

# **EMPOWER YOUR MANAGERS TO OWN ONBOARDING**

**THE ONBOARDING MASTER GUIDE**

# CONTENTS

Introduction	3
Building your onboarding framework	5
How to build a great onboarding experience	8
Barriers to a great onboarding experience	10
Who really owns onboarding?	13
What does great onboarding really look like?	16
Empowering your managers to own onboarding	18
How Eventbrite became onboarding heroes	21
Get Ready for greatness	25
Sources	27

**40% OF ORGANISATIONS  
RATE THEIR ONBOARDING  
PROGRAMS AS LESS THAN  
MODERATELY EFFECTIVE<sup>1</sup>**

Your new hire arrives filled with anticipation and excitement on day one, only to discover someone's forgotten to organise their laptop and the warm welcoming party they're imagining looks like it's going to be confined to their imagination.

It's a common scenario, with research confirming 40% of organisations rate their onboarding programs as less than moderately effective.<sup>1</sup> With both HR and people managers busy with day-to-day business, and blurred lines between who should be doing what, the process of onboarding a new employee is easy to neglect .

A poor onboarding experience can affect not only a new hire's engagement levels but the whole team's engagement and productivity. Inconsistent and disappointing initial experiences could even tarnish your organisation's brand generally.

If your organisation isn't focused on onboarding, it's a huge missed opportunity. Research shows organisations that invest time and resources to improve the quality and scope of their onboarding process consistently outperform the rest (78% of those organisations investing in onboarding reported increases in revenue in the last fiscal year, 64% saw positive gains in the most of their organisational KPIs, and 54% saw significant gains in employee engagement metrics).<sup>2</sup>

With these clear advantages, perhaps it's time to take another look at how you do onboarding within your organisation? In this guide, we set out to discover what makes a good (and great) onboarding experience and how you can boost the success of your onboarding program (and your organisation's overall performance) by empowering your managers to take ownership of onboarding.

In the digital age, it may be easier than you expect to streamline processes, and create consistency and efficiencies, while building in that all-important part of any HR process – [human connection](#).

# BUILDING YOUR ONBOARDING FRAMEWORK

22%

Of employees say they'd look for another job if they didn't receive a good induction and onboarding while a further **41%** admitted they might look elsewhere.

51%

Of employees say they'd go "above and beyond" if they were given a good induction and onboarding, with another **33%** 'maybe' doing the same.<sup>3</sup>

## Getting set for success

Onboarding is the process that helps new recruits adjust to all aspects of their new role. It takes them from "newbie" status right through to being a fully productive employee, with a clear understanding of their role, strong working

relationships and a good grip on organizational culture. A good onboarding program comes from being clear on the goals of the process and covering off all key components of getting your new hires set up in their role.

Outlining your onboarding goals:

GOALS

1 PREBOARD

2 PAPERWORK

3 PROVISION

4 WELCOME

5 ORIENT

6 EXPECTATIONS

7 LEARN

8 EVALUATE

ITEMS TO CHECK OFF

- ☐ Excite the new hire and keep them engaged
- ☐ Begin learning and orientation
- ☐ Collect payroll information
- ☐ Ensure contract is signed and returned
- ☐ Organise IT setup
- ☐ Provide logins and set up systems
- ☐ Build relationship with team and manager
- ☐ Make the new hire feel special
- ☐ Learn what each team does
- ☐ Introduce the culture and ways of work
- ☐ Set clear project and performance goals
- ☐ Set professional development goals
- ☐ Kick off role specific training
- ☐ Deliver health and safety training
- ☐ Schedule weekly WIPs with manager
- ☐ Schedule monthly reflections
- ☐ Conduct annual 360 review

# HOW TO BUILD A GREAT ONBOARDING EXPERIENCE



# Mapping out your great onboarding experience

With onboarding having the potential to make a big impact on both employees and the entire organisation, why settle for a good onboarding program when you can create a great one? <sup>4</sup> Here are eight key items to ensure a great onboarding experience:

