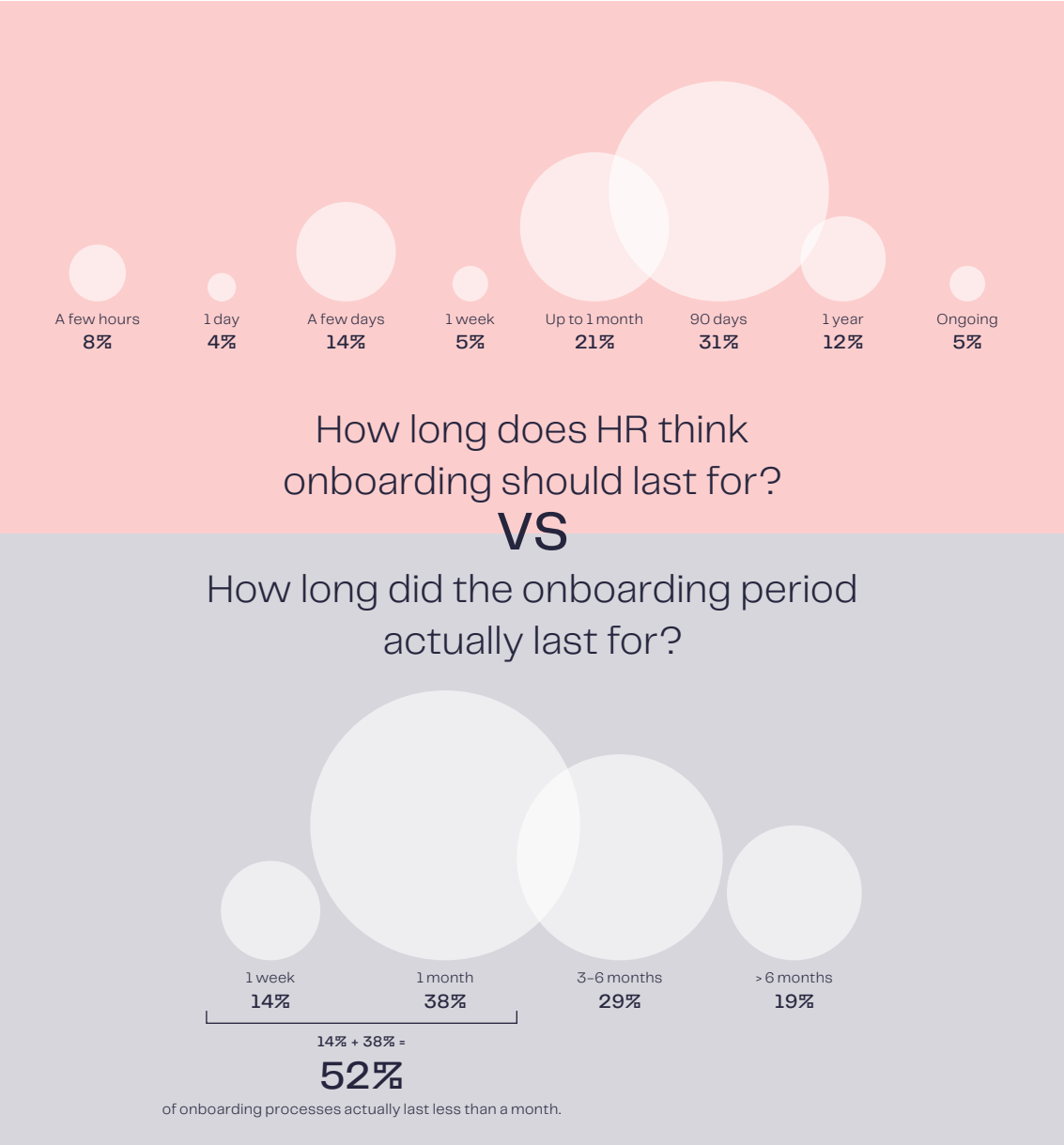
Getting a clear understanding of the company's mission and values

55% only

get a clear understanding of these company pillars AFTER 3 months of working there.



