Onboarding of new employees

What is it and why is it important?

Contents

Onboarding: the current state of affairs

1

Onboarding: the current state of affairs

In the early days of Appical, shortly after its founding as an onboarding technology company in 2012, we mainly covered the orientation period of new employees during their first two weeks. Employers were particularly keen to give them a special welcome using augmented reality and team activities.

We also saw opportunities in the preboarding phase, i.e. the period between the hiring decision and the first day at the office. The preboarding phase starts one or even two months before the first working day. It's the ultimate opportunity to prepare a new employee for a new position. In practice, new employees usually don't mind investing a few days and preparing thoroughly in their own time.

Almost every new employee is excited to start working and eager to learn, so why not take advantage of that?

In recent years, after the success of preboarding, we have seen a shift from a one-size-fits-all solution to a more personalized approach, in which content can be better tailored to a new employee's role and duties in our scalable platform.

Digital onboarding and personal contact on location alternate, and the onboarding program flows seamlessly into e-learning within the same platform. By enabling integrations with other platforms, we also hope to save recruiters' and HR managers' precious time.

For example, new employees joining the Quality Wellnessresorts family business are provided personal preboarding and onboarding programs through the Appical platform and attend induction meetings on location.

Quality Wellnessresorts also finds it important that employees are given the opportunity to further develop their qualities. Growth and development is therefore one of the core values that characterize the company.

After the onboarding period, employees will therefore be given access to a new part of the platform, the QWR Academy, which offers each department various e-learning modules. In this way, the company supports its employees throughout the employee journey.

Companies that continue to invest in the new hire experience, preferably in a way that perfectly matches the company culture, and in their employer value proposition and employer brand, will reap the rewards. The fact that new employees become productive more quickly is of course an important first step, but it's the creation of ambassadors that will really make you stand out as an employer.
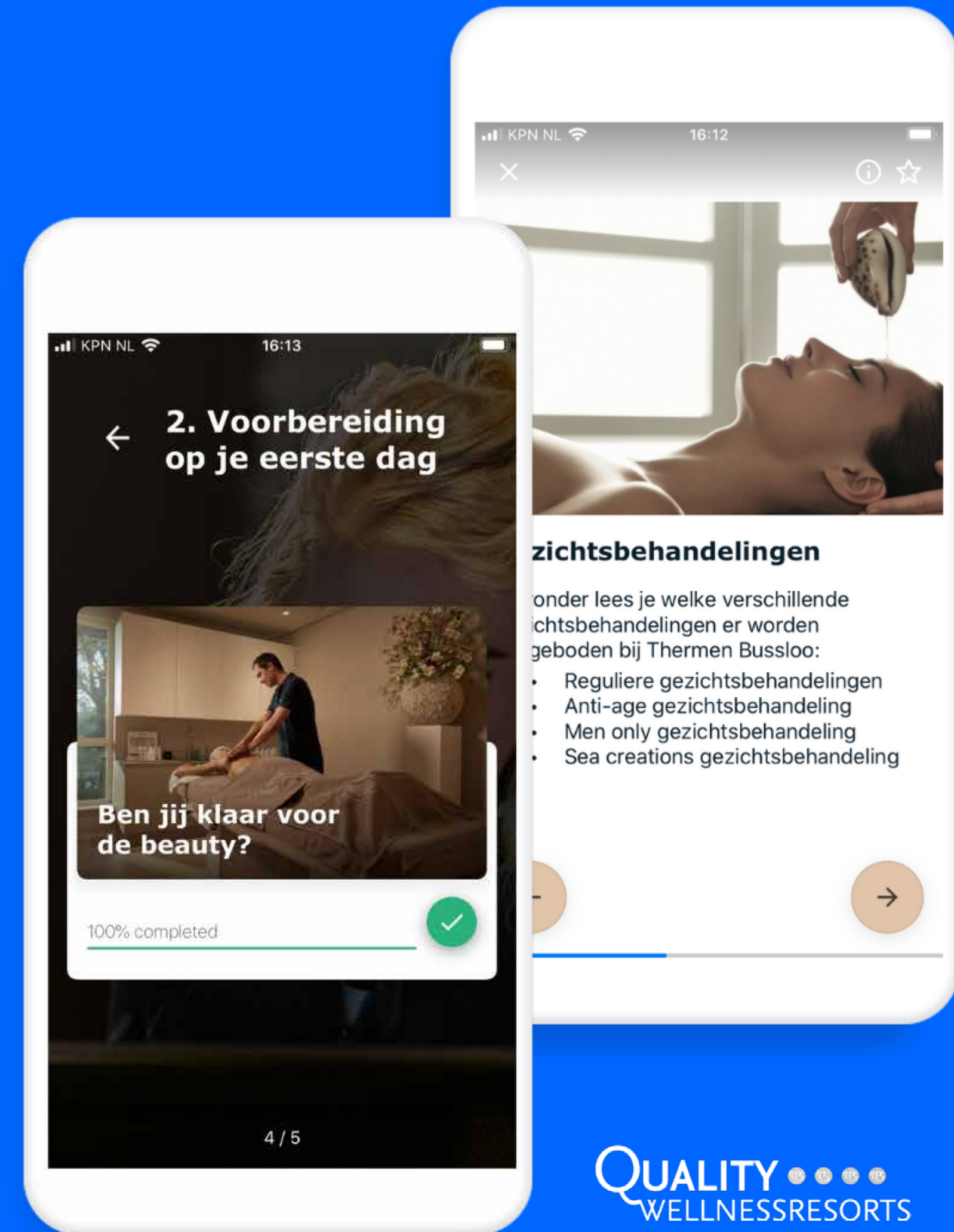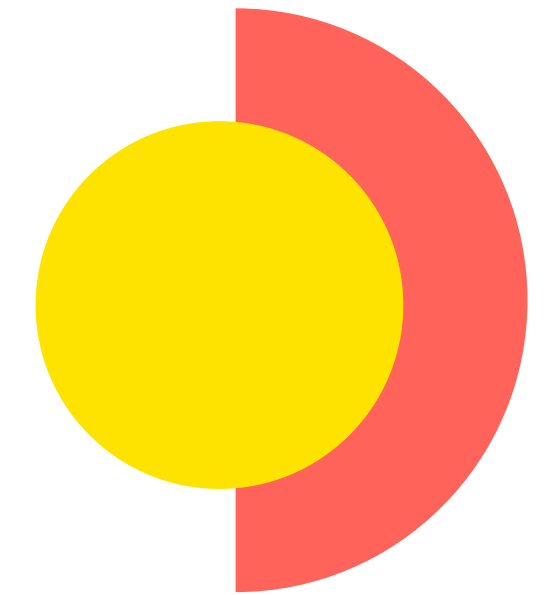
chapter

The ideal situation

2

The ideal situation

Attracting and retaining talent and developing skills are at the top of every company's agenda. The time it takes to recruit new employees and the high costs involved mean that everyone who joins a company needs to get to work and be productive as soon as possible.

Open vacancies and unproductive employees lead to increased pressure on the existing workforce as they are required to bear an additional workload, which consequently leads to underperformance.

The first days in a new job are therefore crucial. New employees have to get used to a new company culture, their roles and colleagues, and will want to make a good first impression on their managers.

They will also want to quickly master the skills that will help them move forward, while at the same time being part of the social communities and knowledge networks that form their new employer's internal work structure. Often, they will already know something about the company they've joined and will want to discover more as soon as possible.

Helping new employees become productive as quickly as possible is therefore an essential part of the onboarding process. When this takes too long, managers may find themselves under time pressure.

They have to shift priorities, and as a result their focus is no longer on general operational concerns. With today's technology,
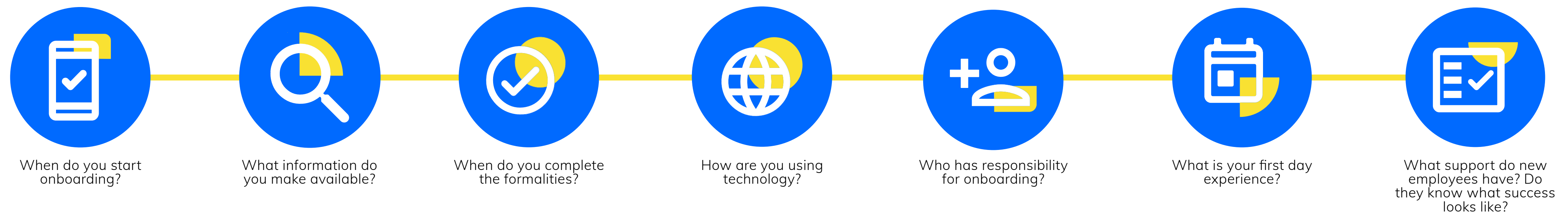
transparency and flexibility, we have the tools to ensure that employees become productive quickly, while at the same time ensuring that this happens in line with the company's culture and values.

All new employees need to have a full understanding of the job they are hired for. One of the main reasons why people leave their new jobs is that the position does not meet their expectations. The onboarding process is therefore meant to make clear to them what exactly they will be doing, what success looks like, and how their work fits into the organization's overall picture. This means making sure that new employees understand how the company structure

works, and know to whom they should report, how the team members communicate with each other, and who the key people are in the organization.

