



Onboard new employees to increase productivity and engagement and reduce attrition

A Key Issues Paper from Lumesse





Turnover is massive - reduce yours through onboarding



Four per cent of new employees leave their job after a disastrous first day¹. Twenty two per cent of employee turnover happens in the first 45 days of employment². And quite a few people don't even turn up on day one.

Consider these statistics and it's easy to see why successful businesses view onboarding as a business necessity. Onboarding is the process of getting candidates onboard - and keeping them onboard - right from the moment they have accepted a job offer. The best onboarding starts as soon as the deal is struck and keeps going throughout the first year of employment. Some organisations choose to engage in activities with new hires before the role has even started. This is commonly known as pre-boarding.

Why is onboarding so critical to business success?

The ROI of a good onboarding strategy is huge. To demonstrate just how huge, here are a few more stats: best-in-class onboarding companies enjoy 91% retention of employees in their first year of employment, compared to 30% of laggards³. According to PricewaterhouseCoopers research, the average costs of replacing an employee are between 50%-150% of their annual salary⁴. This can rise up to 400% for key specialist or executive positions⁵. You don't want to risk paying this kind of money to replace someone you have only just hired.

Delve into the numbers a little further and onboarding becomes even more compelling. In 2012, average staff turnover in the UK stood at 12%⁶ - if you're an organisation of 5,000 people, then you have 600 people to onboard each year - the more hires you bring in, the bigger the cost savings if your onboarding process ensures they stick around. It's economies of scale.

That's retention, what about productivity? Well, 62% of those best-in-class onboarding companies reported employees hitting their first performance milestone on time in the first year of employment, compared to 17% of laggards⁷.

Companies that do onboarding well reap significant benefits:

- ♦ Faster productivity of new hires
- ♦ Increased employee engagement
- ♦ Increased retention and lower turnover costs

This is all a big impact on a company's bottom line and ability to succeed and thrive in a competitive, agile world.

^{1&2} Help New Hires Succeed: Beat the Statistics

<http://thewynhurstgroup.com/articles-and-resources/>

SHRM Presentation by The Wynhurst Group, April 2007 - See more at: http://www.hr.com/en/app/blog/2007/05/help-new-hires-succeed-beat-the-statistics_f24qxt5.html#sthash.Sp15MO7n.dpuf

^{3&7} Aberdeen Group. Strategic Onboarding 2013: A new look at new hires

<http://deliberatepractice.com.au/wp-content/uploads/2013/04/Onboarding-2013.pdf>

⁴ PricewaterhouseCoopers: Best practices for retaining new employees: New approaches to effective onboarding

https://www.pwc.com/en_US/us/hr-saratoga/assets/retaining_employees_onboarding.pdf

⁵ <https://www.linkedin.com/pulse/20141118095413-1092767-the-cost-of-employee-turnover>

⁶ Has job turnover slowed down? CIPD

http://www.cipd.co.uk/binaries/megatrends_2013-job-turnover-slowed-down.pdf



The 3 Pillars of great onboarding - What are they?

Forms Management



This is when organisations collect, manage and track all necessary forms from a central point. They are easily accessible to new hires, their managers, HR - whoever needs access to them

Forms that need to be completed by new hires can be done in advance, allowing them to get on with some real work on day one, rather than being bogged down with tedious admin. Automating the process ensures considerable time and resource savings for organisations. As it's done centrally, it is easy to create, save and find forms, roll them out across the entire workforce, meaning that no-one and no forms slip through the net.

Tasks Management



Organisations can assign tasks and task owners. They can manage and track those tasks and use them to kickstart other initiatives.

It is easy and simple to monitor internal and candidate completion of onboarding activities and everything can be done in real time. Organisations can ensure the right tasks are allotted to the right people, according to job role, location, duties, code and so on.

Socialisation



Then there's the socialization aspect. This is easily overlooked, but employees are much happier, more engaged and productive when they settle quickly into their new role and team.

A good onboarding portal not only gives newbies the information they need to know, but also reflects the company culture and values and helps them to meet the right people.

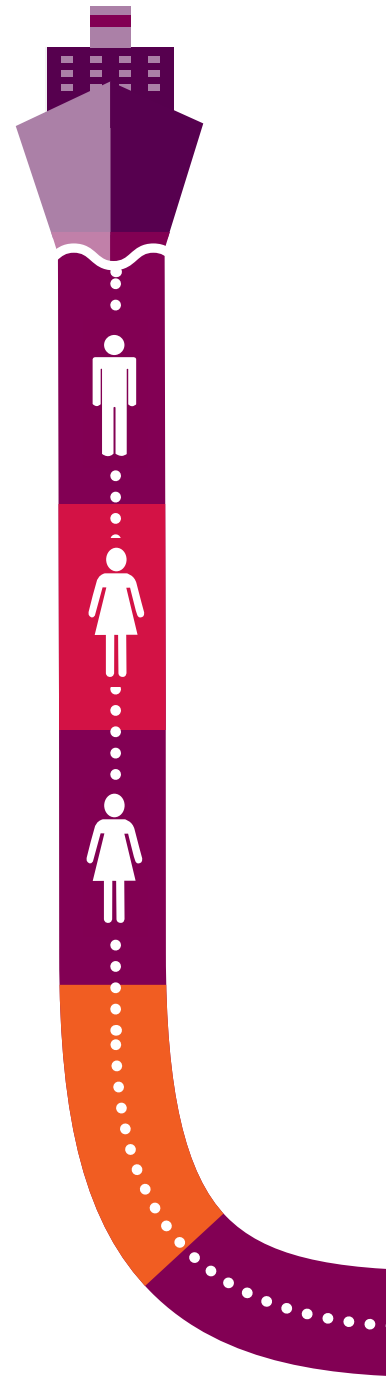
Don't forget contingent workers - they need onboarding too

Just as important is the onboarding of contingent employees. So much of the workforce no longer falls into the traditional 9-5 office-based category now. They might be contingent, part-time, home workers or in another country. With an onboarding portal, all that is required is a laptop and internet connection to get them started. It doesn't matter where employees are based, they still need access to all the right tools to be onboarded effectively and made to feel part of the team like everyone else.