It's time to... onboard



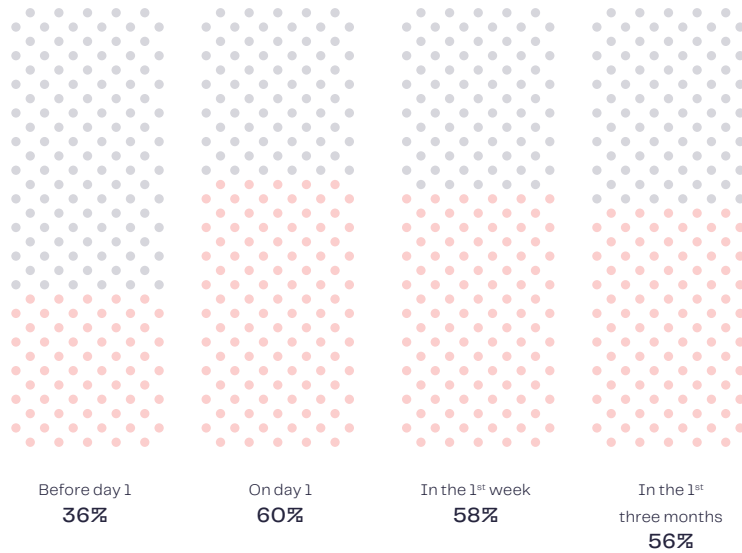
More than half of employees stated that their onboarding processes were over after the first month on the job, despite the fact that 48% of HR professionals understand the importance of continuing onboarding for at least the first three months in a new company. So are onboarding programs designed to be 3+ months long by HR not perceived at such by employees, or are they actually just too short?

It's time to turn wishful thinking into reality. When 20% of staff turnover happens in the first 45 days of employment, it's obvious we need to do more during those early days. **That more employee onboarding is better employee onboarding.**



Attempting to be helpful

When asked about the help they received during the course of their first months on a new job, new hires responded as follows:



64%
of employees
did not have
pre-boarding
at all.



40%
were left alone
on their first day
at work.