The modern approach to onboarding has evolved in such a way that it provides all employees with all the knowledge needed to be successful, supporting them during their development from job candidate to productive employee. In the past, there was a good chance that new hires had to wait until their first working day before they could meet new colleagues, handle paperwork and start learning. Successful organizations are now starting this process much earlier.

How effective is your onboarding program? Answer the following seven questions to find out whether your company's approach to onboarding is giving new employees the support they need to be successful.

When do you start onboarding?

What information do you make available?

When do you complete the formalities?

How are you using technology?

Who has responsibility for onboarding?

What is your first day experience?

What support do new employees have? Do they know what success looks like?

When do you start onboarding?

If the induction doesn't begin until the first few days of employment, your new hire will lose valuable time in acclimatizing and becoming productive. Start it during the interview phase. One of your interviewees will become a new employee, so start making them feel welcome as soon as possible.

Once an offer is made and accepted, keep the dialogue and information flow going all the way until the start date. New hires are at their most receptive when focused on making a strong first impression. It is most important to avoid flooding your new hires with new information as this will make their processing of information less effective.

What information do you make available?

You should distinguish between general information that every employee must know and department- or role-specific information for each employee. It's therefore quite possible that 'branches' will form within the onboarding program: depending on the department the new employee will start in, he or she will require different information. In order to familiarize themselves with the organization more quickly, new hires want more information about their employers, such as traditions, legacy, mission, values and purpose, and about how these are lived and maintained throughout the business.

Product information is important too. Employees are also ambassadors for the companies they join, and the goods and services that those companies produce, so make sure that each new hire knows everything they need to be effective as an advocate and champion of what the business does and how they do it. In addition, new employees want to learn about the specific duties of a role. Does your new hire know everything about the role they've been hired for? Who they report to and all the colleagues that will have input to what they do and how they achieve their results? It's a key part of their settling-in phase that the role is exactly as they expect.

When do you complete the formalities?

Do your new hires have to wait until the first day to get their paperwork completed? Salary documentation, official papers and clearances too?

There's no need. They want to spend the first day getting started in their new job. So, make use of technology to get the paperwork done early and have documents shared and digitally signed ahead of the start date. Also, complete all clearances, security checks and references straight away.

The first day in a new job should be an experience that signals the start of a successful relationship for both a new hire and their team, so don't risk making it administrative and process driven.

How are you using technology?

The way that you use technology shapes the employee experience and can signal the type of working environment you offer new employees. They will all be using technology in their personal lives and will expect the same kind of seamless, responsive and immersive experience at work. Research indicates that for over 90% of employees, technology affects their satisfaction at work.

How do you communicate the information a new starter needs? Can they access it through an app, website for portal? They will expect to be able to find out everything they can about their new employer and team – from the history and legacy of the business to the social profiles of their colleagues and a virtual tour of the office space.

Make sure that all those first day questions can be answered ahead of time, and remove the anxiety from starting a new job by sharing as much information as you can before the first day.

Who has responsibility for onboarding?

For many years, it has been the HR team that looks after onboarding. This may have worked well when it was primarily an administrative process but as the modern approach embraces more of the social, cultural and business contexts of the new role and company it requires input from a wider range of people. How much involvement do your managers have? Theirs is often the key relationship a new hire has, so they should be encouraged to take responsibility for ensuring that each of their new team members has the information and instruction necessary to make a successful start.

Also, remember the senior leadership. Many organizations arrange for new employees to spend time with senior management – maybe through a lunch or breakfast over the first few days – to help them understand more about the business purpose and values, and how these are lived within the organization. Finally, an onboarding buddy makes the transition to a new job much easier for the employee. By pairing a new employee with an experienced colleague, they get first-hand information and knowledge and feel at ease more quickly. This makes the new employee more productive and increases satisfaction and the chances of retention.

What is your first day experience?

With employees arriving for their first day in a new job knowing a lot more about the company and its culture, and the specifics around their role, many organizations now seek to make that first day more of an experience. There are many ways to make someone feel special on their first day. Some will give a fun gift or organize a social occasion, such as a team lunch or welcome meal for all new starters to meet senior employees.

Others create a first day session for a group of new starters that can mix games and socializing with early learning, or a quiz to see how many facts – fun and educational – they have found out about their new company and colleagues. An experience that feels personalized will always make a good impression. Does your company create a personalized schedule that helps to introduce a new hire to all the people in the company that they will interact and collaborate with, such as other teams and divisions? If your organization doesn't offer something special, then consider how you would personalize the first day experience and make someone feel welcome.

What support do new employees have? Do they know what success looks like?

Many new employees start in a role without fully knowing what success will look like. Often the probation period will be set out like a test to be passed, with little help available to support those who may take time to settle.

To get the best out of your new hires you need to be crystal clear about objectives, timelines, roles and responsibilities. They should know what is expected of them, at what time, and understand what they should be achieving during the first 30, 60 and 90 days.

What does the first 3 months look like for a new starter in your business? Do they know what you expect after each week or month? Can you map out a timeline of the first 3 months with milestones and achievements? If not, then the early career path may not seem clear and a new hire can end up feeling confused about what is expected of them.

> 💡 **Tip:** *Create a 30-60-90 day onboarding plan to lay out a clear course of action for your new hire during the first months. Download our free template here!*

One of the most supportive things a new employer can do is to offer real-time feedback. A new employee will want to know how they are doing in real time rather than an assessment after, say, three months. Then they can correct their performance and gain a better understanding of what their manager expects from them. Do you offer the opportunity for feedback? And is it two-way feedback? After all, the best way to measure the success of your onboarding process, and judge the level of support it offers, is by listening to those experiencing it.

chapter

Defining stakeholders

3

Defining
stakeholders

Traditional approaches to onboarding tend to be very HR focused. This is mainly because many businesses saw onboarding as primarily an administrative process involving contractual paperwork, personal data, compliance, health & safety instructions and early stage learning – all of which were under HR's remit. New employees often waited until the first day to have meaningful contact with their new managers and fellow team members.

Increasingly, this administrative-based approach has proved to be problematical. Organizations want to give their new hires a proper onboarding – so they become effective and productive quickly – and new employees want to get up and running straight away, making a positive first impression. All the paperwork can get in the way.

New hires tend to decide quickly whether they have made the right move and if they see a long-term future with their new employer. If the role isn't what they expected, or they don't get on well with their manager and colleagues, they are likely to either leave quickly or fail to fully integrate. This suggests we need a more dynamic and immersive approach to onboarding.

Induction, orientation, and assimilation need to cover the operational and cultural aspects of the business, helping to build a more cohesive bond between the new starter and their team. Such an approach will need input and involvement from a wider range of people than the HR team – it's time for managers and business leaders to get involved.

Departments and people to involve in the onboarding process:

CEO or Board
of Directors

Marketing &
Communications

Manager

Buddy

HR
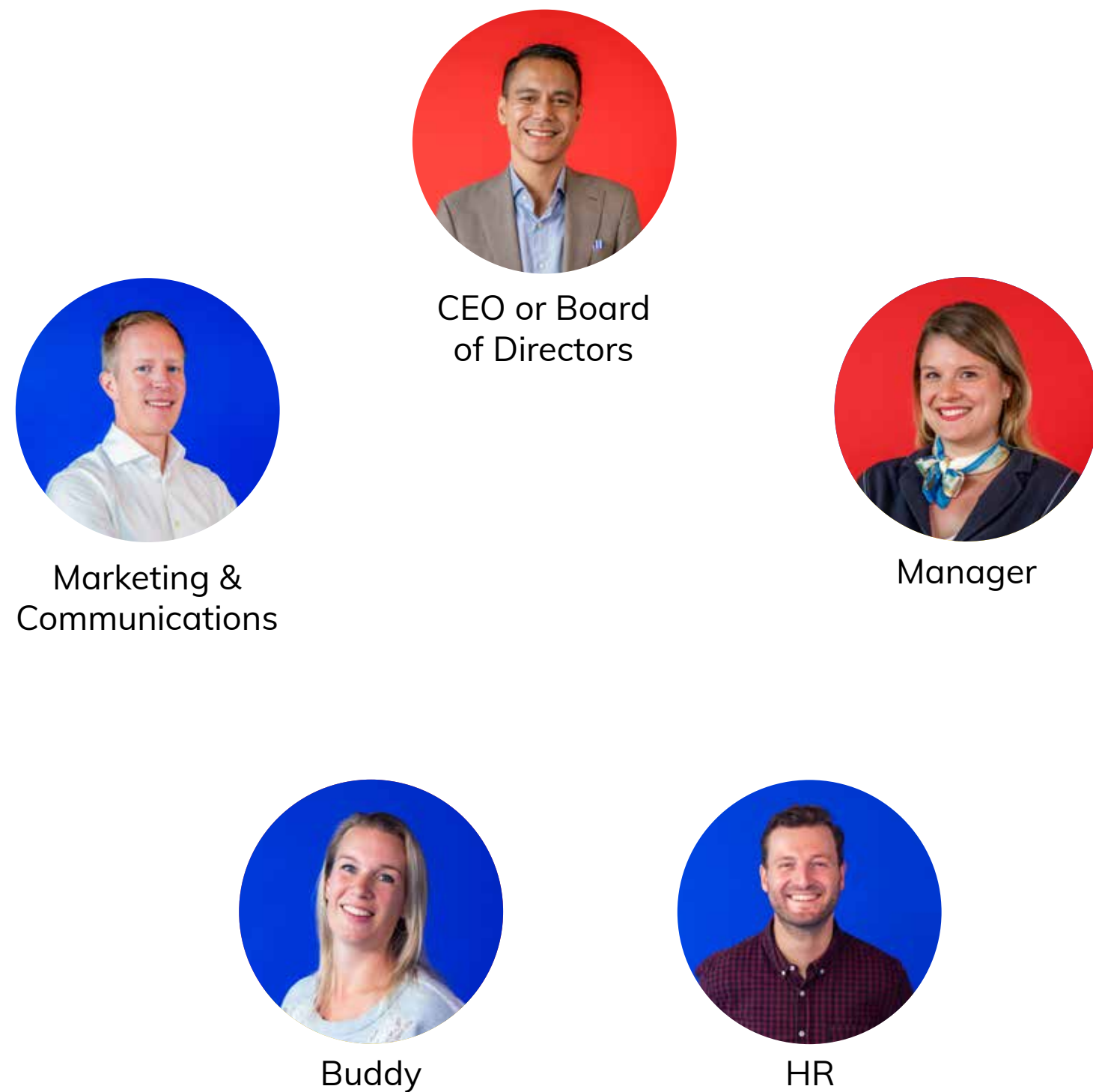
And here are 4 ways they can start:

1 Build the relationship early

The key dynamic for a new employee will be the working relationship with their manager, so there is much to lose by leaving it until the first day.

