

THE KEY TO A GREAT CULTURE:

Effective Communication Throughout the Employee Lifecycle

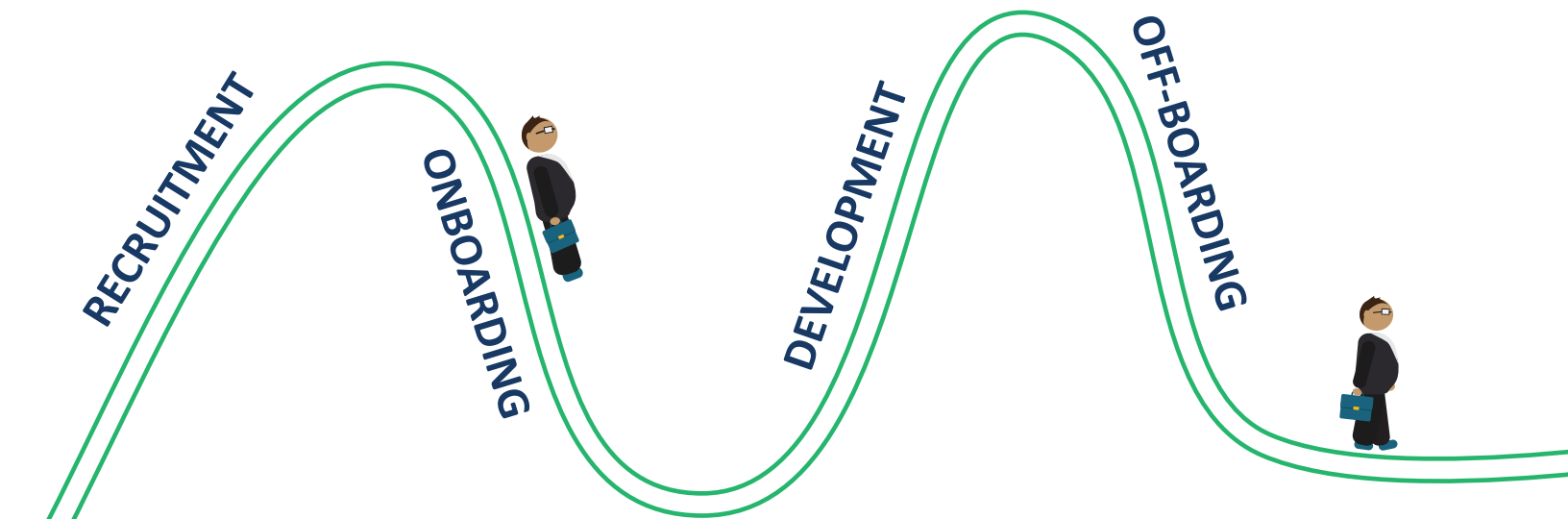
2019



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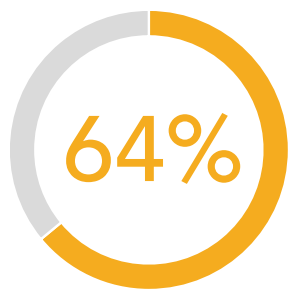
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The Employment Journey



The employment journey is like a roller coaster, with dramatic upswings and downturns that can negatively impact employee engagement, retention and organizational performance. Lack of communication among candidates, employers and employees at each phase fuels this bumpy ride. Organizations even neglect to communicate with departing employees, failing to learn what went wrong and how to reduce attrition.