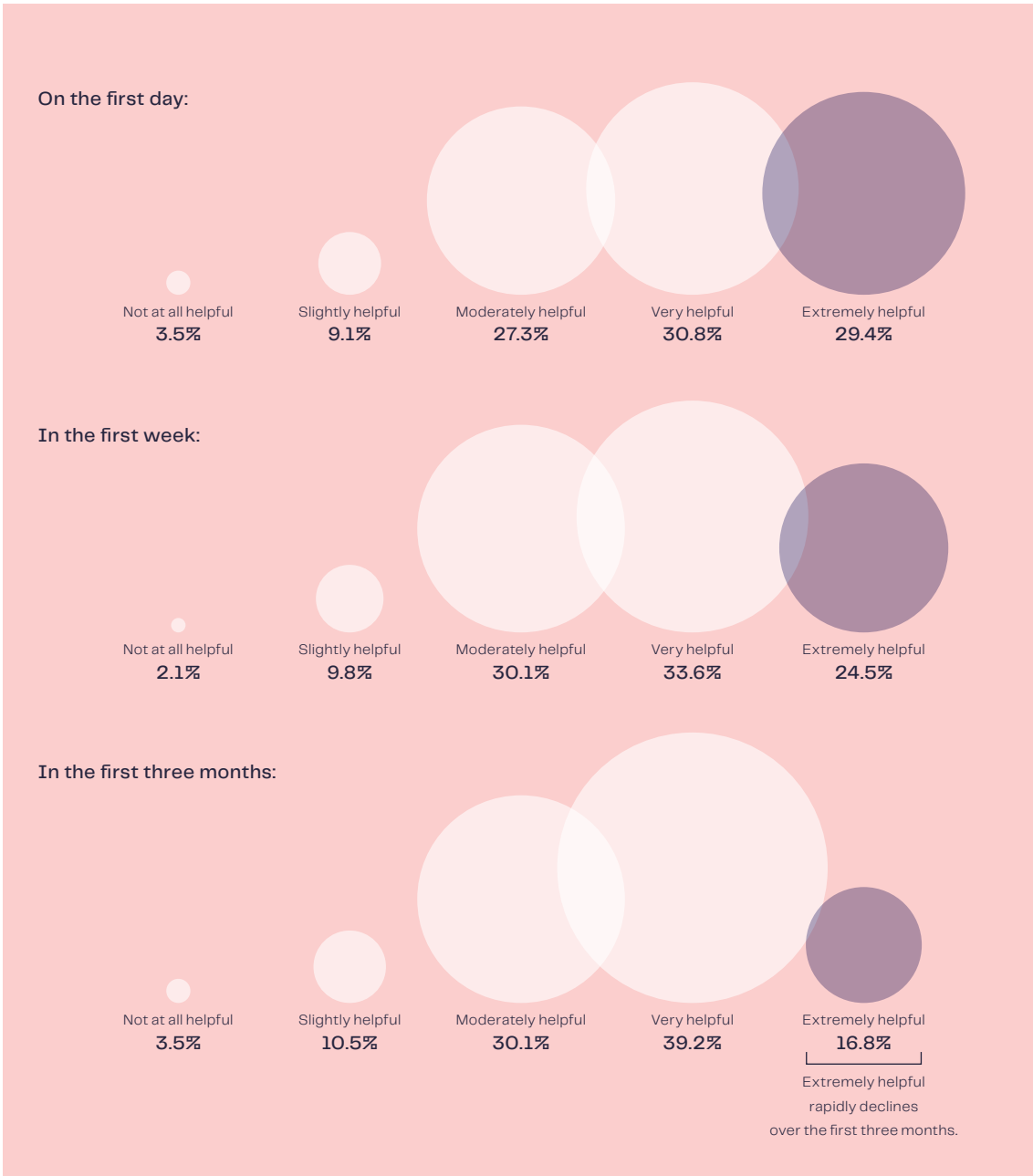
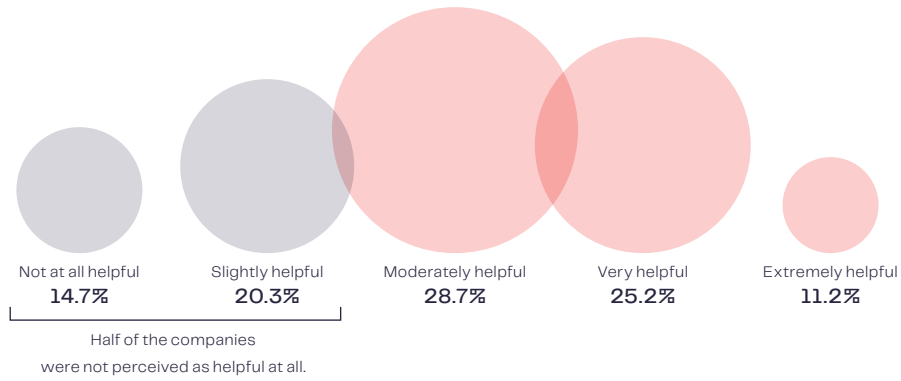
42%
were not
supported
during the 1st
week.



46%
did not receive help
within the next
3 months.