The strongest bonds are built early and the perfect time to start can be during the interview phase – after all, one of the interviewees is going to be your new employee.

Giving them a positive experience, offering the chance to showcase their skills and capabilities, sends out a clear message that your new employee is being hired to succeed, and give reassurance they will be supported.

Make sure they fully understand the role they are being hired for and be available to communicate during the period before they start. Read more about this in our blog 'ced more about this in our blog '10 tips from managers to realize a successful working relationship with new hires'!

2 Set clear expectations

As well as understanding their responsibilities and exactly what the role involves, each new hire will want to know what success looks like. In other words, the deliverables and expectations, all explained with clear timeframes and milestones. The modern employee also likes to know how they are performing in real time, so they can make adjustments, and not wait 3 months to find out if they have performed as expected.

Managers need to be prepared to catch up with their employees on a regular basis, be it weekly or fortnightly, to find out how they are settling in and to give constructive feedback in how they are shaping up.

The key to successful onboarding, and therefore to better retention and engagement, is to make sure from the start that each new hire feels a part of the business they are joining, understands what they are being hired to do, and believes that they will be supported to achieve their best work. This will work best when they are given an experience that aligns with their day-to-day expectations, and feel that those responsible for their commercial success – managers and leaders – are fully committed to their development.

3 Show how the values are lived

Business leaders also have a key role to play in onboarding. Early interactions with them can help new employees to settle quickly and reinforce that those at the top of the organization have a true vision and passion for helping each worker achieve their full potential.

Most new starters have bought into the culture and values of the business and expect leaders to show how they are lived. One way that companies are bringing this to life is by having lunch, or breakfast, during the first few days with leaders and directors. This can humanize the senior management and reassure new employees that the leadership are willing to invest in the wellbeing of their employees.

In addition, you can also pair the new employee with a buddy who can share first-hand knowledge and information and whom they can ask questions. The buddy can explain why certain rules and standards apply, what unspoken rules still exist, and thus make the transition smoother.

4   Smart use of technology

The way that people learn and interact is being shaped by technology. The recruitment process will almost certainly have been conducted digitally, and the job they have been hired to do will contain elements of technology.

So, there is no point in having an onboarding process that is manual and relies on paperwork. All necessary documents can be scanned and signed digitally, and the early stage learning can be done through a portal or an app.

Vary the communication; use video to showcase the business history and legacy, and maybe give new starters a virtual tour of the office. And let new hires connect socially with their colleagues.
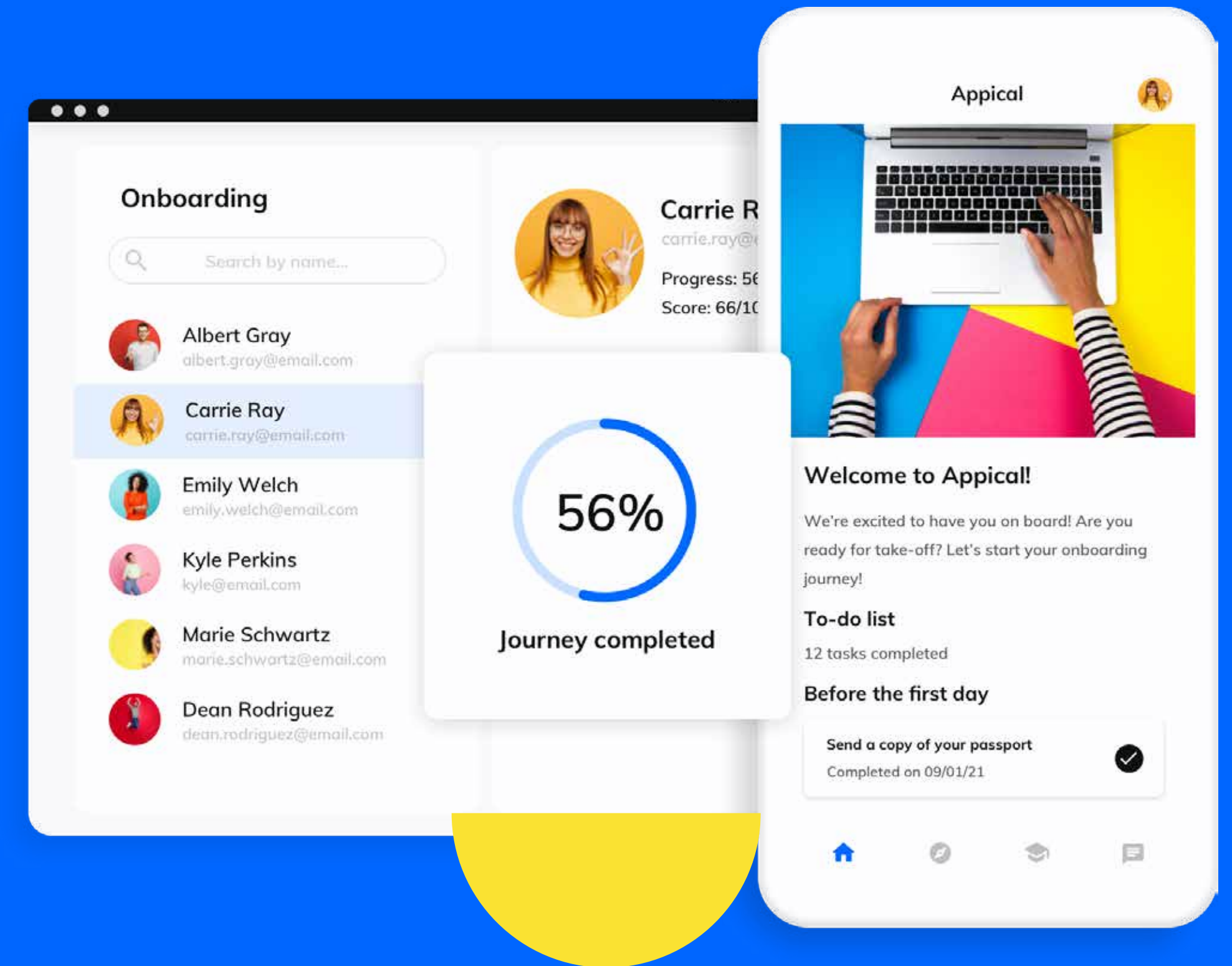
Investing in better onboarding: make a business case

4

Investing in **better onboarding**: make a business case

To start improving the way your business approaches onboarding you will need to get buy-in from key stakeholders, and this will require you to make a business case.

There are three things to remember when writing an onboarding business case:

1

Know the stakeholders you want to influence and write it in a way that they will understand.

This means focusing on their priorities and not purely on your interests.

2

Any business case should be brief and to the point, interesting and concise. If you take too long to explain your proposals a reader might lose interest.

Describe your vision for onboarding after the process has changed without speculating or using HR jargon.

3

Demonstrate the value and benefits that a new approach to onboarding will bring to the business.

This is the key part and needs to demonstrate the real value to business performance, rather than a best practice 'nice to have' process.

We know that effective onboarding is crucial to business success as it is the way we support each person joining our organization in becoming settled and productive employees. It also provides the first experience of the type of company we are to work for, so goes a long way to determining engagement at an early stage.

The best way to start creating a business case is to look at 4 of the key areas that concern every organization, and demonstrate the value that onboarding can bring through performance improvement.

Key areas of the business case

Reputation

Does your business have a problem attracting new hires, or converting them once an offer is made? It could be that your external reputation needs improving. Have you checked your reviews on sites like Glassdoor and Indeed? Make sure that stakeholders know what is being said about you.

What feedback do you get from exit interviews when someone leaves? It will be important to know why people become unsettled and be able to show how this can be improved from the start of their relationship with the business.

Retention

What proportion of new employees join your business and leave within the 6 months, or year? The usual reasons why this happens – the job not being what was expected, dissatisfaction with the culture or a poor relationship with colleagues and/or managers – are all fixable by good preboarding and onboarding.

Attrition costs businesses. Existing employees become unsettled and productivity suffers. Make sure your business case shows how much this might be costing and how onboarding can save this amount.

