



Assessing Your Organization's **ONBOARDING PRACTICES**

Tool to Use



Brandon Hall Group Research Team

Onboarding new hires is becoming increasingly important to organizations. It facilitates assimilation into the organization, improves time-to-proficiency and reduces the likelihood of attrition.

To fully benefit from new-hire onboarding, organizations must formalize assimilation and training practices, link onboarding to learning and development, and utilize onboarding technology to improve the new-hire experience, personalize onboarding, streamline task management and make it available to employees at multiple locations.

Brandon Hall Group has seen dramatic increases in organizations acquiring onboarding technology (up 53% from 2017) and in improving onboarding maturity levels due to onboarding. Overall, compared to 2017, there has been a 100% increase in organizations reaching level 4 and a 38% increase for Level 3.

Source: Brandon Hall Group 2017 and 2018 Onboarding Surveys

Organizations Improve Onboarding Maturity Practices

	2017	2018	Difference
Level 4 Strategic	5%	10%	+100%
Level 3 Formal	26%	36%	+38%
Level 2 Developing	51%	37%	-27%
Level 1 Ad hoc	18%	18%	0%

Source: Brandon Hall Group 2017 and 2018 Onboarding Surveys

Level 1 (Ad hoc): Onboarding is done on an ad hoc basis. There is a lack of process and technology or tools and little or no onboarding resources.

Level 2 (Developing): Currently developing a formal onboarding process; planning to acquire onboarding technology in the near future. Onboarding practices primarily related to document/task management and equipment provisioning. There is some measurement of onboarding effectiveness.

Level 3 (Formal): Onboarding process is aligned with organizational goals and integrated with talent-management strategies. A dedicated onboarding technology solution is used. Consistently measure effectiveness of onboarding solution. Attention is paid to new-hire engagement and assimilation.

Level 4 (Strategic): Onboarding is fully linked to development/learning. There is a dedicated onboarding technology solution linked with ATS, Learning and other systems. High-potentials are identified. Engagement and assimilation fully implemented. New hires are provided with mentors. Organization continuously improves its practices.

Besides the use of onboarding technology and formal onboarding practices, there are other factors that drive new-hire performance. One key factor is the level of support from the C-Suite and/or executive leaders. Organizations whose leaders provide extensive support for onboarding by collaborating, promoting and investing in onboarding technology and practices fare much better than organizations where there is little or no leadership support.

Organizations Seeing Improvement in New-Hire Metrics Based on Level of Support from C-Suite

	Some, Little or No Support	Extensive Support
New-hire engagement	54%	80%
New hire time-to-proficiency	38%	67%
Quality hires	36%	61%
New-hire referrals	35%	59%
New-hire retention	34%	58%

*Excludes organizations that do not use a metric
Source: Brandon Hall Group 2018 Onboarding Survey.

Little to no support: With the exception of completing the necessary documentation, leaders feel almost all training and assimilation should be completed on the job.

Some support: May collaborate and participate in onboarding new hires but does not see full value of onboarding.

Extensive support: Collaborates, participates, promotes and invests in the onboarding practices and technology.



Discover how your organization fares by responding to the questions on the next pages and comparing yours to those we received from similar organizations and verticals.

	Performance		Size of Organization		
	High-Performing	All Others	Small	Mid-Size	Large
<i>Your Response</i>					
<i>Which one statement best describes your organization's current new-hire onboarding process?</i>					
<i>Level 1: Onboarding is mostly done on an ad hoc basis. There is a lack of process and supporting technology or tools.</i>	11%	19%	31%	13%	14%
<i>Level 2: We are currently developing a formal onboarding process.</i>	25%	42%	34%	38%	37%
<i>Level 3: We have a formal onboarding process aligned with organizational goals and integrated with talent-management strategies. A dedicated onboarding technology solution is used. Consistently measure effectiveness of onboarding. Attention is paid to assimilation and engagement.</i>	45%	33%	29%	40%	36%
<i>Level 4: Onboarding is strategic and fully linked with development and learning. There is a dedicated onboarding technology solution linked with ATS, Learning and other systems. High-potentials are identified. Engagement, assimilation practices are fully implemented. New hires are provided with mentors. Organization continuously improves practices.</i>	18%	5%	5%	9%	13%

Source: Brandon Hall Group 2018 Onboarding Survey

Definitions

- An organization is rated as high-performing if, through survey responses, it shows an increase from previous year across most key performance indicators: employee engagement, customer satisfaction, customer retention, organizational revenue/performance and market penetration/customer base.
- A small organization has 1 to 499 employees.
- A mid-size organization has 500 to 4,999 employees.
- A large organization has 5,000 or more employees.

