

October 2018

# 2018 Impact of Strategic Onboarding Study



# About this DataNow® Snapshot

DataNow® Snapshots provide highlights of Brandon Hall Group research and illustrate how the data can be filtered by organization size, revenue, corporate performance, and more, using DataNow®, Brandon Hall Group's proprietary HCM research tool. This Snapshot features data from the 2018 Impact of Strategic Onboarding Study.

## 2018 Impact of Strategic Onboarding Study

Brandon Hall Group's 2018 Impact of Strategic Onboarding Survey addresses the impact of organizations' current onboarding practices on new-hire talent metrics and business metrics, such as productivity. It also provides an in-depth understanding of the role of the C-Suite in supporting onboarding, and learning and assimilation during the onboarding period.

### Highlights from this survey include:

- Two in five (40%) currently use a dedicated onboarding technology solution and another 18% plan to acquire one in the next 12 months.
- Onboarding maturity level (use of technology, effective practices, links to learning) positively impacts new-hire talent metrics. For instance, those organizations with Level 3 and 4 maturity level (top two levels) are 80% more likely to see improvement in new-hire engagement than those at levels 1 and 2 (bottom two levels), (54% vs. 30%).
- Only about one-third of organizations (31%) report that their C-Suite (executive leaders) extensively supports onboarding through collaboration, participation, promotion and investment. Organizations receiving extensive leadership support see substantial improvements in new-hire engagement, retention, referrals and time-to-proficiency.

The data comes from a survey of HR, talent-acquisition, learning, talent-management, technology professionals and business leaders conducted August through the end of September 2018. There were 581 usable responses. The sample represents organizations headquartered in 33 different countries across at least 36 industries. The most-represented industries in the technology survey were: Healthcare, Manufacturing, Government, Education, Technology and Software, and Banking.

DataNow™ provides full and unedited responses to most of the survey questions comprising the quantitative study. Question responses can be filtered by company size, revenue and geography. Data is also segmented for some major industry groups. For more information or assistance, please contact us at [success@brandonhall.com](mailto:success@brandonhall.com).

For more information on DataNow® and how to subscribe, visit  
<http://datanow.brandonhall.com/>

# Demographics - 2018 Impact of Strategic Onboarding Study

**581** Total Responses

 **36** Countries

- **90%** US/Canada
- **7%** EMEA
- **1%** APAC
- **2%** Caribbean/South America

 **32** Industries

Top 5: Healthcare, Education, Banking/Finance, Government, Manufacturing

## Small, Mid-Size, and Large Organizations



**21%**

Less than 500 employees



**44%**

501-4,999 employees



**35%**

5,000+ employees

- 42%** HR/Talent/Talent-Acquisition Leader/Professional
- 29%** Learning/Leadership-Development Professional
- 10%** Executive/Senior Leadership
- 9%** Non-HR Professional or Individual Contributor
- 8%** Business-Unit Operations Manager Role
- 2%** Technical/Production Business Role

# Definitions - 2018 Impact of Strategic Onboarding Study

\*Small Organizations: Under 500 employees

\*\*Mid-Size Organizations: 500 - 4,999 employees

\*\*\*Large Organizations: 5,000+ employees

# Research Highlight

These research results, downloaded from DataNow®, are available online and can be filtered by organization size, revenue, industry segment, and geography. Some filtered results are shown in the following slides.

**To see more, contact us at  
[success@brandonhall.com](mailto:success@brandonhall.com)**

# Questions - 2018 Impact of Strategic Onboarding Study

- **Which statement best describes your organization's current new-hire onboarding process?**
- Compared to previous years, how have your past-year new hires performed with respect to these metrics?
- Which metrics do you consider most important for measuring the effectiveness of your onboarding process?
- **Which of the following choices would you like to improve in your onboarding process?**
- **How ready is your organization to address the following onboarding improvements?**
- To what extent do executives or C-Suite leaders at your organization support the onboarding program?
- **Please indicate the status of the following learning and development approaches used during onboarding.**
- Which types of content are used to help assimilate and train new hires during onboarding?
- Please indicate the status of the following assimilation and engagement practices/activities.
- When does your organization gather feedback on the onboarding process and their engagement levels via new hire surveys during their first year of employment?
- Are your current onboarding practices customized for each of these employee segments?
- **What are the barriers to improving your organization's onboarding program?**
- How involved are the following roles in the onboarding process?
- To what extent are onboarding practices used to manage/support employees transitioning to new roles, situations?
- Does your organization have a dedicated onboarding technology solution?
- Which systems are, or will be, integrated with your organization's onboarding technology solution?
- Which functionalities/features do you consider to be most important to have in an onboarding technology solution?
- What has been your new hires' voluntary attrition level during the past 12 months?