Engagement

What does your engagement survey show? How happy are your employees and what are the negatives that they mention? Disengaged workers also cost businesses in weaker output, more time taken off through sickness and the likelihood that their dissatisfaction will affect other colleagues.

Employees who are made to feel welcome, empowered and supported to do their jobs well, and have a clear understanding of how to be successful within the organization, are much more likely to be engaged. So demonstrate how an improved approach to onboarding can fix this from the start.

Performance and well-being

This is a win-win. Happier, healthier employees are more likely to be productive, and productive employees are more likely to be happier as they will have less worries about their work and performance. If your business is struggling, and managers are having to conduct more performance reviews than they would like, then effective onboarding can make a big impact.

If employees know more about their roles, and the vision and values of their new employer from their start, they will be less anxious about making a good impression. Ongoing feedback during the early weeks and months can feed into an approach to performance management based on continuous feedback and not a series of historical annual reviews. This will help each new hire to better understand their performance and make a stronger contribution.

The best business cases focus on showing how the benefits and value to the business are outweighed by any costs or short-term change. Starting with these key business areas will help shape a business case that persuades stakeholders.

Onboarding and the employee experience

5

Onboarding and the '**employee experience**'

Onboarding is an important part of a new hire's total employee experience. The employee experience is the employee's overall view of the employer and is determined by the emotions and thoughts evoked by the employer, the team and the work involved, and by all contacts between these parties.

It determines the emotional connection between employee and organization. In other words: the employee experience is the answer to the question "What is it like to work here?" This goes deeper than employee satisfaction. You can be happy with your salary, your lease car and the view from your workplace and at the same time ask yourself: "What am I doing it for?"

Does the employee experience meet or - even better - exceed expectations? Employees who want to work (and not feel they have to), who would recommend their employer to others and who are proud of the organization they work for, are generally happier. These factors determine how quickly employees find their feet and whether they want to stay, as well as how productive and creative they are.

Organizations can positively influence the employee experience and meet expectations. By creating a healthy and positive work relationship with your employees, you retain the right people with the right attitude, knowledge and skills. Happy employees make for a successful organization.

However, if an organization can't meet their employees' expectations, the employees will get demotivated more quickly or look for a new job. So a good employee experience does not only save turnover costs but also ensures a culture that suits the organization and contributes to your positive reputation as an employer.

Leadership behaviors are often mimicked throughout an organization. The cascade from the top down is also likely to shape the way employees treat customers. Do you want your customers to appreciate you more and remain loyal? Then invest in the way you treat your employees. A good customer experience is therefore closely linked to a good employee experience.

What's more: many organizations now regard happy employees as a condition for achieving a positive customer experience. And that pays off, because companies that score high on customer experience have, on average, one-and-a-half times more engaged employees than companies with a low score. Or as Simon Sinek puts it: *"Customers will never love a company until the employees love it first."*

88%
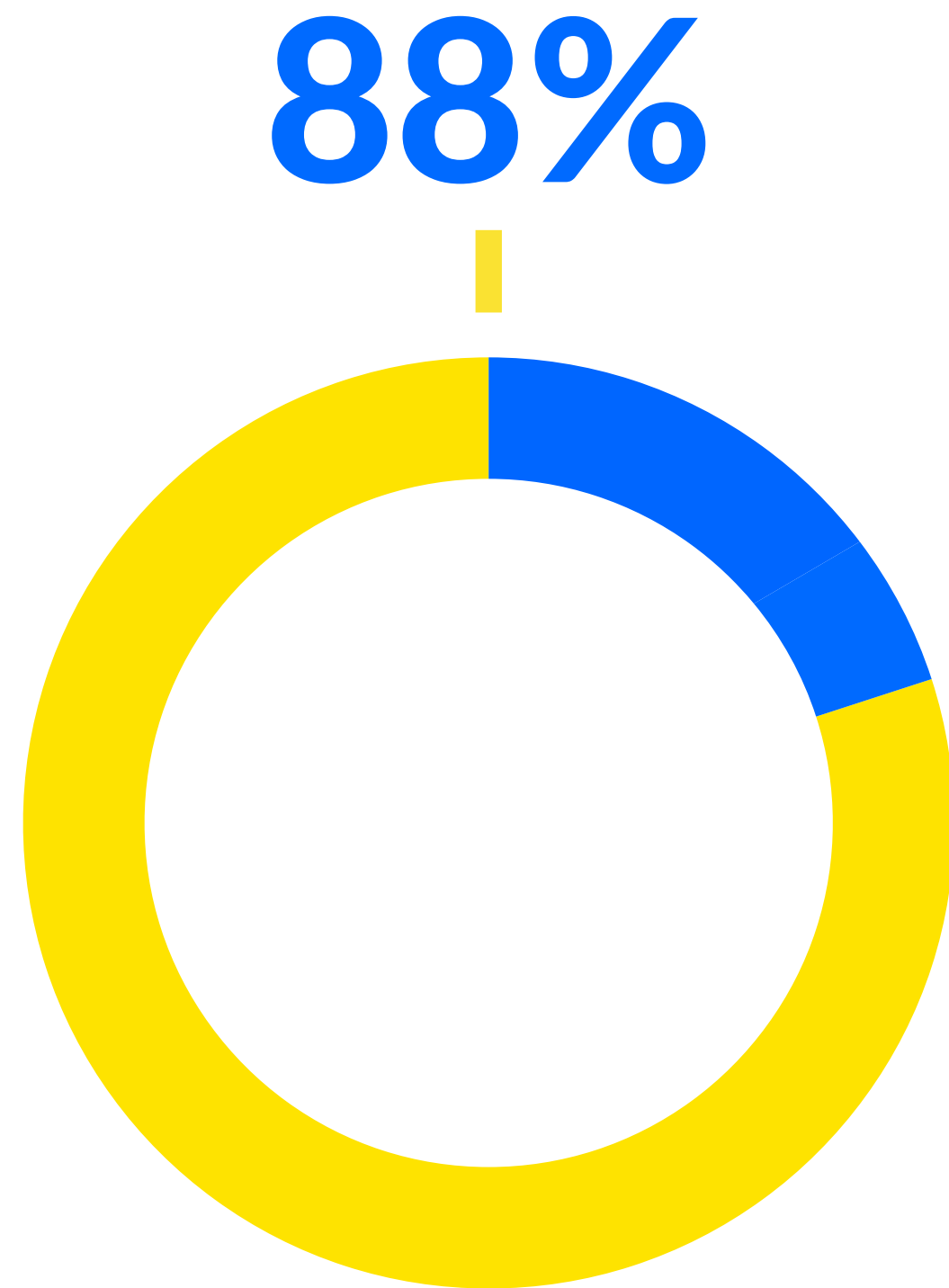
of HR managers worldwide see employee experience grow in importance in the coming years

Survey: conducted by Kennedy Fitch with 250 international HR managers in 2017

A major international study by IBM on employee experience was conducted **among more than 23,000 employees in 45 countries**

It showed that paying attention to the employee experience positively affects various aspects:

1
Employees who rate their work experience highly also score better on productivity and quality of work.

2
Employees who have positive work experiences are twice as likely to do more than what is asked of them.

3
Employees who experience greater job satisfaction are 52% less likely to leave their organization.

Employee **Journey**

People who had a negative new hire onboarding experience are twice as likely to seek a different opportunity in the immediate future (Digitate, 2018.

91 days

RECRUITMENT PHASE	ONBOARDING PHASE	Personal development:	OFFBOARDING PHASE
You managed to 'seduce' each other during the recruitment phase.	The onboarding phase is all about getting to know each other and learning on the job.	The employee grows in performance and knowledge	The process that leads to the formal separation between an employee and an organization

CONTRACT SIGNING
The relationship between employer and new employee starts as soon as the contract has been signed.

Is the job as challenging and enjoyable as the new employee imagined?

Does the team find that the new hire is a sympathetic and pleasant colleague with added value?

Is this the start of a valuable collaboration or will it lead to a disappointing work experience?

28%

of employees leave just 6 months into a new job (SHRM, 2017)

What went wrong?
Some new employees may not have felt accepted or appreciated. Or they felt left to their own devices. Or it took them too long to get to grips with the job and the organization and to find their way independently. Maybe their new colleagues were disappointing, or they couldn't get used to the company culture.

Good onboarding does not simply happen by accident.

Improving the employee experience means putting yourself in your employees' place and redesigning your onboarding from their points of view, focusing on the way they experience it. To do this, you first need to get to know them: How do they feel about their work? What are their concerns? Why do they work for you and not for someone else? What turns them on? When do they feel appreciated?

How do they view their work and the organization? What makes them happy at work? You need these insights to determine what kind of employee experience your organization wants to give its new hires. What is your ambition regarding new employees? What should the result be? Answering these questions will help you shape the onboarding process.

This chapter is written by Heleen Mes Founder of HXWork.