Missed Connections Begin with Candidates



*of organizations
have challenges
with candidate
communications*

Setting hiring
expectations

Nurturing campaigns
for candidates

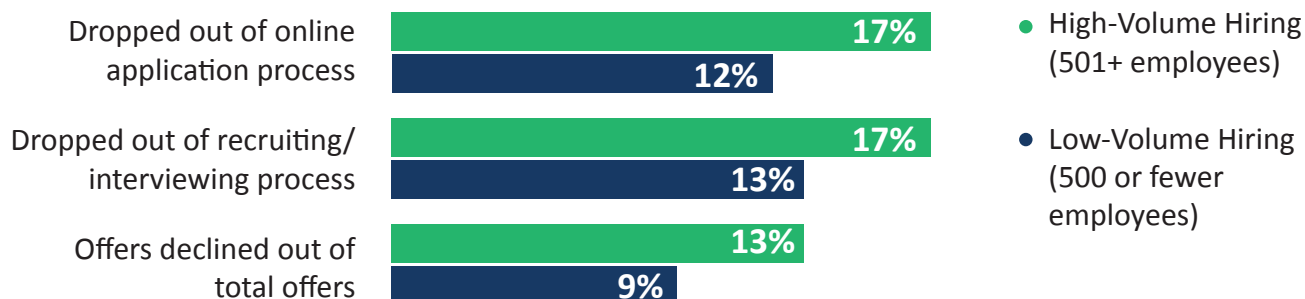
The interviewing
experience

The greatest candidate-experience challenge is communication throughout the recruiting process. Organizations may fail to set hiring-process expectations and connect with prospects in talent pools using nurturing campaigns, and may not effectively communicate with candidates during the interview process and get feedback on their experience.

Source: Brandon Hall Group 2018 Candidate Experience Survey

The Impact: Significant Candidate Drop-Off Rates

Average Percent Of Candidates Lost In Past Year



Source: Brandon Hall Group 2018 Candidate Experience Survey

Lack of communication and ineffective talent-acquisition technology can result in candidates dropping out of the hiring process at various points. Particularly painful is when the candidate declines an offer after the company has expended a substantial amount of time and resources in recruiting and evaluating them.

Candidate Communication Best Practices

- Permission-based
- Relevant
- Provide clarity
- Compelling
- Authentic
- Likely to be read and acted upon
- Should be two-way
- Can be tracked to hiring process, effectiveness
- Timely

These best practices apply to all candidate and employee communications. Ensure the candidate provides the organization with permission to communicate with them. Identify their preferred channel: email, phone or text. Make certain the communication is relevant and the candidate can respond. Communicate on a timely basis. If these best practices are not met, the candidate may disregard the company's messages.

Pre-Boarding is About Connecting

The pre-boarding period is a risky time for employers. The candidate has not started to work, they could still be receiving employment offers and may be concerned about the job transition. Now is the time to establish a strong employer-employee connection. Consider providing a portal for the candidate so that he or she can learn about the organization, who they will work with and what to expect during onboarding.

	High-Performing Organizations	Non-High-Performing Organizations
Assimilation	43%	33%
Orientation on policies, values, mission	41%	33%
Training	22%	20%
Orientation on diversity values, programs	20%	17%
Mentoring, coaching	17%	9%
Social networking	13%	10%

High-performing organizations have seen improvements made over the past year in most of their key performance indicators, such as revenue, customer satisfaction and employee engagement

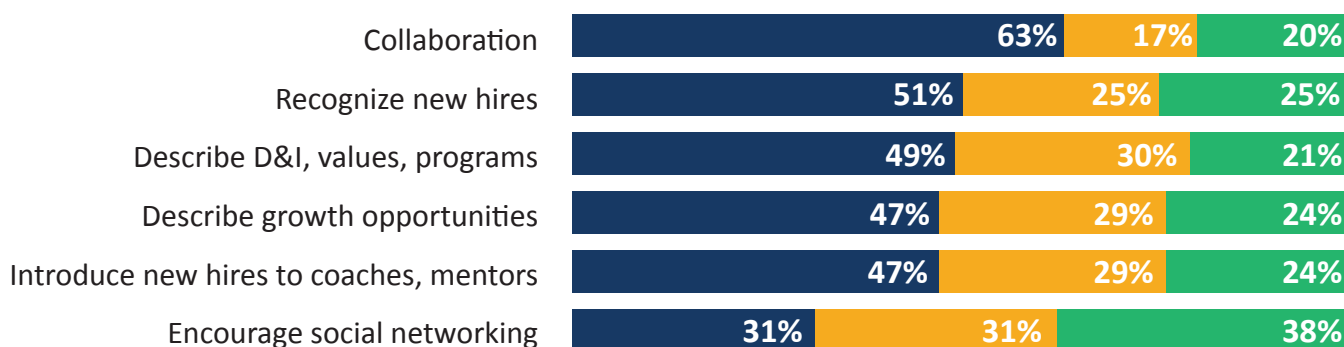
Source: Brandon Hall Group 2018 Candidate Experience Survey