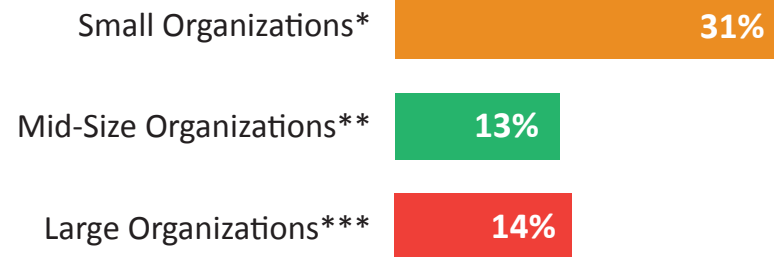
The data from the questions highlighted in green are featured on the following pages. Each Brandon Hall Group research study contains a standard set of demographic questions used to filter and segment data. For more information on how to access this entire study, e-mail [success@brandonhall.com](mailto:success@brandonhall.com).

# Description of Your Organization's Current New-Hire Onboarding Process

## Level 1

# Lagging

Onboarding is mostly done on an ad hoc basis; there is a lack of process and supporting technology or tools; there is little or no investment in onboarding resources.



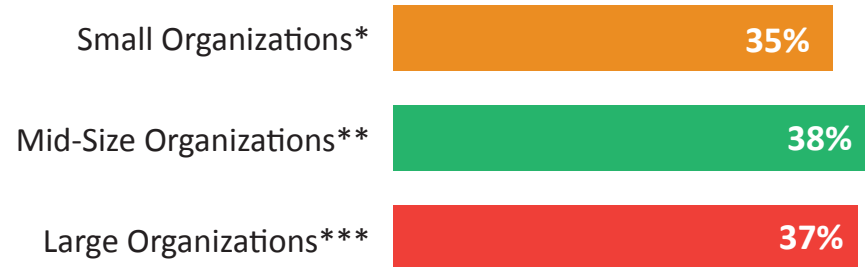
*Descriptors for the data segments can be found on page 4.*

# Description of Your Organization's Current New-Hire Onboarding Process

## Level 2

### Emerging

We are currently developing a formal onboarding process; intend to acquire dedicated onboarding technology solution in the near future; current onboarding practices are primarily related to document/task management and equipment provisioning; some measurement of the effectiveness of onboarding.



*Descriptors for the data segments can be found on page 4.*



# Description of Your Organization's Current New-Hire Onboarding Process

Level 3

## Developing

We have a formal onboarding process that is aligned with organizational goals and integrates with talent-management strategies; a dedicated onboarding technology solution is used; consistently measure effectiveness of onboarding through surveys, retention, first-year performance (quality hires); attention is paid to new-hire engagement and assimilation.



*Descriptors for the data segments can be found on page 4.*

# Description of Your Organization's Current New-Hire Onboarding Process

Level 4

## Leading

Onboarding is strategic and fully linked with development and learning; has a fully dedicated onboarding technology solution integrated with ATS and other systems like an LMS; assessments are utilized within onboarding; high-potentials are identified; engagement and assimilation practices are fully implemented; new hires are provided with mentors; organization continuously looks at how to improve practices.



*Descriptors for the data segments can be found on page 4.*

# Top 5 Elements of Onboarding that Need Improvement

## Large Organizations\*\*\*



*Descriptors for the data segments can be found on page 4.*

# Top 5 Elements of Onboarding that Need Improvement

## Mid-Size Organizations\*\*



*Descriptors for the data segments can be found on page 4.*

# Top 5 Elements of Onboarding that Need Improvement

## Small Organizations\*



*Descriptors for the data segments can be found on page 4.*

# Readiness to Address Onboarding Improvements

## Large Organizations\*\*\*

	Within 6 months	6-12 months	1-2 years	More than 2 years	No improvement needed
Assimilation practices	25%	30%	27%	9%	9%
Training (learning and development practices)	32%	31%	21%	5%	11%
Purchasing onboarding technology for the first time	16%	16%	17%	28%	24%
Replacing/upgrading onboarding technology	17%	18%	19%	24%	20%

Descriptors for the data segments can be found on page 4.