Different onboarding phases

6

Different onboarding phase

Onboarding is not the same as orientation

This is particularly important when one considers the failure rate of new hires. Researcher Anne Fisher reported in a Fortune article that nearly "40% of executives who change jobs or get promoted fail in the first eighteen months." Both the organization and the new employee are 'to blame' for this.
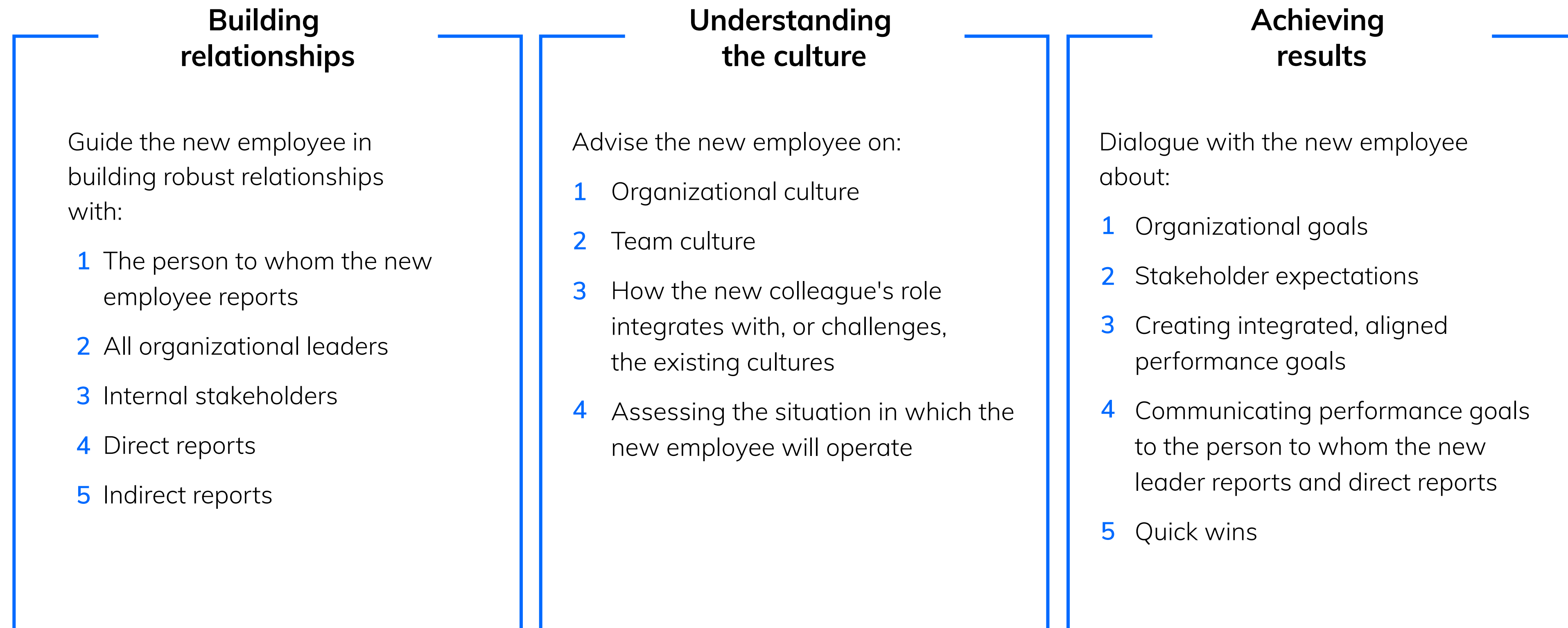
It is important to understand that onboarding is not the same as a typical orientation program:

Orientation	Onboarding
Learning the written rules	Learning both the written and unwritten rules
An event	A process
Lasts the first month (at most)	May last a full year
Focus is on integration to the unit and the specific job	Multi-level focus: organization, unit, individual (personal)
Linear	Non-linear and non-sequential
Builds on past successes	Includes reflection and unlearning past successes

*Anne Massaro, Magna Publications and Ohio State University, www.magnapubs.com
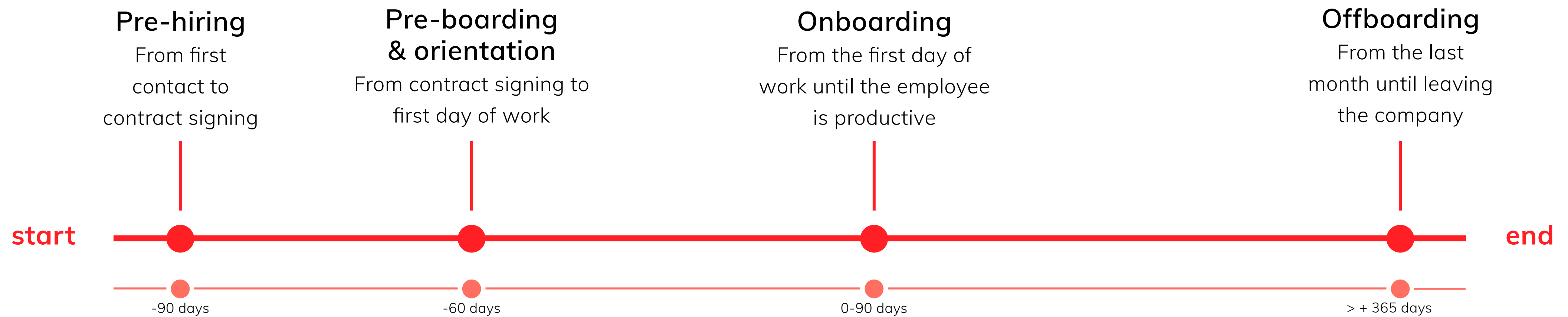
Onboarding structure

Organizational development consultant Anne Massaro's onboarding process focuses on three fundamental categories: building relationships, understanding the culture and achieving results:

Building relationships

Guide the new employee in building robust relationships with:

1 The person to whom the new employee reports

2 All organizational leaders

3 Internal stakeholders

4 Direct reports

5 Indirect reports

Understanding the culture

Advise the new employee on:

1 Organizational culture

2 Team culture

3 How the new colleague's role integrates with, or challenges, the existing cultures

4 Assessing the situation in which the new employee will operate

Achieving results

Dialogue with the new employee about:

1 Organizational goals

2 Stakeholder expectations

3 Creating integrated, aligned performance goals

4 Communicating performance goals to the person to whom the new leader reports and direct reports

5 Quick wins

Phases of an effective onboarding program

While onboarding programs must be tailored to an organization's needs and culture, the most successful programs include the following phases:

Pre-hiring
From first contact to contract signing

Pre-boarding & orientation
From contract signing to first day of work

Onboarding
From the first day of work until the employee is productive

Offboarding
From the last month until leaving the company

start ————————————————————————————————————— end

-90 days   -60 days   0-90 days   > + 365 days

Pre-hiring

Attract – magnetism

The pre-hiring phase starts the moment a potential candidate discovers your company to the moment the contract is signed.

Employer branding is a crucial element in attracting talent. A good candidate experience is an important prerequisite for the employer brand and employer impact. If this is missing, there's no point in topping the 'best employer' charts.

Employees in 2021 are doing their own online research, checking rating sites like Glassdoor, and choosing companies that are committed to impact. A pre-hire program can give you a sneak peek into your own company:

1   Tell your own organizational story and have your culture speak for itself.

2   Share the experiences of your employees.

3   Share your vision and explain the impact of your employees, their role in the bigger picture, and their development process.

4   Develop a clear and honest corporate page and vacancy page.

5   Share relevant content and offer a behind-the-scenes glimpse at your company on social media.

6   Explore the channels visited by your target group and post actively.

Employee experience also involves meeting the expectations of current and prospective employees.

In short: hire for a cultural fit and create a work environment that leads to happy employees!

> *"If you hire people just because they can do a job, they'll work for your money. But if you hire people who believe what you believe, they'll work for you with blood, sweat and tears."* - Simon Sinek, author and motivational speaker

Pre-boarding

Adopt – 'the handshake'

The pre-boarding phase starts the moment the employee signs the contract and lasts until the first day of work. Don't wait until the first work day.

The time of paperwork and intakes is long gone. You should treat new hires – and candidates who quit the application process or didn't make the cut – like you'd want to be treated.

A lot of new employees quit before they've even settled into their new jobs. Good pre-boarding can prevent this.

1. Start with onboarding the new hire for the first day of work. Failing to contact a new employee or only contacting him or her for practical issues is not exactly a good experience.

2. Involve your new employee in team plans and the company's vision of the future at an early stage. Make it interactive!

3. Invite the new employee to a team meeting or team dinner before his or her first work day.

4. Give the employee as much relevant information as possible to help him or her become familiar with colleagues, the work place, and the work method.

5. Give new employees the opportunity to provide feedback and give them a small thank-you gift that will come in handy during their first work week.

"Your number one customers are your people. Look after employees first and then customers last." - Ian Hutchinson, author of People Glue

Onboarding
Accelerate – 'the rocket'

The onboarding phase starts on the first day of work and lasts until the new employee is comfortable in his or her new role. Remember: the onboarding process never really ends. It's important to keep the employee on board, even after the first few months.

This involves corporate onboarding and functional onboarding. Advancement to a similar position within the same company is no longer a given. Roles and soft skills are becoming increasingly important.

You can expect the corporate and functional onboarding process to take at least three months, although this depends on the available training courses as well. Ongoing onboarding involves the following:

1   Give the new employee a warm welcome and plan a few coffee dates with colleagues.

2   Go beyond the primary and secondary employment conditions to welcome the new hire. Introduce him or her to other colleagues on the company monitor and prepare a welcome package.

3   Link the new employee to a buddy who can answer questions and offer support if needed.

4   Share and celebrate each other's successes.

5   Maintain open channels of communication! While performance and appraisal interviews are certainly important, biweekly heads-up meetings and employee engagement surveys are even more important in my eyes.

