

Introduction to Theory and Practices concerning Employee Onboarding

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Introduction

- ✓ Onboarding" refers to the processes in which new hires are integrated into the organization.

- ✓ It is also known as Organization Socialization

- ✓ It is a process of integrating a new employee with a company and its culture, as well as getting a new hire the tools and information needed to become a productive member of the team."

- ✓ *Organizational onboarding*, which helps teach employees how things work at your company, in addition to helping them to assimilate to your organization's values, behaviors, and norms.



Why is Onboarding important

- It may be one of the reasons that more than 25% of new hires quit their jobs after their first three months.
- And this is a huge loss for a company that must repeat a costly hiring process to find a replacement so soon – not counting the resources spent to train or compensate that new employee during their time with your company.
- So, onboarding new employees effectively can improve your company's employee retention.
- Another benefit of a good onboarding policy is that new hires reach full productivity faster.
- If not, your company loses potential revenue this employee would otherwise bring. If new hires go through a well-developed onboarding process, they'll be quicker to settle in their role and start producing value for their team.
- An effective process is even more imperative when you're onboarding remote employees (who have extra difficulties in connecting with their colleagues due to distance) or interns and graduates (who are new to your company and also to the world of employment).



Why Onboarding?

- 64% of new executives hired from outside the company will fail at their new jobs. In contrast, the percentage for those who are promoted is 38% (Ciampa & Watkins, 1999).
- According to Bradt, Check, and Pedraza (2006), 40% of leaders going into new organizational roles fail during their first 18 months.
- New leaders need four months to become fully function in their jobs. However, that doesn't necessarily mean fully productive.
- It takes a mid-senior manager an average of 6.2 months to reach a break-even point-the point at which a new leader's contribution to the organization begins to surpass the company's costs of bringing the person on board (Wells, 2005).



- 90% of new employees make their decision to stay at a company within the first six months on the job (Aberdeen Group, 2006).
- First impressions are important. New employees decide within the first 30 days whether they feel welcome in the organization (Friedman, 2006).
- The estimated organizational costs of a failed executive-level hire could be as high as \$2.7 million (Bossert, R., 2004). With the recent skyrocketing salaries of hiring new CEO's, this figure is sure to rise.
- Research has shown that attitudes and beliefs that newcomers develop toward their organization generally form very early and can remain relatively stable, highlighting the importance of instilling positive attitudes early in an employee's relation with a company (Bauer & Green, 1994; Wanous, 1976).

6 Key areas of adjustment

Newcomers Need to Adjust to the New Organization in Six Key Areas

1. Performance Proficiency. Identify what needs to be learned and master the required knowledge, skills, and abilities to perform the required work task.
2. People. Refers to the establishment of successful and satisfying work relationships with organizational members. Finding the right person or persons from whom to learn about the organization, work group, and job plays a pivotal role in socialization.
3. Politics. This concerns the individual's success in gaining information regarding formal and informal work relationships and power structures within the organization. Effective learning and adjustment to a new job or organization could be made more efficient by a heightened awareness of which people are more knowledgeable and powerful than others.

4. Language. This dimension describes the individual's knowledge of the profession's technical language as well as knowledge of the acronyms, slang, and jargon that are unique to the organization. For example, the acquisition of language allows a child to understand parental guidance, explanations and reasoning. Similarly, newcomers require a certain base knowledge of company

5. Organizational Vision and Values. Refers to the understanding of the rules or principles that maintain the integrity of the organization. The formation of collective identity is the core of engagement. Likewise, the new manager must understand and internalize the organization's vision.

6. History. An organization's traditions, customs, myths, and rituals transmit cultural knowledge. Knowledge of this history, as well as knowledge about the personal backgrounds of particular organizational members, can help newcomers learn what types of behaviors are appropriate or inappropriate in specific interactions and circumstance.

Onboarding process steps

There are several onboarding best practices that you could follow:

1. Communicate with new hires regularly
2. Plan the new hire's first week
3. Welcome them with open arms
4. Keep it up

A well-thought-out employee onboarding program – taking into account these four steps – could make all the difference in successful employee retention and engagement. It's imperative both to employee retention and engagement that new hires know that your company values them right from the start.



Onboarding Checklist

1. Welcome the new hire before the first day
2. Send an onboarding package
3. Set up the new hire's environment
4. Coordinate with other staff
5. Start the day
6. Discuss the position
7. Discuss the company

8. Company walkthrough
9. Lunch
10. Assign them a simple task
11. Let them stay in the shadows
12. Assign a "buddy"
13. Create an extended roadmap

What are the different stages of an onboarding process?

It is possible to break down your onboarding process into several specific key stages:

- ☐ The first day;
- ☐ The first week;
- ☐ The first month;
- ☐ The first quarter;
- ☐ The first half of the year;
- ☐ The first year.

Best Onboarding Practices Identified in the Literature

- Integrate onboarding within the overall hiring management process.

Onboarding is just one piece of the cyclical continuum in the management of talent; it's not merely a standalone or liner activity. Done well, and integrated into an organization's talent management system, onboarding presents an easy business process improvement that can yield great returns (Taleo, 2006).

- Extend onboarding to at least the first six month –

the amount of time that an employee takes to make his or her decision to remain at (or leave) a company.

- Automate processes for employee onboarding.

Take advantage of technology. Create intranet portals and web-based tools to give new managers access to a centralized site to find key information. Take care of much of what happens during a manager's first few days on the job and have it handled before the first official day in the office. Avoid overwhelming new managers.

- Map out the new manager's network.

Networking with other leaders in the organization, both new and experienced, is one of the best ways to help new leaders build relationships in their new peer group. Identify whom the new manager needs to know to carry out his or her responsibilities. Set the stage for meetings between the new manager and network members.

- Put out the welcome mat and inspire pride.

Early experiences are important. If new hires get the feeling they are just a number, they will act that way. Conversely, if new hires feel welcomed and valued from the onset, they are more likely to act in ways that provide value. Research suggests that one of the keys to early orientation is creating a clear line of sight that shows how the new employee's work contributes to the overall success of the company (Friedman, 2006).

- Partner with HR.

For onboarding to be successful, HR must be a central part of the process. Because HR is in a unique position to provide tools, training, and feedback, it must be involved in all stages – from before the selection process begins through the onboarding process and beyond (Wells, 2005).

Thank you