# Readiness to Address Onboarding Improvements

## Mid-Size Organizations\*\*

	Within 6 months	6-12 months	1-2 years	More than 2 years	No improvement needed
Assimilation practices	23%	32%	23%	15%	7%
Training (learning and development practices)	30%	29%	21%	9%	11%
Purchasing onboarding technology for the first time	11%	15%	25%	29%	20%
Replacing/upgrading onboarding technology	9%	19%	27%	29%	16%

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# Readiness to Address Onboarding Improvements

## Small Organizations\*

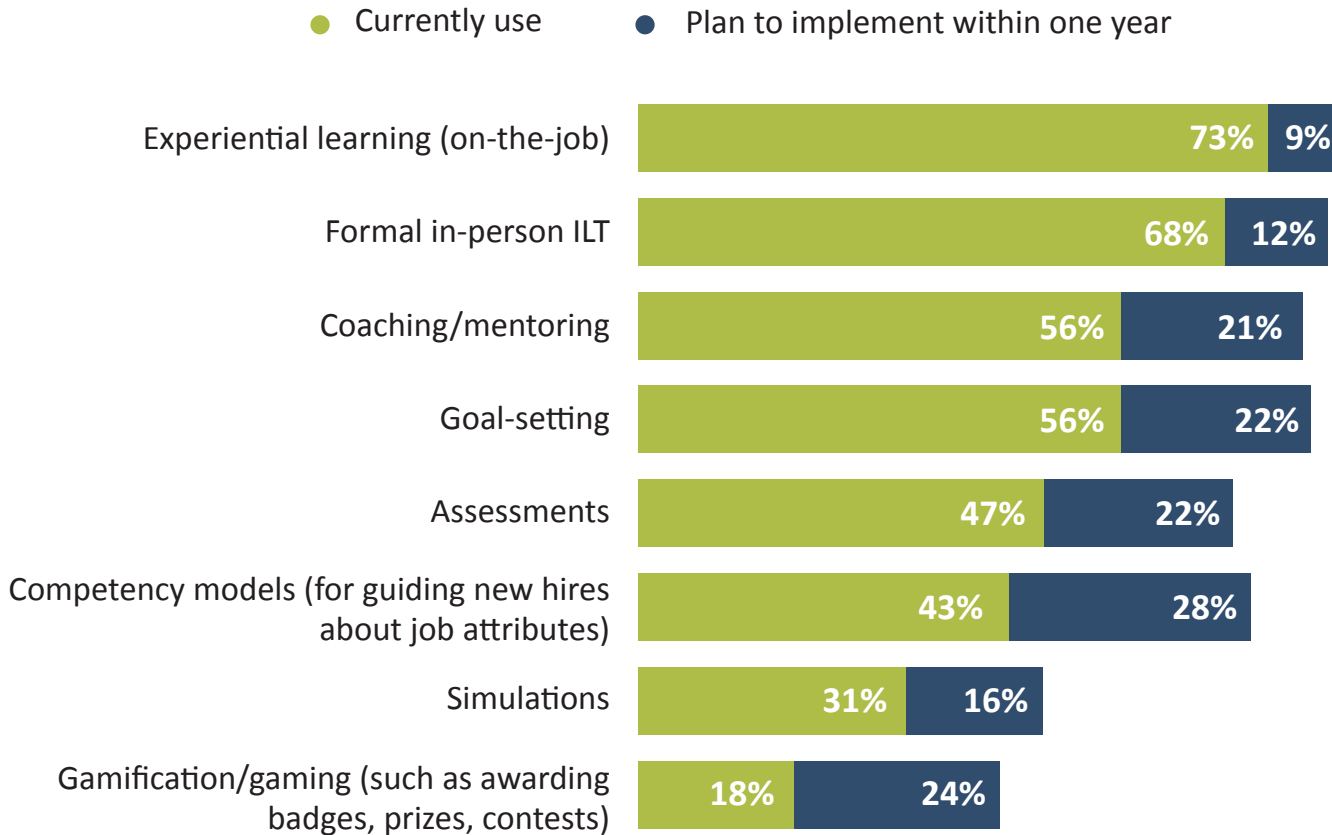
	Within 6 months	6-12 months	1-2 years	More than 2 years	No improvement needed
Assimilation practices	21%	39%	22%	9%	9%
Training (learning and development practices)	29%	33%	19%	9%	10%
Purchasing onboarding technology for the first time	8%	12%	27%	25%	28%
Replacing/upgrading onboarding technology	13%	12%	22%	29%	24%