6   Make sure your content stays up to date.

7   Conduct a thorough interview at the end of the probationary period.

"Employee orientation centers around and exists to help the individual employee, but it is the company that ultimately reaps the benefits of this practice." - Michael Watkins, author of The First 90 Days

Offboarding

Ambassadors – out of sight but not out of mind

The offboarding phase starts the moment the employee announces his or her resignation and lasts until the final work day. The old adage 'out of sight, out of mind' does not apply here. Try to maintain a relationship with your ambassadors after they leave.

The employee turnover process has changed in recent years. People want to keep growing, work on a variety of projects, see a variety of clients, and do what makes them happy.

Some say millennials (Generation Y) differ considerably from other employees, while others don't see much of a difference at all. Read more about it in Unravelling millennial myths. The following tips are generation-independent:

1   Set up an alumni group and stay in touch by sharing job ads and invitations to corporate events.

2   Make the exit interview more interactive and give the employee more time to share feedback when he or she leaves the organization.

3   Acknowledge achievements, even upon termination of employment, and thank the employee for his or her efforts (whether they were with the company for two years or ten). Former employees don't want to feel abandoned.

4   Save the information you collect during exit interviews, so you can make real changes if needed.
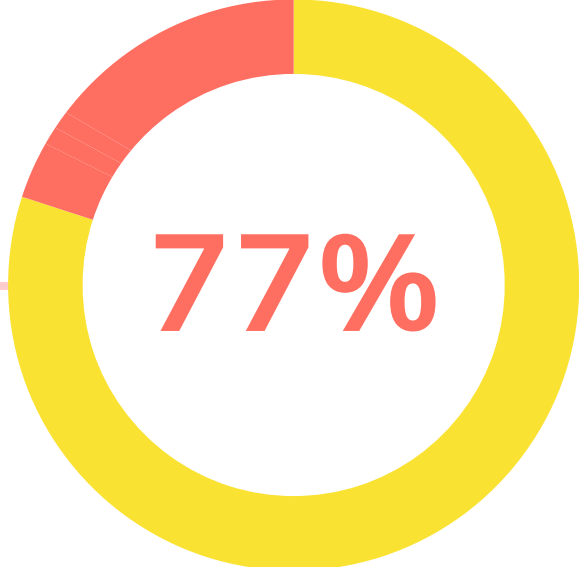
Different onboarding options

7

Different onboarding options

Companies are taking HR technology seriously and use it to connect to and collaborate with their employees. This is leading to increased engagement and will make attracting top talent much easier.
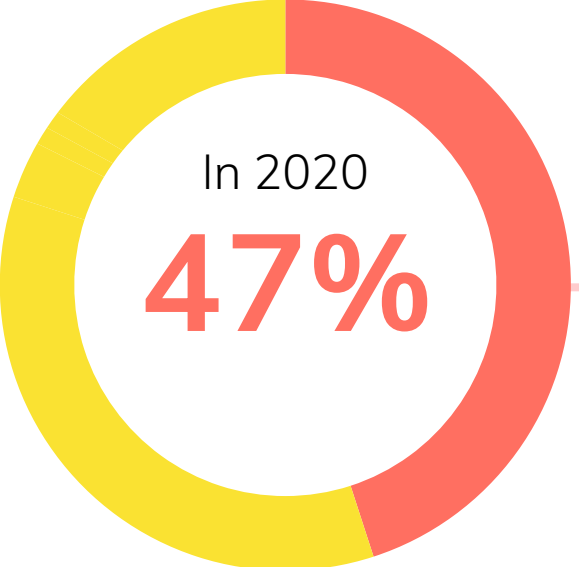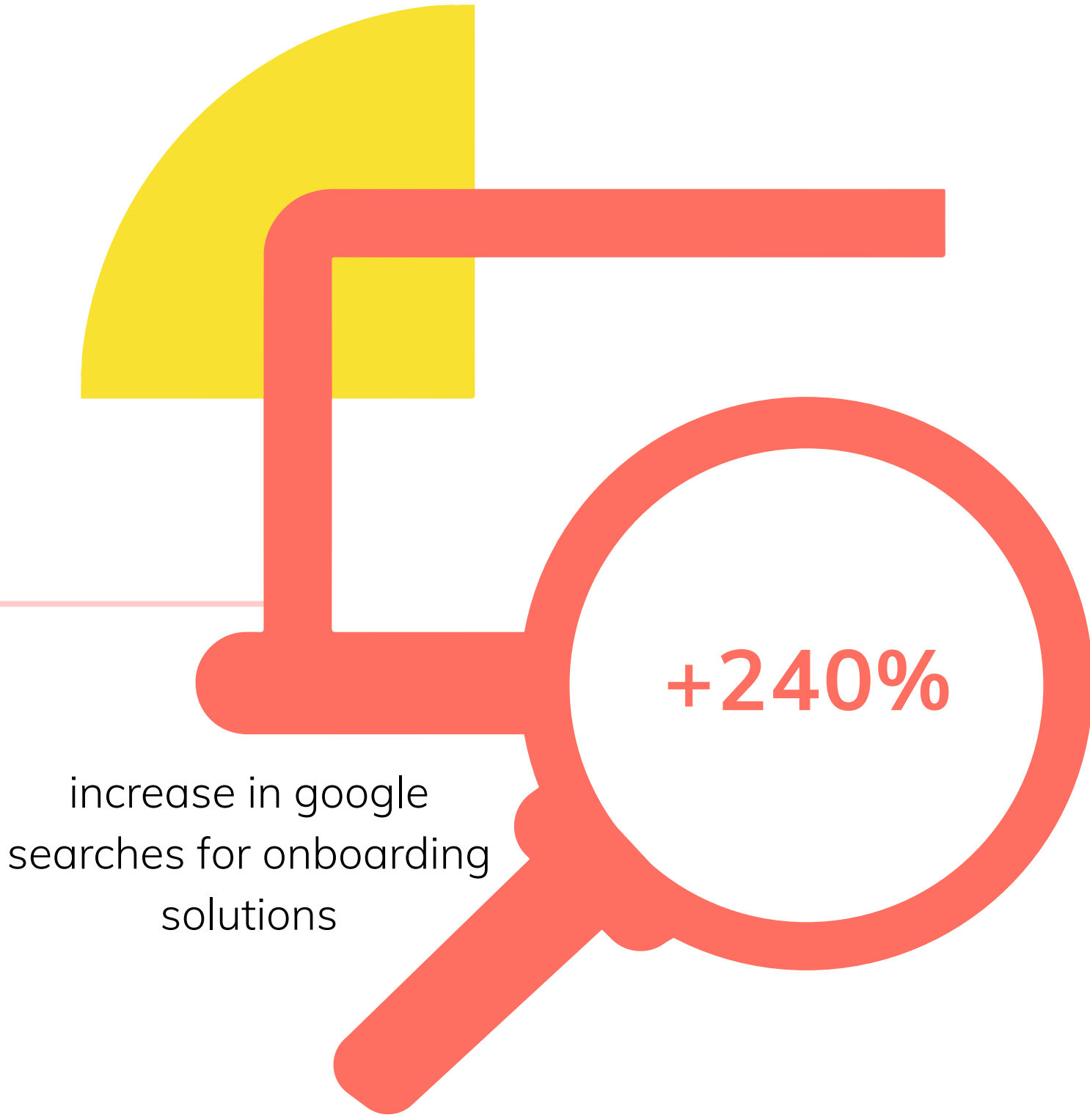
The numbers:

20%

of employees leave within first 45 days

77%

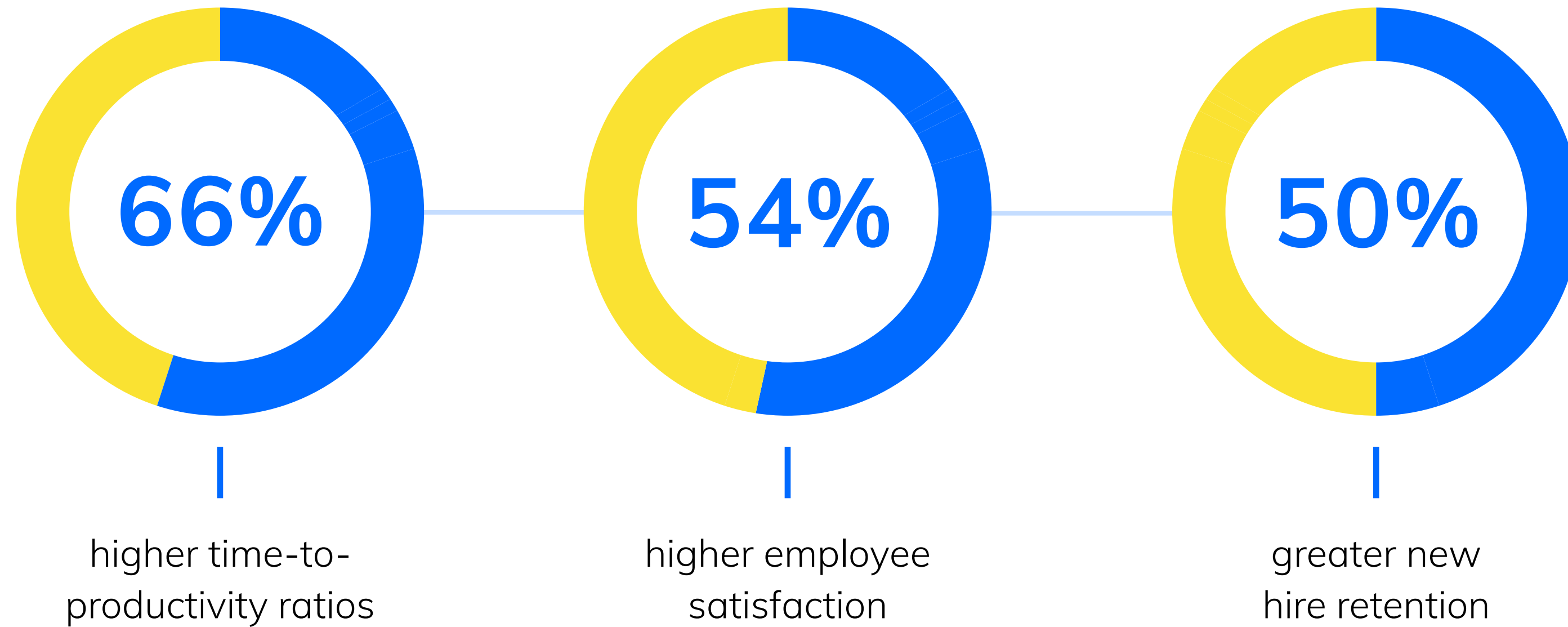of employees decide to stay or go within the first 6 months