- 1 **Use the preboarding phase** to welcome your new hires and capture their enthusiasm: according to one study, 83% of high-performing companies begin their onboarding process before an employee's first day on the job.<sup>5</sup>
- 2 **Get the little things right:** a warm greeting at the door, having a workspace and access pass set up and ready to go, offering a list of nearby café recommendations – these are little things that can make a big impression.
- 3 **Minimise paperwork** through automation and self-service options: this also frees up your managers' time to allow more human connection throughout the onboarding process.
- 4 **Make the first day memorable:** don't bury your new hire in paperwork. Instead, make sure all introductions are covered, and make people (and perhaps food) a focus of the day.
- 5 **Evaluate and review:** most organisations don't measure the effectiveness of their onboarding programs, however measuring things like employee satisfaction and turnover rates means you're more likely to report stronger talent and business outcomes.<sup>6</sup>
- 6 **Emphasise cultural integration:** while 60% of HR professionals say the top purpose for onboarding is to integrate employees into the culture, people and culture are reported to make up less than 30% of the focus in programs.<sup>7</sup>
- 7 **Go beyond week one:** a great onboarding program doesn't drop off after a week or two – it celebrates milestones, ensures conversations are continued and maintains momentum.
- 8 **Keep the focus on outcomes:** While checklists are handy, a great onboarding experience always keeps the overall goals and strategy of the program in mind.

# BARRIERS TO A GREAT ONBOARDING EXPERIENCE

## Why many onboarding efforts fail

Despite the evidence of huge gains to be made by effective onboarding, a recent study of more than 350 organisations concluded that “despite this opportunity... few organisations effectively capitalise on it,” with 76% of HR leaders saying onboarding practices are underutilised in their organisation.<sup>8</sup>

11

So, why can't organisations get their act together and take advantage of the enthusiasm and anticipation a new recruit brings? The study identified five main challenges many organisations struggle with:

- **Inconsistency**

*With varying locations and roles, HR professionals say setting up a standard and consistent framework can be challenging. Inconsistencies between external and internal hires is also a problem, with 24 % of organisation having no strategy for “transboarding” internal hires.*

- **Confusing orientation with onboarding**

*Organisations are placing too much emphasis on new hire paperwork and not enough on strategic activities for long-term success. Also, more than a third of organisations say onboarding lasts from just a few hours to only one week. Only 10 % see it as a year-long or ongoing activity.*

- **Lack of capacity and bandwidth**

*Fifty-seven percent of survey respondents believe managers lack the time and bandwidth to support, implement and improve the onboarding process.*

- **Inadequate resources**

*The good news is onboarding technology can compensate for lack of capacity and inconsistency, by streamlining processes and reducing the administrative burden – however, 39% of companies say they have insufficient technology to automate or organise the onboarding process.*

- **Passing the buck**

*Who is accountable for the success (or failure) of onboarding? With programs not consistently delivered or measured, it can be difficult to maintain accountability.*

4%

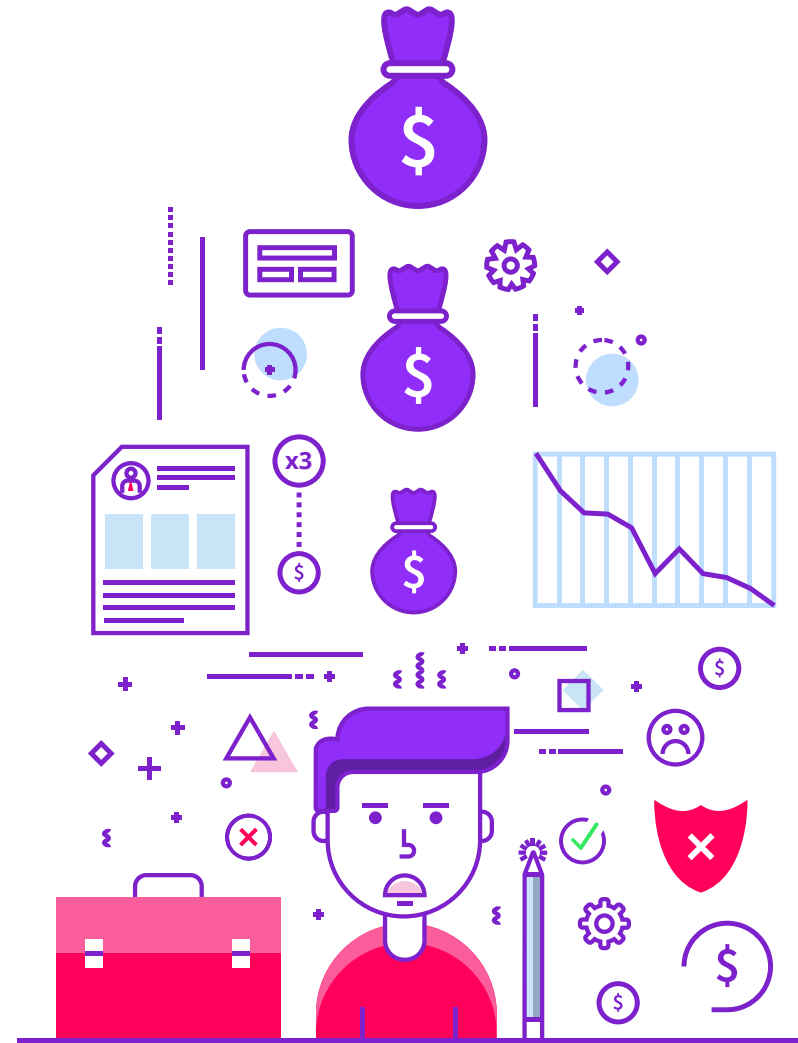
of new employees  
leave a job after a  
disastrous first day.