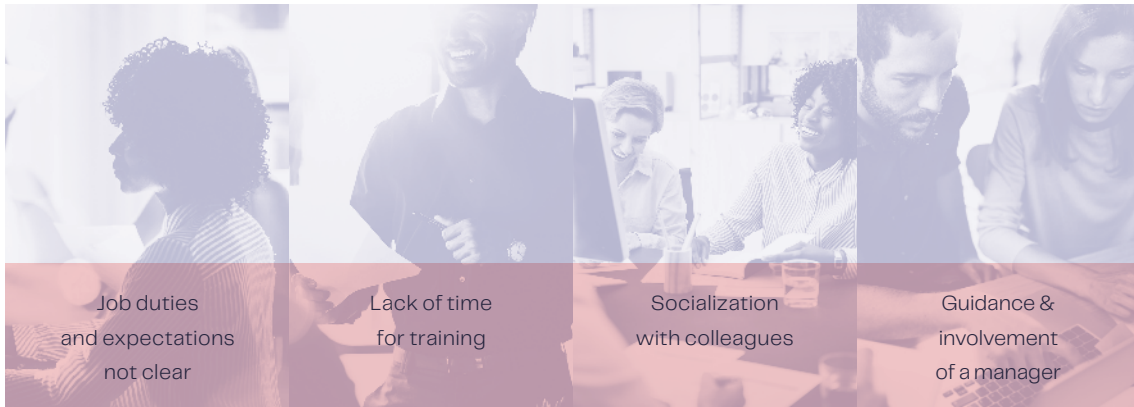


“How helpful was the company in getting you prepared before your first day?”



The missing pieces

What is missing in the onboarding experience from a new hire's point of view?



If the basic requirements are not met and the job duties are not clear, how can we expect new hires to be good ambassadors of our companies?

And what is missing from the HR point of view?