In 2020
47%

of your workforce will be Generation Z

+240%

increase in google searches for onboarding solutions

Onboarding facts

Organizations with good onboarding report:

66%

higher time-to-productivity ratios

54%

higher employee satisfaction

50%

greater new hire retention

Onboarding is hot! 🔥 The time is now to focus on applying the right onboarding solution for your organization.

Onboarding options

1

Core HR management system

- Complete solution from hire to retire
- No offline functionality
- Limited onboarding functionality
- Extensive implementation
- Inflexible input for new features
- No pre-boarding

2

Custom development

- Develop from scratch
- Full flexibility to create UI / UX
- High development / maintenance costs
- High cost of ownership
- Shallow integration possibilities (API)
- Inflexible utilization

3

Onboarding specialist

- Focus on the employee experience
- Learn online and offline and on any device
- Open API, connect with all Core HR systems
- New features free of charge
- Extensive content library based on blueprints
- Engaged employees before day one (pre-boarding)

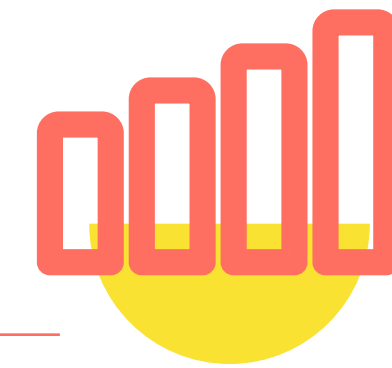# Tips from Appical for the ultimate onboarding program

Make your new hires
fall in love with your
company through
great onboarding
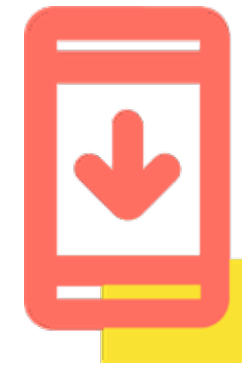
Engage them before
day one through
pre-boarding

Make a first
day really
special

Define milestones
(30 - 60 - 90 days)
to check progress

Be crystal clear about
objectives, timelines,
roles and
responsibilities

Ask for
real time
feedback

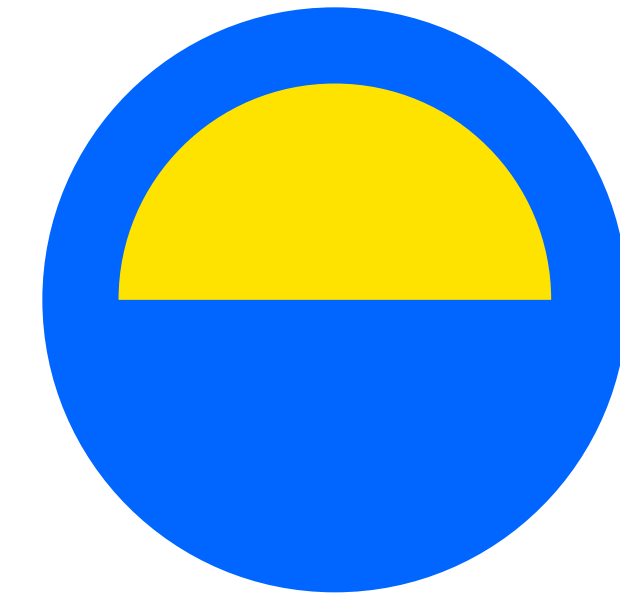Make engaging,
interactive and
relevant content

Embrace new
technology like an
onboarding platform

Onboarding for different functions and ages

8

Onboarding for different functions and ages

Onboarding isn't only for millennials! Many of the ways in which the process is evolving are driven by the expectations and preferences of younger workers entering the workforce as new employees, but people of any age need effective onboarding. It's the way we help them to settle into the business and support their progress to becoming productive and successful employees.

The principles of onboarding can be applied to people in different work situations. Those joining at a more senior level, who find their efforts more visible and can feel exposed if they take time to acclimatize to their new roles. The majority of managers who leave early will cite either a poor grasp of how their new organization works or a mismatch with organizational culture and difficulty in forming

relationships with peers and stakeholders, as the main reasons for their lack of success.

Similarly, new working models, and modern approaches to talent management, mean that individual teams and functions will have people joining either from another part of the business (which may operate in a different way) or as contingent workers who will be there for a specific project with a defined outcome.

Whatever the reasons behind their moves, everyone starting a new role in a business needs the kind of support that comes with onboarding.

Three different types of employees

1   Experienced hires
A senior hire can find themselves in the spotlight

They will be an assumption that they are decisive, knowledgeable and ready to lead teams, and an expectation that their input will positively improve operational performance. Should they fail to settle and integrate, it is likely to have a negative impact on the wider business. Teams can become unsettled, customers affected, whilst operations can lose momentum.

Despite their experience, there will be much about their new employer that they will need to find out. This includes structure, future plans, organizational practices and key business areas. Make sure that they have started receiving this information from acceptance, and begin to involve them in business meetings.

Cultural integration is important too. As managers or senior employees, they will be expected to not just know the company values and philosophies but to live and exhibit them. Building internal networks that offer early interactions with other senior employees should help this.

2   Temporary workers
Contingent labor may be bought in as and when needed

This can lead to them being treated as temporary help and offered little connection with organization. However, many people who are hired as contingent, temporary or gig workers will have specialized skills that the company needs to help complete projects or to enhance the existing skills base.

Non-permanent workers will move in and out of different companies. Treat them well and they will become advocates and brand ambassadors for your business, helping to refer other workers and validate your internal culture. They tend not to be individuals who focus on completing a task and moving on, but have professional pride in their work and enjoy making a contribution.

They need to be onboarded too. Your vision and purpose matters. Contingent workers aren't looking for a to-do list on a series of tasks, but for an understanding of how the work they do will contribute to the company's greater vision and outlook. They take pride in their work and want to know that their contribution is of value.

Share the same vision, values and culture information with contin-gent workers that you would for your permanent employees, right from the time they accept an assignment with you. And, just as with permanent hires, make sure your managers are ready to engage and lead their contingent workforce proactively, from selection and on-boarding to performance and outcome review.

3   Internal workers
More companies now look internally to fill certain roles

With good reason. Much of today's emerging workforce see the opportunity to grow and develop their skills and capabilities within an organization as a differentiator, and one of the ways they can achieve this is through internal transfers, stretch assignments or secondments.

Just because someone has already worked for the same organization, don't assume that their transfer will be smooth and frictionless. They may have been onboarded once, but will need on-boarding again. This is often known as transboarding, and is a fast-growing area.

Whilst the overall business will have a purpose and mission, and a clear set of values, the way these are experienced across the business will differ. Employees moving to a new section will have different colleagues, alternative internal networks, and new managers who may well look to engage and support them differently. Operational pressures will be different too.

Make sure that transboarded employees have access to all the resources and data they need, and let them build relationships with new mentors and colleagues. From the moment their transfer is confirmed, give them clear objectives and timeframes on their role, responsibilities, deliverables and what success will look like.

They will already love your business. Make sure they fall in love with their new team and colleagues too through great transboarding!

Onboarding: practical examples

9

Onboarding: pratical examples

Case: *Financial services*
Euler Hermes

Euler Hermes is putting its multi-generational talents first, builds trust and alignment with a structured onboarding process supported by the digital onboarding platform.

● **Financial services**
The Northern Europe region has more than 1.700 employees in 15+ countries

● **Did you know...**
...the success of the onboarding app led to new innovative digital HR projects and initiatives

As world leader in the financial industry, Euler Hermes offers a wide range of bonding, guarantees, and collections services for the management of business-to-business trade receivables.