Missed Connections Continue During Onboarding

The goal of onboarding is to engage and assimilate new hires and improve time-to-proficiency. However, 37%+ of non-high-performing organizations are not implementing basic assimilation activities.

Non-High-Performing Organizations

- Currently do
- Plan to do in 12 months
- No plans/Do not use



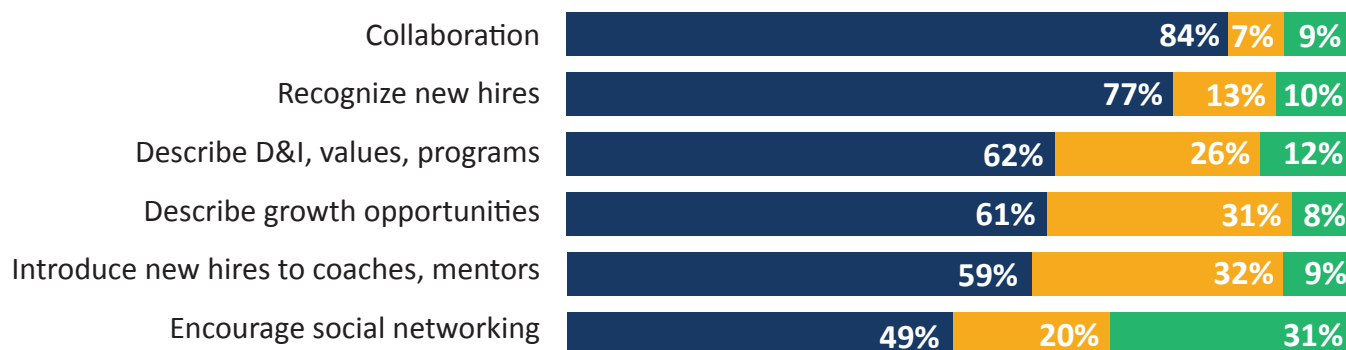
High-performing organizations have seen improvements made over the past year in most of their key performance indicators, such as revenue, customer satisfaction and employee engagement. Non-high-performing organizations do not see as many improvements in their key performance indicators.

Source: Brandon Hall Group 2018 Onboarding Survey

Communicating During Onboarding

High-Performing Organizations

- Currently do
- Plan to do in 12 months
- No plans/Do not use



High-performing organizations have seen improvements made over the past year in most of their key performance indicators, such as revenue, customer satisfaction and employee engagement.

Source: Brandon Hall Group 2018 Onboarding Survey

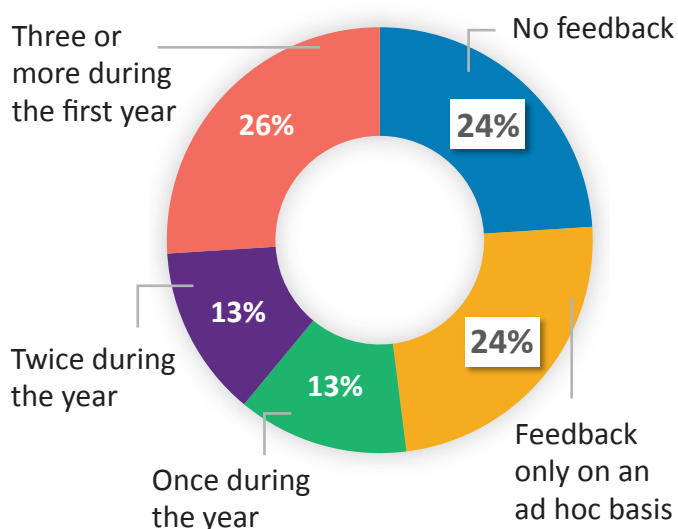
Effective assimilation helps reduce new-hire attrition. Consider using “sticky” activities, like explaining growth opportunities and mentoring, to give new hires a view of their future at the company. High-performing organizations are more likely than non-high-performing organizations to administer assimilation activities.