49%

Follow-up of new hires

48%

Inconsistent application across the organization

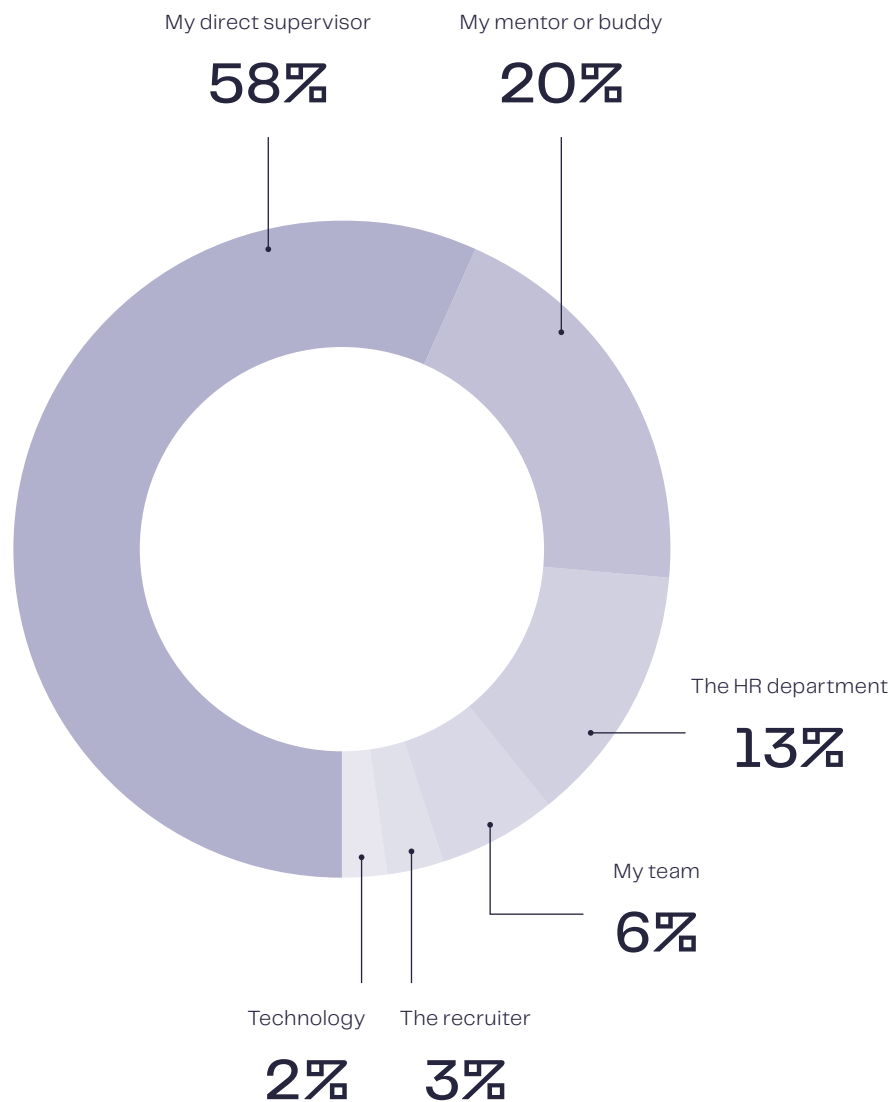
43%

Role ownership & onboarding metrics



Onboarding is a state of mind

The main stakeholders in onboarding



While 70% of employees consider having friends at work the most important element to a happy work life, it should not be surprising that having a helpful buddy throughout the onboarding period, as well as being able to rely on your new supervisor, is more important to new hires than the idea of

interacting directly with HR. Promoting an onboarding-focused mindset within your organization means taking charge of connecting new hires to the key stakeholders in the onboarding process: something, that technology can help you with.



The state of onboarding today

Top 3 onboarding challenges for employees:



The positive outcomes of providing your newly-hired employee with all relevant information before the first day:



In **52%** of the organizations, the onboarding process takes up to a maximum of one month only.

79% of the companies states the onboarding process enables the employees to quickly integrate in the company culture.

58% of the employees see their direct supervisor as the most important source of information. **Yet, guidance and involvement of a manager was clearly missing for many employees!**

34% of the employees state there was no official onboarding program in the company.

83% of them think it would have been useful.

Top challenges:



While only **37%** of the employees report having difficulty with navigating the culture,



61% of the HR respondents thinks this is an important onboarding challenge for them.



Challenges with job duties, expectations and results appear to be the biggest obstacle (**66%**).



While the company thinks role clarity isn't much of an issue (**29%**),



64% of the employees struggle with it.



