The Essentials of Employee Onboarding

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AGENDA - ONBOARDING

- Definition / Statistics
- Stakeholders
- Advantages/Disadvantages
- 10 Best Practices
- Automated Systems
- Measuring Success
- Conclusion / Questions / Comments
WHAT IS ONBOARDING?
Wikipedia calls onboarding “organizational socialization” - the mechanism through which new employees acquire the necessary knowledge, skills, and behaviors to become effective organizational members and insiders.
BUT WHAT IS IT?

- New hires adjust to their jobs
- Knowledge, skills, and behaviours
- Organizational members and insiders
- Social and performance aspects
- Necessary resources and culture
- Productive and contributing members
- Crucial to retaining new staff
This will be your cubicle.

In six weeks our I.T. people will connect you to the network so you can do your job.

I'll stop by every few minutes to see what you're doing.
IMPORTANCE/STATISTICS
(FROM VARIOUS SOURCES)
– New employees were 69% more likely to remain at a company up to three years.

– 35% of companies spend zero dollars on onboarding, while spending an average of $11,000 in hiring someone.
– 60% of companies indicated that they do not set any milestones or concrete goals for new hires to attain.

– 71% of companies are currently in the process of updating their onboarding programs
IMPORTANCE/STATISTICS

– Half of all senior outside hires fail within 18 months in a new position (SHRM)
– Half of all hourly workers leave new jobs within the first 120 days (SHRM)
– 86% of new hires make their decisions to stay or go in the first 6 months of their job
WHO ARE THE STAKEHOLDERS?
STAKEHOLDERS

- Employees – new and existing
- Manager(s)
- Owner(s)
- Shareholders
- Co-workers
- HR
- Need to get buy-in from everyone!
- Anyone else?
ADVANTAGES OF AN ONBOARDING PROGRAM
ADVANTAGES OF AN ONBOARDING PROGRAM

• Good PR
• Can only make a good first impression once
• Will result in referrals
• Lower turnover/improved retention
• Employee “feels good” that company has taken time to do it right
• Better morale
• Others?
DISADVANTAGES OF AN ONBOARDING PROGRAM
DISADVANTAGES OF AN ONBOARDING PROGRAM

• Cost/budget
• Senior management support
• Unique requirements make it difficult?
• Time
• Lack of automation
• Others?
DESIGNING A PROGRAM
EFFECTIVE ONBOARDING PROGRAM

Tailored

• Role/job
• Department
• Location
• People
• Culture
• Full-time or part-time, contract, student, etc.
EFFECTIVE ONBOARDING PROGRAM

- Is it flexible enough to change mid-way through?
- How long should it last?
- Group or individual?
- Formal or informal?
- Short or long training?
- Online? Seminars? Webinar?
- Lectures?
- Videos?
EFFECTIVE ONBOARDING PROGRAM

• Printed materials or computer-based orientations?
• Mentor? One on one? Group?
• Executive buy-in?
• Put yourself in their shoes?
• Who is responsible?
• Time frame?
• Employee takes responsibility/ownership?
• Anything else?
10 BEST PRACTICES
Best Practice #1

HOW THEY WANT IT DELIVERED / OPTIONS!
Best Practice #2

CONNECT
EMPLOYEE’S WORK TO ORG’S GOALS
Best Practice #3

DON’T HAVE TO BUILD A HUGE TECHNOLOGICAL PROCESS
Best Practice #4

HOLD PEOPLE ACCOUNTABLE
Best Practice #5

TAILOR TO INDIVIDUAL & POSITION
Best Practice #6

PLAN PLAN PLAN AND DON’T STOP!
– BEFORE PERSON STARTS
– DURING THEIR FIRST 90 DAYS
– AFTER 90 DAYS
Best Practice #7

TREAT THEM LIKE YOU WOULD WANT TO BE TREATED!
Best Practice #8

ONE-ON-ONE TIME
Best Practice #9

STRESS IMPORTANCE TO MANAGERS
Best Practice #10

VARIETY!
AUTOMATED ONBOARDING
Advantages of Automated Onboarding

• Cuts down on admin time
• Cuts costs
• Enhances productivity
• Improves data quality
• Keeps on track
• Automated forms
• More effective communication
• Can measure processes
• More accessible to stakeholders
Disadvantages of Automated Onboarding

• Costs
• Time
• Design something that won’t be used
• Too complicated
• Little perceived benefit
• Packaged vs. Designing in house?
• Any others?
SOFTWARE AVAILABLE

In the Cloud Options Available

• Icims Onboard
• Clear Company
• Bamboo HR
• Others?
HOW TO MEASURE SUCCESS?
Measuring Success

- Turnover year before and year after
- Cost to implement the program?
- Asking employees how effective it was?
- Set objectives before starting
- Report results to management
- Other ways to measure?
Why Onboarding Doesn’t Work

• No buy in from management
• Interpersonal skills
• No follow through
• No commitment
• Don’t have experience
• No budget
• Manager isn’t confident
• Lack of time
• Other?
FOR YOU:
WHAT ARE YOU DOING IN YOUR ORGANIZATION?
CONCLUSION

• Get Stakeholders on board
• Tailor it
• Communicate
• Automate
• Measure success
• Adapt as needed
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Questions & Final Thoughts?

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Thank You For Attending!