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# Use of Learning & Development Approaches During Onboarding

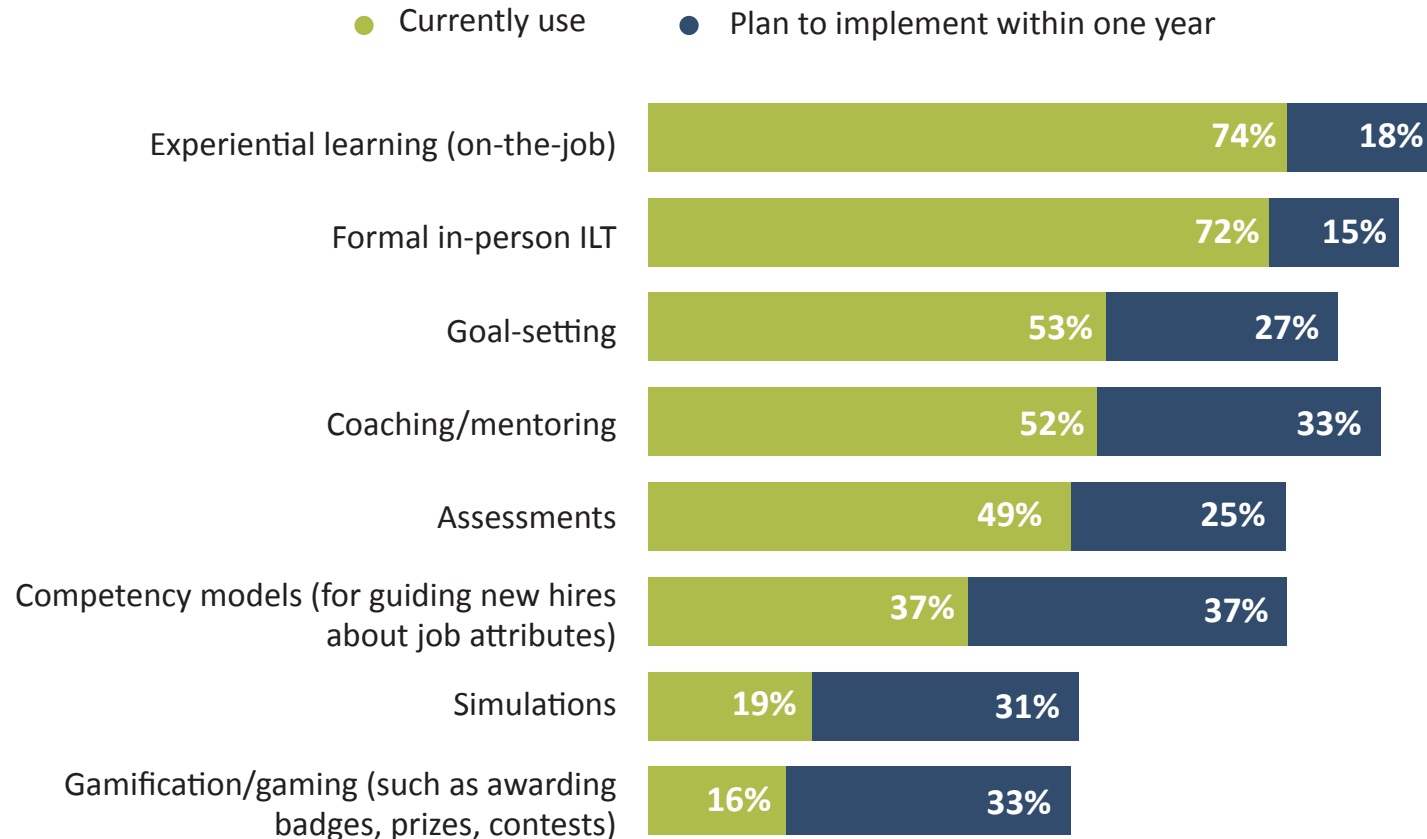
## Large Organizations\*\*\*



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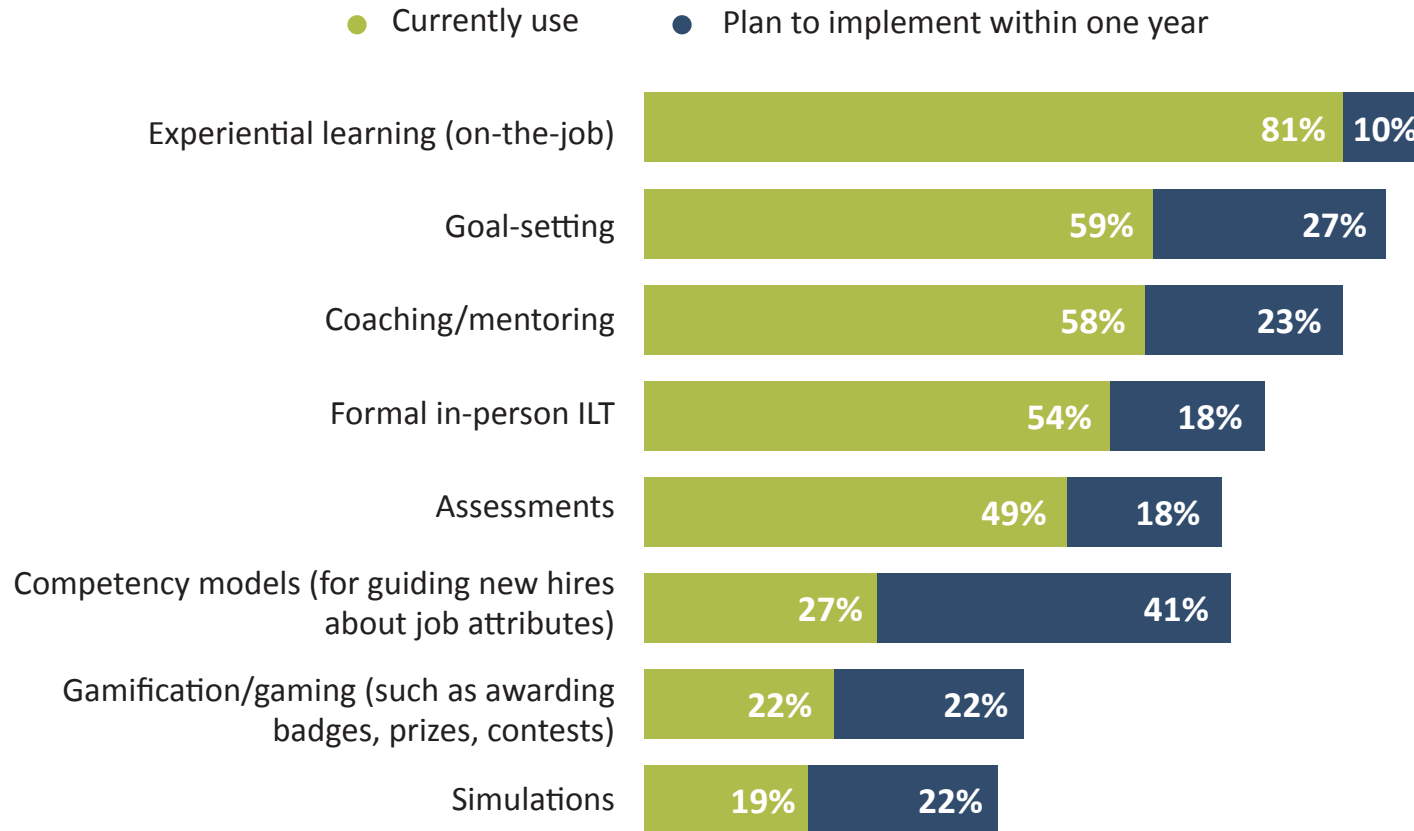
## Mid-Size Organizations\*\*



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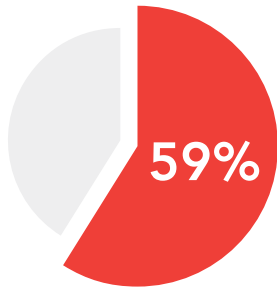
## Small Organizations\*



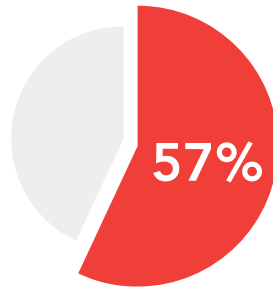
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# Top 5 Barriers to Improving Your Onboarding Program