Technology isn't for letting onboarding just happen

Reasons for HR to use technology in onboarding



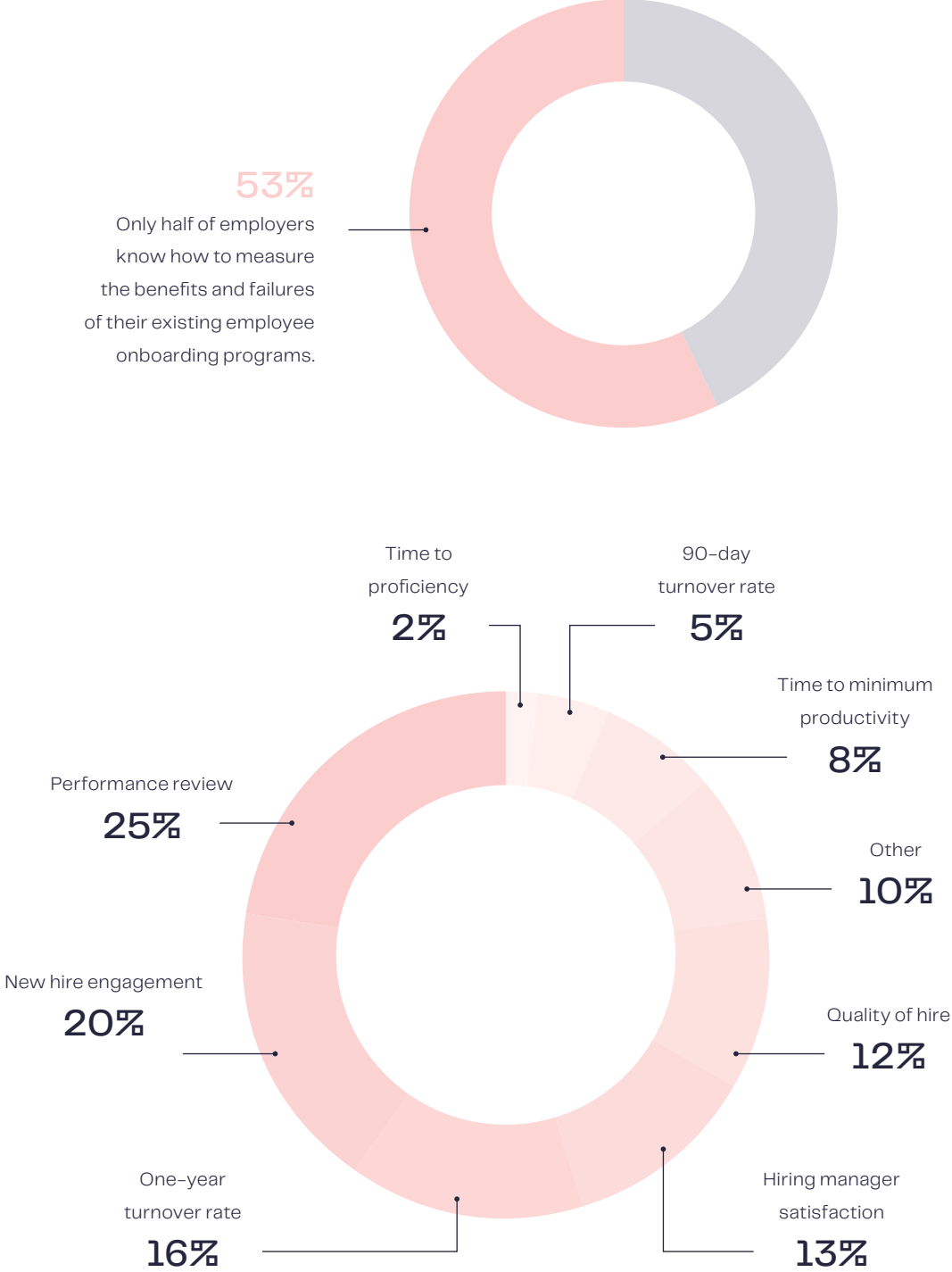
This is where HR got it wrong. Technology alone won't enable new hires to navigate the stormy waters of a new workplace and role. Technology can allow new hires to manage their own experience and empower them. But if you don't tailor it according to the needs of employees across different departments, offices and levels of seniority, you risk alienating new hires before they even start.

Within consumerization of HR, HR needs to stop focusing so much on their own processes and focus on the new hire experience becoming more helpful and providing personalization.



Moving forward

Learn to evaluate



When measuring their programs, most employers are not looking at the short-term implications onboarding may have: if you are not using onboarding tools, you are missing out on key business KPI's.



Let's fill the gaps

Top 3 onboarding challenges for HR:

49%
Follow-up
of new hires

48%
Inconsistent application
of the onboarding process

43%
Role ownership
& onboarding metrics

The duration of the onboarding process is positively correlated with cost reduction!

47% of the HR respondents say that their company does NOT evaluate the onboarding process.

In only **5%** of the organizations, onboarding is an ongoing process!

Most of the challenges highlighted by HR **do not correlate** with the items missing from onboardees' experience.

Performance review, new hire engagement and one-year turnover rate are most frequently used metrics.



While **77%** of HR professionals agree that onboarding will only grow in importance,



only **5%** of organizations have established a continuous onboarding process.




While HR thinks role clarity isn't an issue anymore (**29%**),




most employees (**64%**) struggle with it.