Missed Connection Opportunities During First Year of Employment

Nearly half (48%)

of non-high-performing organizations do not get regular feedback from new hires.

Organizations should also seek feedback from new hires on their experience throughout the first year of employment. However, many non-high-performing organizations do not get the critical feedback they need to support new hires and improve their onboarding.



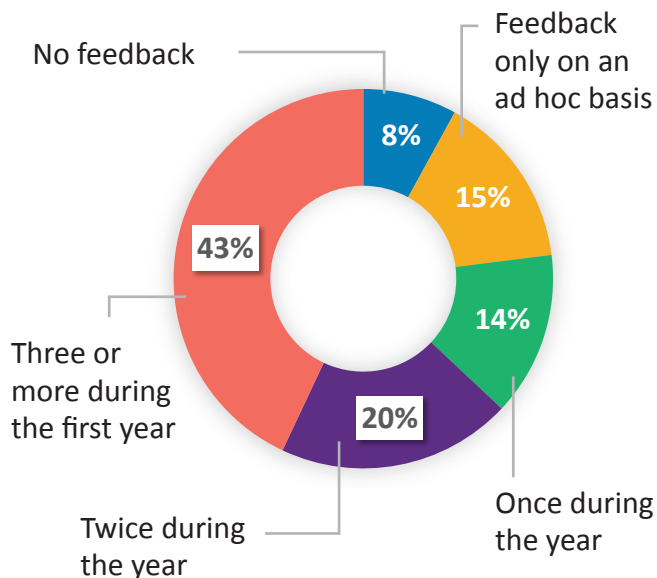
Source: Brandon Hall Group 2018 Impact of Strategic Onboarding

High-Performing Organizations Get New-Hire Feedback Frequently

Nearly two-thirds (63%)

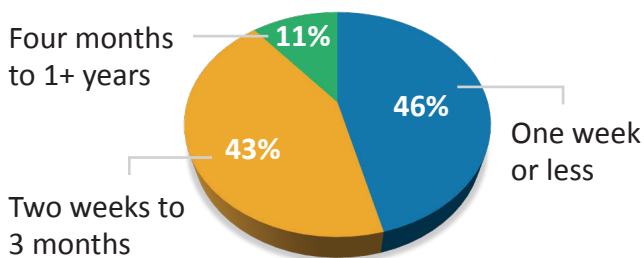
of high-performing organizations gather feedback two or more times during the first year.

Frequent new-hire feedback positively impacts new-hire engagement. Organizations that get new-hire feedback twice or more per year are much more likely to see improvement in new-hire engagement than those that get feedback less frequently (74% vs. 54%). A best practice is to start getting feedback at the 30-day point so that any issues can be addressed immediately.



Source: Brandon Hall Group 2018
Impact of Strategic Onboarding

The Duration of Onboarding and Its Connection to Attrition



13.5%

First year average voluntary attrition rate for new hires

How can onboarding support new hires, when 51% of organizations report most attrition occurs during the first six months?

Sources: Brandon Hall Group 2017 the Evolution of Strategic Onboarding Survey and the 2018 Impact of Strategic Onboarding Survey (new hire attrition)

Not having an effective onboarding practice impacts new-hire attrition. Organizations that have an onboarding duration of at least six months are in a better position to prevent new-hire attrition than those with shorter onboarding durations. New-hire attrition can be very costly to the organization, especially if new hires must be replaced.

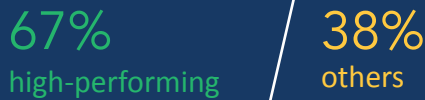
Performance Management and Feedback

Organizations are moving away from annual performance reviews to having frequent employee discussions in addition to a yearly review. The primary reason is that employees want managers to provide more feedback.