The challenge:

1
Euler Hermes Northern-Europe is still growing and wants to guide every new employee with an easier transition into the organization

2
The goal is one consistent and efficient approach for onboarding, regardless of any local differences or mandatory rules

3
Their wish was having an innovative, digital platform that support the 'learning anywhere & anytime' approach

"People are the 'tree trunk' of an organisation, which is making them the most important asset. We find it important that our employees have an inspiring and compelling place to work. Therefore we are highly valuing our People Centric approach by investing in innovative 'People Initiatives' in order to increase the Employee Experience." - *Serhat Kakçi, Senior Regional HR-Controlling & HRIS*

The solution:

● The app builds trust and alignment due to a structured onboarding roadmap

● The app provides a fun way of onboarding, increasting eagerness and excitement of new hires

● It increases a positive employee experience and maintaining employee centricity

Find out more about the onboarding process of Euler Hermes. Take a look at the full case study and video here.

Case: Logistics

CEVA Logistics

CEVA Logistics not only offers new employees a strong start with the cevalisation app, but also a feeling of 'coming home' on the first working day.

CEVA Logistics is one of the largest logistics service providers in the world. They support their customers in the field of Contract Logistics, Freight and Transport Management. The company's strength lies in the talent of the people: "Together, we want to improve ourselves every day."

Logistics

CEVA Benelux has over 3.000 employees and worldwide around 42.000

Did you know that...

...they have 485.000 m2 of warehouse space in the Benelux countries?

"It offers us the opportunity to give our employees the best possible start."
- Pauline Schut

The challenge:

1
The desire to inform all their employees about CEVA and enthuse them in the same manner.

2
All of the 28 offices in the Benelux had their own way of onboarding new hires.

3
The desire to inform people about the ins and outs of CEVA before they start work.

4
The desire to offer a part of the employment documents in digital form.

The solution:

- The app ensures that everyone receives the same information before and after the first working day, in a fun and interactive way.

- CEVA Benelux can offer our employment documents digitally, and personalise the information.

Read the entire CEVA Benelux case study here.

Amsterdam UMC

Amsterdam UMC, is the university medical center whose core tasks are patient care, scientific research and medical education. Since media 2018, the AMC and VUmc have joined forces to serve as Amsterdam UMC patients from the Amsterdam region and patients from far beyond.

Healthcare
Amsterdam UMC welcomes approximately 100 new colleagues every month at both the AMC location and the VUmc location

Did you know that...
...new employees take a tour of the hospital during the introduction day using the onboarding app? This tour is called the "AMC Experience"!

The challenge:

1
The healthcare sector is facing major shortages. The retention of employees is therefore a major point of attention within healthcare. A good onboarding program helps with this.

2
AMC and VUmc were administratively merged on 7 June 2018. That is why Amsterdam UMC wanted to harmonize the introduction program at both locations.

3
The period up to the introduction day or first working day was a period in which Amsterdam UMC had little contact with the new employee. The wish was to do more with this pre-boarding period.

"The app is a means by which we can inform our new employees at an early stage before they can log into our systems. So that on the one hand we can remove any questions, doubts or ambiguities and on the other hand can share practical information prior to the first working day, "- Giselle Straathof, HR Policy Advisor at Amsterdam UMC

The solution:

- The onboarding app gives them the opportunity to introduce new employees to the merger organization Amsterdam UMC in a fun, accessible and informative way.

- The onboarding app helps new employees quickly feel at home in the organization and can get started with the assignment for which they have been hired.

- Via the platform there is the possibility to request feedback from the end users and to view this data. "The tool is very user-friendly for us as administrators. We can directly process the feedback received from employees ourselves. That gives a lot of freedom and independence."

Read the entire Amsterdam UMC case study here.

Case: IT services

Wortell

Wortell believes that technology-driven organizations have the advantage. "We help organizations stay at the forefront through the smart use of Microsoft technology, so that they can continue to provide a great service to (new) consumers and employees. It is our mission to guide organizations through the entire process: from advice and implementation, familiarisation of end users (adoption) to carefree management."

Wortell has been doing this with more than 200 smart and passionate 'Wortellers', as their employees are called. "We're a real family and all a bit crazy." Every year, they hire another 40 new Wortellers. These new employees are prepared for their new job via Appical's onboarding app.

IT services

More than 200 employees

Did you know that...

...Wortell won the 2019 Onboard Award for "Best Onboarding Program"?

"Appical ensures that new hires experience an even smoother start and they really love that. The best compliment I got is when one new hire said that Wortell not only welcomes new employees with a warm bath, but also adds a bottle of champagne, luscious bath foam and great background music. Which Appical being the champagne in this case." - Friso Visser, Employer Branding Marketeer

The challenge:

1
They were looking for a way to give new employees a smooth start by informing them as well as possible about the organization and the journey they are taking at Wortell.

2
They were looking for a tool to create more contact moments in the employee journey and increase engagement, even before candidates are hired.

3
Is there a difference in the information needs per team. They were looking for a way to structure a personalized onboarding program per team.
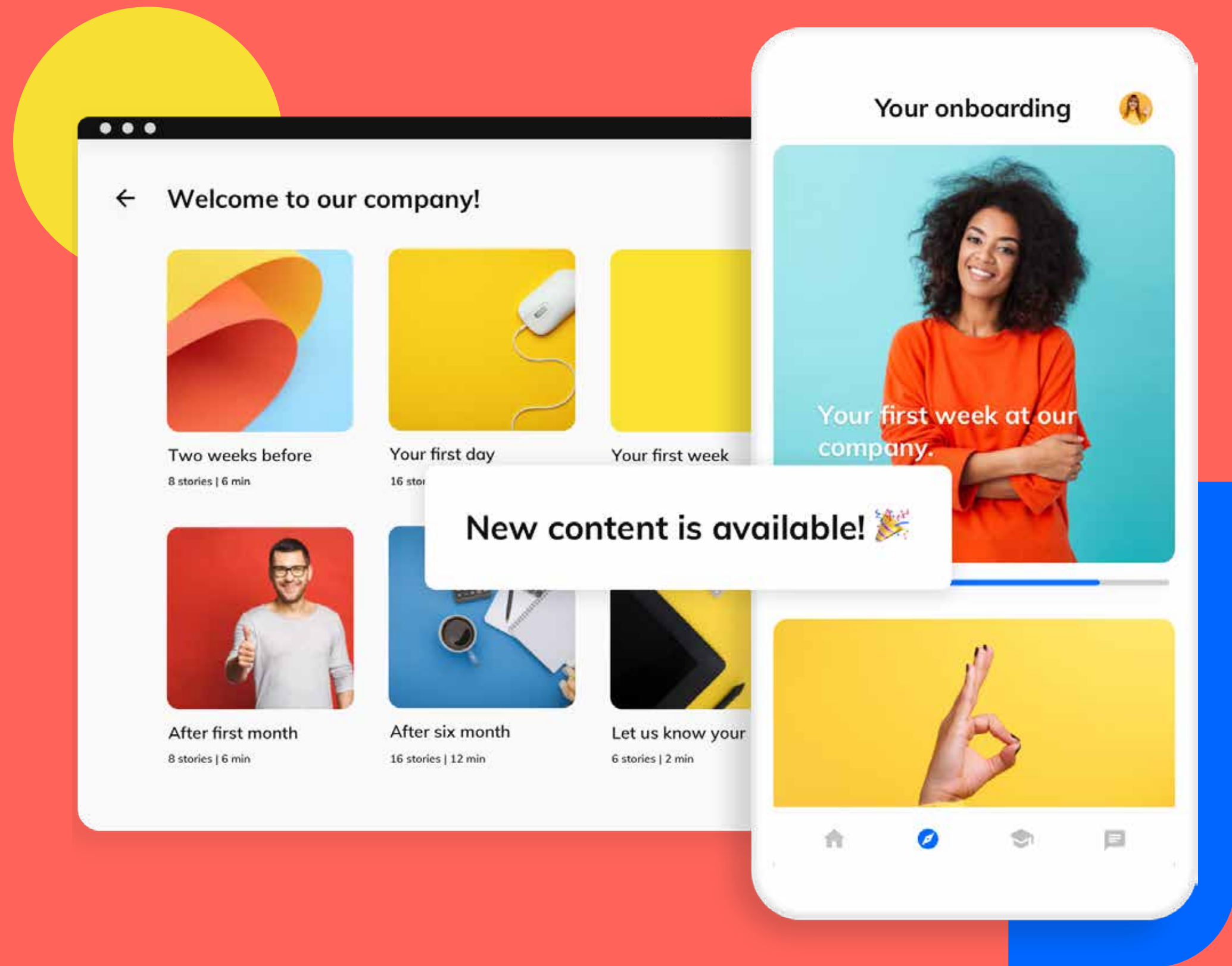
The solution:

● Candidates get access to Appical after the second interview. This ensures more contact moments in the candidate's journey of the candidate, and automatically creates more bonding with the organization.

● Thanks to the app, their employees have faster know-how of the organization. That way, they don't have to rediscover the entire organization and know where to go for what.

● Wortell notices that the new Wortellers are up & running within their team faster than before.

Want to know more about Wortell's onboarding program? View the entire case study and video here.

Digitize and improve your onboarding experience

- Easily build pre- and onboarding programs

- Create interactive and personalized content

- Follow the progress of new employees and the completion of tasks

- Collect feedback and improve your onboarding program

- Integrate with other HR systems

Discover Appical

Welcome to our company!

Two weeks before
8 stories | 6 min

Your first day
16 sto

Your first week

After first month
8 stories | 6 min

After six month
16 stories | 12 min

Let us know your
6 stories | 2 min

Your onboarding

Your first week at our company.

New content is available! 🎉