What can you do to ensure your new recruits are onboarding well?

So, we've established how critical a good onboarding process is. Now it's time for our top tips to achieve the best ROI from your onboarding.



1.

Determine Ownership

Who will have strategic ownership of the onboarding process and who else needs to be involved? Is it an HR initiative? Make sure all strands of HR are involved - recruitment, payroll, L&D... They all have a part to play and need to play it well.

2.

Determine objectives

What do you want your onboarding process to achieve and how? Defining objectives is critical to the success of any initiative - use this process to determine what activities you undertake. If you have clear goals and milestones, you are more likely to hit them.

3.

Get the tech right

As with everything, technology is key. Processes need to be easy to use, intuitive, scalable and collaborative. Ease of use is so important, for new hires and line managers in particular. Choose your system well and tailor it to your needs. Integrate it with all your HR systems. Make sure the technology you evaluate has the 3 pillars (forms, tasks, socialization) covered.

4.

Automate everything as much as possible

It will save time and money and make sure even the smallest things aren't overlooked. Best-in-class onboarding solutions are known to increase HR efficiencies by 30%. Remember those economies of scale - the more people you onboard, the more you save through good, automated processes.

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5.

Personalise the experience

Onboarding happens differently according to job roles, locations and seniority. Executives need a different onboarding experience to line managers or entry-level hires, for example. To truly engage new hires, particularly really senior ones, the experience has to be personalised. The best technology can help you personalise each experience with tailored onboarding portals, serving different content to different new hires based on their role, location, departments, responsibilities and more. Flexibility is key.

6.

Start it early and keep it going

Start onboarding - or pre-boarding - from the moment the job offer is accepted. Keep in touch during 'the gap' period so that they start employment with you engaged and excited. Then keep it going once they have started through that critical first year - keep them engaged, get them up to speed and productive as quickly as you can.

7.

Include internal moves, merges and acquisitions

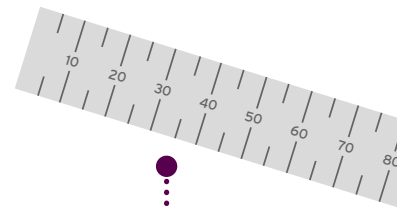
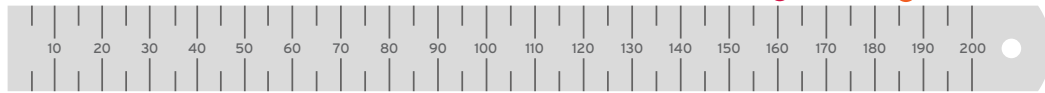
Don't overlook internal moves. Anyone going through a job change - a new role, a new department, someone returning from maternity leave - they all need to be onboarded in the most relevant way. Onboarding is also key during mergers and acquisitions. These are classic times for talent to leave or discontent to set in, but a positive, informative onboarding experience can alleviate this and help people integrate.

8.

Give visibility to managers

Start onboarding - or pre-boarding - from the moment the job offer is accepted. Keep in touch during 'the gap' period so that they start employment with you engaged and excited. Then keep it going once they have started through that critical first year - keep them engaged, get them up to speed and productive as quickly as you can.





9.

Measure Success

Conduct surveys to establish how successful your onboarding is. Measure it at the end of day one, week one, month one, six months, a year, however you want to do it, just make sure you do it. That way you will know what's working, what isn't and you can amend accordingly.

10.

Manage all transitions

It is easy to overlook but don't forget offboarding. This is what happens when an employee leaves your organisation. Like all experiences, it needs to be a good one so take care getting it right. Make it as smooth and positive an experience as possible and have the right technology to manage and deliver all forms and tasks. Use transition specific workflows and tailor the experience according to the individual. You need to maintain as good relationship with those leaving the company, for whatever reason, as those joining. You never know when you might want them back!

Lumesse Onboard by SilkRoad gives you a great ROI

We will help you attract, hire, engage and develop your employees. We care about their and your success. Lumesse provides solutions to more than 2,400 organisations in over 70 countries. We can help you deliver significant ROI in terms of new hire productivity and engagement.



To find out how Lumesse Onboard solutions could help increase your ROI, get in touch at at: www.lumesse.com/contact-us

About Lumesse

Lumesse provides Talent Solutions to more than 2,400 organisations in over 70 countries enabling them to engage and nurture the best talent in an ever-changing and demanding global environment. With our unique and highly adaptable Talent Solutions our customers are well prepared to capitalise on the fast evolution of new technologies and disruptive business conditions, making talent management their business advantage.

Lumesse Talent Solutions are optimised around customers' best practises and can be deployed in the cloud, hosted internally or externally. They are designed to meet all their global and local business requirements, giving them the edge in the race for talent, wherever they do business.

Each year, Lumesse Talent Solutions provide over 4.3 million performance plans, process more than 51 million job applications and fulfil more than one million vacancies, in addition to having delivered 100 million learning courses.

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