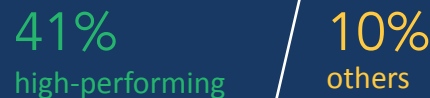
Providing employees with the ability to weigh in on the performance-review process helps them feel that their opinions matter. Managers may have difficulty explaining growth opportunities to employees due to a lack of clearly defined career paths, framework and competencies aligned with the career paths.

Overall the majority of organizations (88% high-performing vs. 80% non-high-performing) plan to change their approach to performance management. Their primary reason for doing so is that employees need more feedback from managers (67% high-performing, 70% non-high-performing).

A greater percentage of high-performing organizations than other organizations elicit feedback from employees on their performance-management process.



A greater percentage of high-performing organizations than other organizations report that their managers are effective or very effective at discussing specific growth opportunities with employees.



Frequency of Performance Discussions

High-performing organizations hold more frequent performance discussions with employees than non-high-performing organizations. But it would be better overall if discussions were conducted on an as-needed basis. That way, learning will more likely be retained and applied quickly.

	High-Performing Organizations	Non-High-Performing Organizations
Annually	33%	47%
Quarterly	35%	22%
Monthly	14%	10%
Weekly, daily	5%	4%
As frequently as needed	13%	12%
Less than once a year	0%	5%

Source: Brandon Hall Group 2018 Performance Management Survey.

Lack of Communication Impacts Career Development

One of the main reasons employees resign is the lack of communication about clear advancement paths. Career coaching is also very important to employee retention.

Only a minority of employees (**30%**), on average, say they have clear advancement paths which have been well-communicated.

About one-fifth of employees identified lack of advancement opportunities as major reason for leaving (**18% in high-performing organizations vs. 21% in non-high-performing organizations**).

High-performing organizations are more likely than other organizations to provide informal career coaching (**71% high-performing vs. 64% non-high-performing**).

On average, the employee voluntary turnover rate for **high-performing organizations is 15%** and for **non-high-performing organizations it is 21%**.

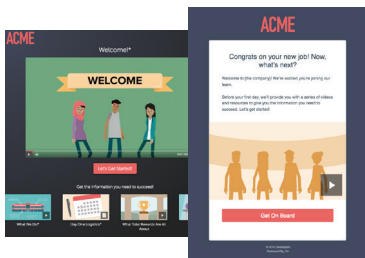
Summary

- Communication throughout the employment journey is critical because it helps build employee engagement, aids development and contributes to organizational performance.
- It is critical to get feedback from candidates, conduct assimilation activities, initiate discussions with new hires, give continuous performance feedback to employees and make a strong connection with all employees.
- The costs for ineffective communication are: candidate drop-offs, new hire and employee attrition, and low employee engagement.



Best Practices

Pre-Hire



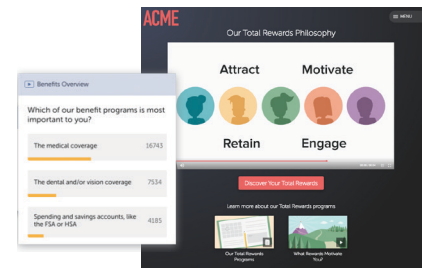
- Pre-hire communication requires ongoing, multi-channel communication.

Onboarding



- Don't forget your hiring managers; they are a critical audience to nurture along this journey.
- Talent transformation begins at onboarding.

Ongoing



- Collect employee feedback continuously.
- Communication is a process not a one-time event:
Reach > Engage > Measure > Iterate

Cited Research Studies

- Brandon Hall Group 2018 Improve Hiring Through Candidate Care, EVP, and Automation:
347 responses.
- Brandon Hall Group 2018 Impact of Strategic Onboarding Survey:
581 responses.
- Brandon Hall Group 2017 Evolution of Strategic Onboarding Survey:
353 responses.
- Brandon Hall Group 2018 Performance Management Survey:
363 responses.
- Brandon Hall Group 2018 Career Development Survey:
330 responses.



Contributors

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About Brandon Hall Group

Brandon Hall Group is an 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.

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