	<i>Your Response</i>	Performance		Size of Organization		
		High-Performing	All Others	Small	Mid-Size	Large

To what extent do your executives and C-Suite leaders support onboarding programs?

Little or no support: With the exception of completing the necessary documents, leaders feel almost all training and assimilation should be completed on the job.

Some support: May collaborate and participate in onboarding new hires, but does not see full value of onboarding.

Extensive support: Collaborates, participates, promotes and invests in onboarding practices and technology.

Which of the following learning and development approaches are currently implemented during onboarding?

Assessments	66%	43%	49%	49%	47%
Coaching/mentoring	70%	52%	58%	52%	56%
Competency models	54%	32%	27%	37%	43%
Gamification/gaming	31%	14%	22%	16%	18%
Goal-setting	70%	51%	58%	53%	56%
Formal in-person instructor-led classes	76%	65%	54%	71%	68%
Informal learning (peer-to-peer)	74%	71%	72%	71%	69%
Experiential learning (on-the-job)	80%	75%	81%	74%	73%
Simulations	28%	21%	19%	19%	31%

Source: Brandon Hall Group 2018 Onboarding Survey

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	<i>Your Response</i>	Performance		Size of Organization		
		High-Performing	All Others	Small	Mid-Size	Large
<i>Which of the following assimilation and engagement approaches are currently implemented during onboarding?</i>						
Collaboration		84%	63%	68%	67%	66%
Introduction to leaders		80%	74%	78%	74%	74%
Lunch with co-workers		76%	59%	58%	63%	62%
Explanation of diversity and inclusion program/values		62%	48%	42%	46%	64%
Explanation of growth opportunities		61%	47%	43%	51%	53%
Introduction to coach/mentor		59%	49%	42%	49%	59%
Gamification/gaming		25%	13%	13%	15%	17%
Introduction to employee mobility programs		32%	14%	12%	17%	22%
Introduction to employee resource groups		57%	35%	31%	35%	50%
Orientation to culture, mission, values		91%	83%	83%	85%	86%
Recognition of new hires		77%	51%	56%	54%	59%
Social networking (either internal or external sites)		49%	31%	36%	33%	39%
Welcome letter		79%	70%	67%	75%	71%

Source: Brandon Hall Group 2018 Onboarding Survey

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Industry Group Results

Which one statement best describes your organization's current new hire onboarding process?

Level 1

Onboarding is mostly done on an ad hoc basis. There is a lack of process and supporting technology or tools.

Level 2

We are currently developing a formal onboarding process.

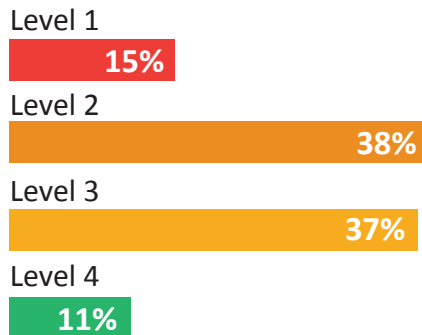
Level 3

We have a formal onboarding process aligned with organizational goals and integrated with talent management strategies. A dedicated onboarding technology solution is used. Consistently measure effectiveness of onboarding. Attention is paid to assimilation and engagement.

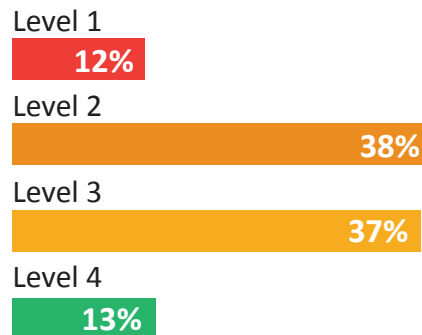
Level 4

Onboarding is strategic and fully linked with development and learning. There is a dedicated onboarding technology solution linked with ATS, Learning and other systems. High-potentials are identified. Engagement, assimilation practices are fully implemented. New hires are provided with mentors. Organization continuously improves practices.