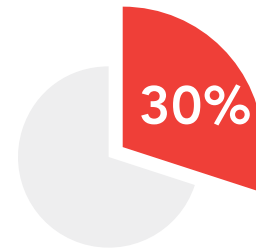
## Large Organizations\*\*\*



Too many other priorities



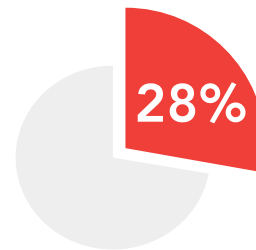
Budget



Change management



Lack of hiring manager/  
supervisor support/participation

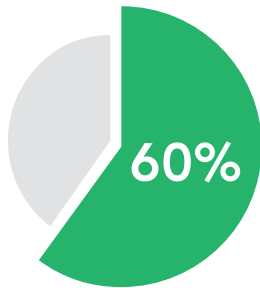


Dispersed workforce

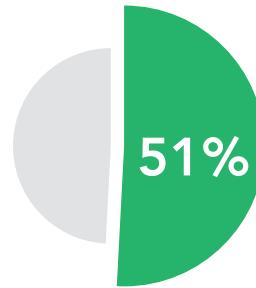
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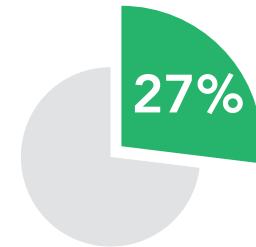
## Mid-Size Organizations\*\*



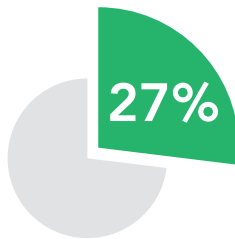
Too many other priorities



Budget



Change management



Lack of technology



Lack of executive sponsorship/buy-in

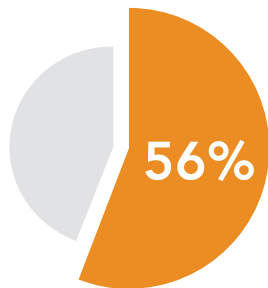


Lack of hiring manager/  
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participation

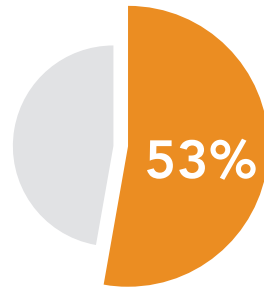
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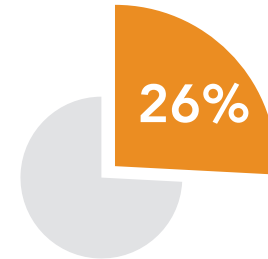
## Small Organizations\*



Budget



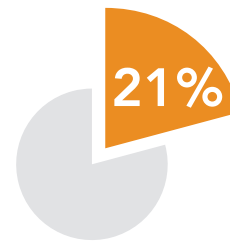
Too many other priorities



Change management



Lack of executive sponsorship/buy-in



Dispersed workforce

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# Brandon Hall Group's Research Methodology



## About Brandon Hall Group

Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management.

With more than 10,000 clients globally and almost 25 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

**Our vision:** To inspire a better workplace experience.

**Our mission:** Empower excellence in organizations around the world through our research and tools each and every day.

Contact us at [success@brandonhall.com](mailto:success@brandonhall.com)



# Our Services

## GET HELP TO DRIVE RESULTS FOR YOUR TALENT

In today's volatile and global business climate, managing talent for high-performance plays an increasingly crucial role in an organization's growth and future success. Effective talent management is a top priority in organizations everywhere because, while organizations recognize the need to obtain and retain people with the very best skills, they continue to struggle to implement effective strategies to do so. HR and Learning professionals need to be able to successfully define organizational talents needs and skills, identify talent strengths and career goals, and align organizational needs to individual needs. Rethink your strategy, validate your assumptions, transform your business, and optimize your time with the use of reliable data, tools, and guidance.



PLAN



ATTRACT



DEVELOP



PERFORM



RETAIN



OPTIMIZE

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## GET HELP WITH YOUR HR SERVICES MANAGEMENT & DELIVERY

As described in the employee lifecycle, processes are linked to employee transactional processes (e.g., compensation, benefits, compliance, contingent workforce management, etc.) via workforce planning and analytics.

- Policies/Process/Procedure
- Payroll
- Expense Management
- Benefits & Compensation
- Contingent Workforce Management
- Compliance
- Time & Labor Management

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## GET CONSULTING HELP WITH...

- Strategy and Planning
- Governance & Business Alignment
- Executive Management
- Team Development
- Measurement & Analytics
- Program Design & Deployment
- Technology Selection, Management & Integration
- Organizational Structure
- Measurement & Analytics
- Change Management
- Budgeting & Forecasting

## Contact Us



**success@brandonhall.com**



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