



## iCIMS Revamps Onboarding to a 90-day Passport System

iCIMS Inc.  
Best New Hire Onboarding Program  
October 2017



### Company Background



Company At-a-Glance	
Headquarters	Matawan, New Jersey
Year Founded	2000
Revenue	\$100 Million +
Employees	Nearly 650
Global Scale	The majority of clients purchase the software in the U.S.; many utilize the product globally. Customers use iCIMS in more than 70 countries. iCIMS maintains several U.S. offices and one in the UK.
Customers/Output, etc.	iCIMS' Talent Acquisition Platform enables organizations of all sizes to manage the entire hiring lifecycle within a single, SaaS-based platform. More than 3,500 contracted customers; a highly diversified client base.
Industry	Software
Website	<a href="https://www.icims.com">https://www.icims.com</a>

## Budget and Timeframe

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Number of (HR, Learning, Talent) employees involved with the implementation?	iCIMS utilizes numerous teams to implement iCIMS' Onboard program. Teams support software, hardware, building and parking access, workplace services for space planning, and Talent Development for scheduling curriculum. iCIMS' internal distribution list when alerting the company of a new-hire consists of approximately 50 recipients. This number only reflects employees directly operating the Onboard portal. These individual contributors and teams work together to ensure a seamless, new-hire experience.
Number of Operations or Subject Matter Expert employees involved with the implementation?	Various employees provided operational and technical support, curriculum design, and SME input.
Timeframe to implement	The entire redesign, including branding, took one year to complete.
Start date of the program	May 2016.

## Business Conditions & Business Needs

iCIMS' accelerated growth in the customer base and employee headcount directly influenced the recent expansion of its Talent Development training department. Three years ago, the training "team" was a one-person department. But with rapid company growth, senior leaders were compelled to think more about how employees get their training and invested heavily to grow the department to a nine-member Talent Development team.

As one of its first projects, the enlarged TD team revamped the iCIMS onboarding program. Survey results and informal feedback made it clear that new hires were impressed with the program but thought they were being given too much information too fast. Instead of the "fire hose" process, TD launched a company-wide assimilation initiative with a 90-day Passport system that has checkpoints along the way with various teams and stakeholders.

The team broke down the onboarding information into digestible sessions, i.e., what is key for the first week versus what can be offered at the 30- or 60-day mark to help refresh and retain information. Ultimately, all sessions are geared to allow new hires to better understand the company's strategy, get a good sense of company culture, feel less stressed, and have more fun during their first 90 days.

At the 90-day mark, Talent Development and Human Resources' business partners hold a working session with each new-hire class to celebrate program completion and explore areas of triumph and opportunity from a development perspective. New hires are encouraged to share feedback about their onboarding experiences, and HR and TD can set expectations on how new employees will progress past the "new hire" phase.

## Overview

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The onboarding program uses iCIMS' own product, iCIMS Onboard, that moves a candidate seamlessly from the recruiting process into onboarding by utilizing task management and form management.

New hires are engaged quickly with a branded "Welcome" email, which let them know that a Talent Development Specialist or Onboarding Specialist will be in touch with them shortly with relevant information and details.

The new-hire program has been branded as a Passport curriculum, aligned to the execution framework. Each section or course is categorized as one of five offerings:

1. Strategy.
2. People.
3. Process.
4. Systems.
5. Metrics.

Each session, whether in the first week or at some other point in the first 90 days, is considered a checkpoint on the passport. TD leverages gamification for new hires through the "Passport Challenge." As new hires attend trainings, they have their passports stamped. The goal is to be fully assimilated to the company and culture and gain stamps from all the checkpoints on their passport guides.

iCIMS Onboard provides new employees with the ability to hit the ground running on day one with early exposure to important documentation and the opportunity to complete paperwork online. Once a hire is made, iCIMS Onboard automates all the tasks and forms

required to transition a candidate seamlessly into the business – creating a great experience for the new hire, ensuring organizational alignment, and supporting more successful outcomes.

In addition, the Onboard program enhances HR productivity by eliminating reliance on paper forms and providing HR personnel with a direct view into tasks that require completion so they can bridge the gap between departments involved in the onboarding process.

An important feature of the tool is the New-Hire Onboarding Portal that gives new hires access to all their assigned tasks and forms. In addition, the portal includes important procedural and benefit information, as well as video blogs and presentations that provide new hires with a window into corporate culture so they see they are a part of the larger organization.

Overall, the primary goal in creating an easy-to-use and easy-to-digest Onboard program at iCIMS was to streamline what is given to new hires at any time so they are not overwhelmed. The addition of new functional trainers also helps maintain a harmonious relationship so new hires can meet the requirements for company-wide training and their new roles.

## **Design and Delivery of the Program**

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To improve the onboarding program, T&D created a storyboard using content from the older program and realigning it to the Passport framework. The next stage was to determine what information was necessary to provide to new hires within their first week, first 30 days, first 60 days, and by their 90th day.

While redesigning the onboarding program, the team also reimagined content to align it to seven core competencies identified as common characteristics that drive results. During the first 90 days, new hires are required to take two core competency courses and can choose which ones to take. (New hires can take more than two courses within their first 90 days, if desired.)

New activities for the Onboard program include sessions when representatives from various departments engage with new hires and share their department's strategy. In the restructuring, the TD team realized that holding those introductory sessions after day 30 is less overwhelming for new hires but still allows them to make connections throughout the organization.



In addition to in-person training sessions and meetings, new hires also have access to a blended learning approach with customized eLearning courses and resources. Resources include white papers, video posts, micro learnings, and social learning using Yammer that are offered company-wide.

## **Engagement**

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Challenges surfaced with building new content and aligning it to the company mission, vision, and strategy. Fortunately, iCIMS leaders provide advice and often participate as guest speakers or facilitators for in-house programs. They also actively participate in Talent Development by benchmarking learning expenditures, success, and activities.

After every 90-day session, TD collects feedback from participants and use it to improve the program. Though continuously improving the program may create work, it is necessary work that will ultimately impact retention rates.

The TD team networks regularly with other departments and stakeholders to ensure a seamless new hire experience. For example, TD collaborated with hiring managers to create training for them. Their curriculum aligns with the expectations of new hires themselves.

## **Measurable Benefits**

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To gauge measurable benefits, new employees are surveyed after their first week, after their Core Competency courses, and at their 90-day session. Based on 2017 Q1 report, 86% of new hires are highly satisfied with the onboarding process, and 13% are satisfied. After their first week in the program, 100% of new hires would recommend iCIMS as a great place to work. Core Competency courses consistently receive scores of 8 and above on a scale of 1-10.

In the meeting at the 90-day mark, participants respond to questions live and their answers are tabulated in a spreadsheet. Questions cover such themes as training time, visibility in the business, product knowledge, and manager support. After the session, TD and HR business partners assign action items as needed.



## Overall

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With kaizen (continuous improvement) as one of iCIMS' core competencies, the TD team continuously refines and updates process, materials, and resources in the onboarding program.

Future plans include:

- Creating additional courses.
- Improving automation of the eLearning library.
- Leveraging social tools (Yammer) more efficiently.
- Introducing more company-wide icebreakers and team builders.



## About Brandon Hall Group

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