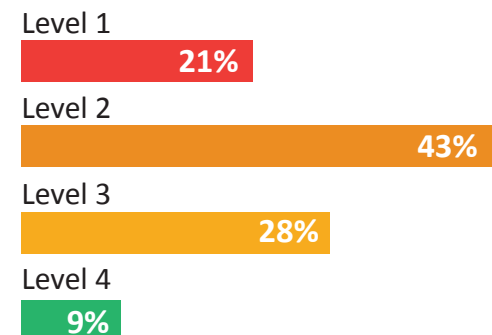
High-Consequence



High-Turnover



Business and Financial



Source: Brandon Hall Group 2018 Onboarding Survey

Definitions

- Business and financial services industries include: advertising, business services, communications, consulting, insurance, media and publishing, and real estate.
- High-consequence industries include high-risk and usually highly regulated industries, including: aerospace, banking, chemicals, energy, finance, healthcare, insurance, manufacturing, pharma and utilities.
- High-turnover industries include: food and beverage, healthcare, hospitality, manufacturing, retail and technology/software.

To what extent do your executives and C-Suite leaders support the onboarding program?

Little or No Support

With the exception of completing the necessary documents, leaders feel almost all training and assimilation should be completed on the job.

Some Support

May collaborate and participate in onboarding new hires but does not see full value of onboarding.

Extensive Support

Collaborates, participates, promotes, and invests in the onboarding practices and technology.

High-Consequence

Little or No Support

15%

Some Support

50%

Extensive Support

34%

High-Turnover

Little or No Support

16%

Some Support

51%

Extensive Support

33%

Business and Financial

Little or No Support

15%

Some Support

56%

Extensive Support

29%

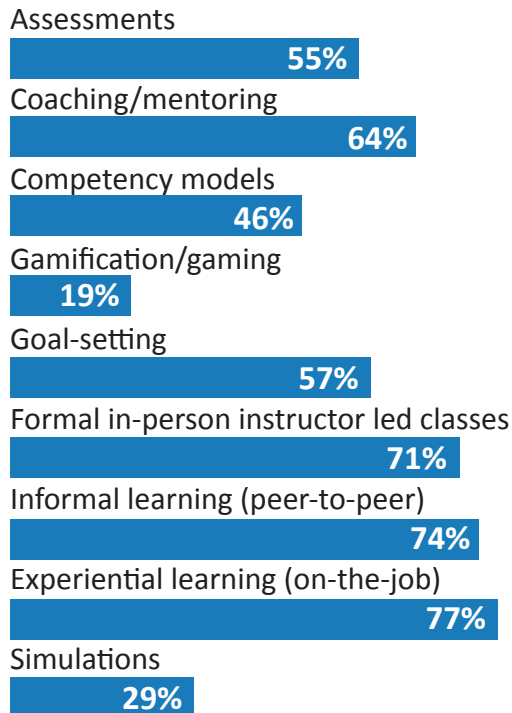
Source: Brandon Hall Group 2018 Onboarding Survey

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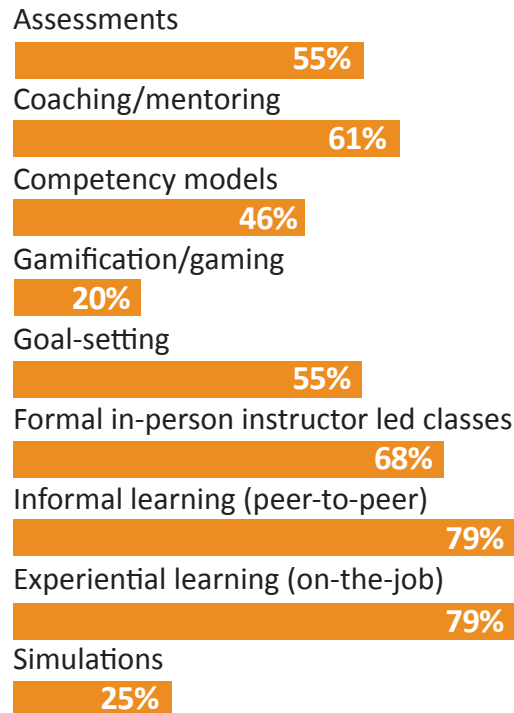
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Which of the following learning and development approaches are currently implemented during onboarding?