However, new hires and HR professionals agree that follow-up mechanisms are missing from onboarding systems:



49% of HR respondents cite follow-up as an improvement point,



and most new hires find structured manager guidance and feedback to be missing from the process.



Time for tech

What's currently missing?

- 1 Technology
- 2 Measuring efficiency
- 3 Management involvement
- 4 Alignment: one integrated onboarding experience

26.5%

of the respondents say that technology is currently missing from their organization's onboarding program!



HR professionals clearly see technology as the missing piece in their onboarding arsenal,

with **68%** planning on using it in the future.



Kinds of onboarding technology currently in use

32.2%

No technology

32.2%

No technology yet, in the near future

14.8%

A blended solution

12.2%

In-house developed technology

3.5%

A single web-based service

3.5%

A single software solution



When tech is used right, it brings home ROI

The use of technology is positively correlated with a reduction of costs in the organization and allows you to evaluate your onboarding program, improving it further.



Those organizations using technology also evaluate their onboarding process.

What do new hires want? And how you can give it to them

When HR systems are organized in a way where they dictate the processes, employees don't get what they want. Or even what they need. Instead, they submit to suffering through the procedures organizations impose on them, by now knowing that dealing with unhelpful bureaucracy is a part of the deal when getting a new job.

Organizations with a formal onboarding process have 50% greater new hire retention than organizations without. Plus 16% higher retention again if you automate onboarding tasks – so new hires get what they need, when they need it, and HR has the bandwidth to use elsewhere, coordinating the offline experience.

Top 5 “wants” from new hires

1 You answer new hires' important questions

2 You reassure and assuage any doubts

3 You cement a culture of transparency

4 You empower employees to succeed earlier

5 You have more time to improve other employee touchpoints



Overall, technology-driven employee onboarding gives new hires all the information they need to hit the ground running, while freeing up HR time to improve the employee experience elsewhere.



Listen to your new hires and focus on these key elements today

Preboarding

Providing your newly-hired employees with all relevant information before the first day has significant positive outcomes:

1

Positive attitude towards the employer

2

Lower time to proficiency

3

Good candidate experience

Important basics

Top 3 onboarding challenges for employees:

66%

Job duties and expectations

64%

Lack of role clarity

56%

Technology access and workstation

Culture stars

79%

of the companies states the onboarding process enables the employees to quickly integrate in the company culture.

Clear connections

58%

of the employees sees their direct supervisor as the most important source of information.

Yet, guidance and involvement of manager was clearly missing for many employees!

Getting the timing right

52%

of organizations have an onboarding process that takes up to a maximum of one month only.



Conclusion: This is just the beginning

Figuring out the discrepancies between the view of onboarding of HR professionals and new hires is just the first step in building your onboarding process.

As this study has demonstrated, the success of your new hires starts before their first day and goes far beyond the first week on the job. While working on demonstrating the company ethos and cultureboarding, HR needs to remember that job duties, role clarity and logistics are still on top of new hires' priority list.

By using onboarding to help new employees integrate quickly, remember to use this time to connect new hires to their direct managers and supervisors. A personal touch goes a long way, and having a friend in a new office would too!

An onboarding process that is not only efficient but employee-centric exists. And your organization can build one today.



The recipe for success?

Listen to what your new hires need, implement helpful solutions, create opportunities for feedback and continue improving your onboarding offering together with your employees as your business keeps on growing!



Get your demo_

Getting started with Talmundo

We have made it our mission to make every onboardees' life better, and help businesses benefit from engaged, committed and happy workforce.



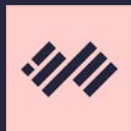
Get in touch with us and ask as many onboarding questions as you please.

We promise not to quote all the relevant statistics to you at once, but we can definitely show how our solution can help your organization create an exceptional onboarding program today.

At Talmundo, we use technology to make digital onboarding a breeze for HR departments like yours.

Schedule a demo today
to see for yourself!





Talmundo

Onboarding by Talentech