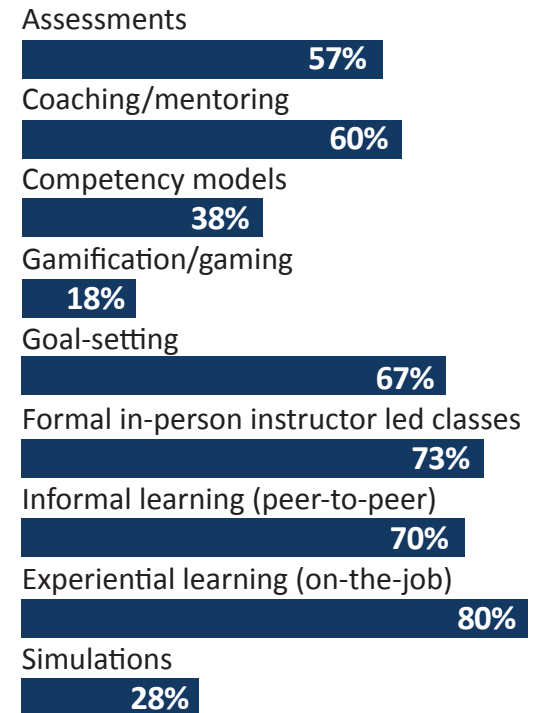
High-Consequence



High-Turnover



Business and Financial



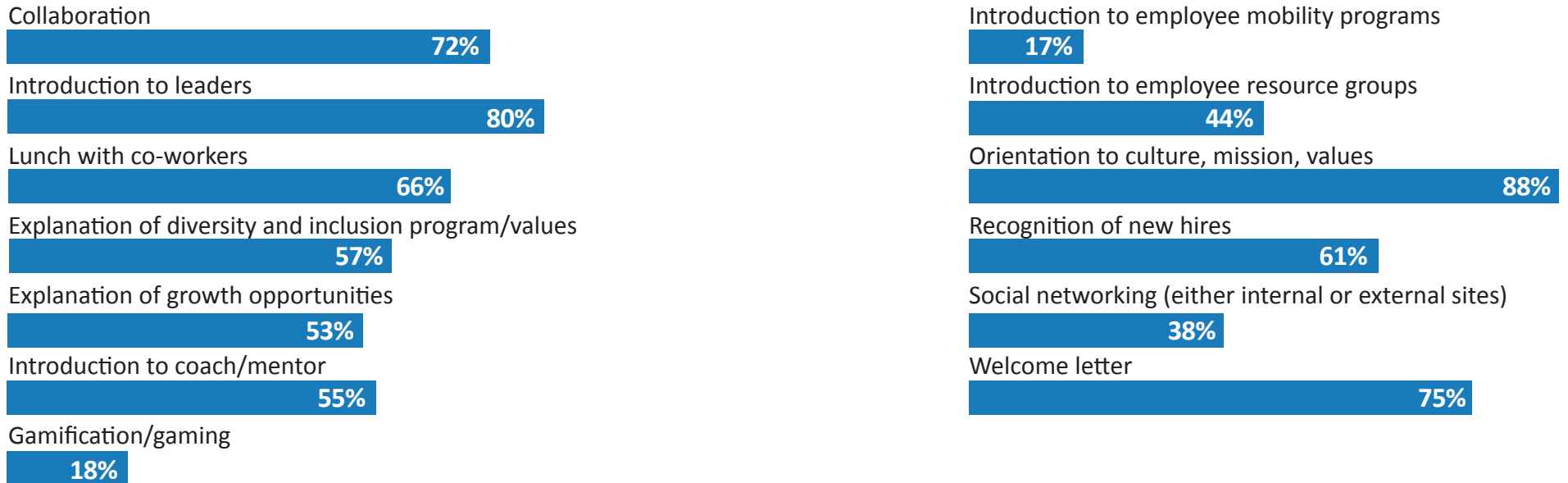
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Which of the following assimilation and engagement approaches are currently implemented during onboarding?

High-Consequence



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Which of the following assimilation and engagement approaches are currently implemented during onboarding?

High-Turnover

Collaboration

73%

Introduction to leaders

83%

Lunch with co-workers

68%

Explanation of diversity and inclusion program/values

54%

Explanation of growth opportunities

53%

Introduction to coach/mentor

52%

Gamification/gaming

18%

Introduction to employee mobility programs

21%

Introduction to employee resource groups

40%

Orientation to culture, mission, values

90%

Recognition of new hires

61%

Social networking (either internal or external sites)

36%

Welcome letter

74%

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Which of the following assimilation and engagement approaches are currently implemented during onboarding?

Business and Financial

Collaboration

77%

Introduction to leaders

76%

Lunch with co-workers

63%

Explanation of diversity and inclusion program/values

53%

Explanation of growth opportunities

60%

Introduction to coach/mentor

55%

Gamification/gaming

18%

Introduction to employee mobility programs

19%

Introduction to employee resource groups

42%

Orientation to culture, mission, values

89%

Recognition of new hires

66%

Social networking (either internal or external sites)

44%

Welcome letter

72%

Source: Brandon Hall Group 2018 Onboarding Survey

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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.

With more than 10,000 clients globally and 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.

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