22%

of staff turnover  
occurs in the first  
45 days after  
starting a job.

Losing an employee in  
the first year of employ-  
ment is estimated to  
cost at least their salary<sup>9</sup>

x3



WHO  
REALLY OWNS  
ONBOARDING?

## Responsibility should be shared

The first step in overcoming the barriers to a great onboarding experience, is looking at this key question: "Who really owns onboarding?" Is it the domain of your HR team? Should managers be more accountable? If you look at the overall goals of a great onboarding program – cultural integration, role clarity, career clarity and more – it's clear that it's a lot more than just an administrative process and a lot broader than an HR initiative. It's an organisation-wide process.



"WHEN AN EMPLOYEE HAS THE OTHER ISSUE I FACED WITH SCALING OUR ONBOARDING WAS THAT THE MANAGERS IN EACH REGION WEREN'T CLEAR ABOUT WHAT WAS EXPECTED OF THEM DURING EMPLOYEE ONBOARDING. AND NOT ONLY THIS, THEY ARE SO BUSY WITH THEIR JOBS THAT ONBOARDING FELL TO THE WAYSIDE"

ADRIENNE BRABANT, LEARN. & DEV. PROGRAM MANAGER  
EVENTBRITE

It follows that onboarding can't be HR's full responsibility. Other key players, such as business leaders, hiring managers, IT, security, and team members, all have an important role to play in helping any new hire adjust.

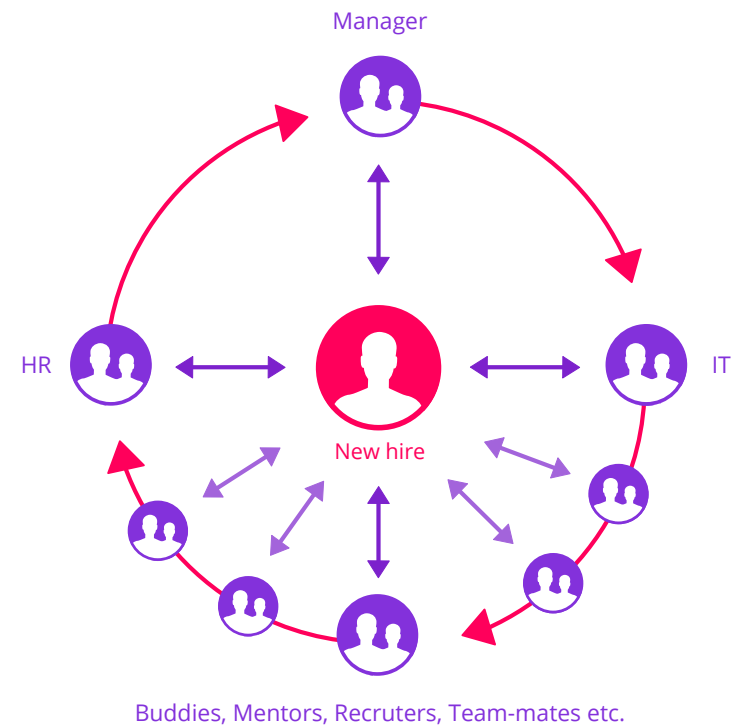
The new hire's manager is, of course, a crucial part of the plan and will have a large influence on the new hire's experience. However, most managers are struggling with time and bandwidth.

## SO, WHAT'S THE SOLUTION?

Delivering a flawless onboarding experience means making sure each person does their bit. Managers account for 70% of the variance in employee experience, so mastering this is essential. However other issues, such as provisioning and learning methods can either add or detract from the overall experience.

By looking at the journey through the lens of both the business and the employee, facilitating communication across departments, empowering managers and automating manual tasks you can create onboarding experiences that wow, at scale.

## Creating an onboarding that WOW's



WHAT DOES  
GREAT ONBOARDING  
REALLY LOOK LIKE?



# Beyond the checklist

Your organisation may have an onboarding checklist. Checklists are certainly worthwhile, but who really sticks to a checklist?

Remember, a good onboarding experience is one that achieves its goal in creating a fully productive employee, with a clear understanding of their role, strong working relationships and a good grip on organisational culture

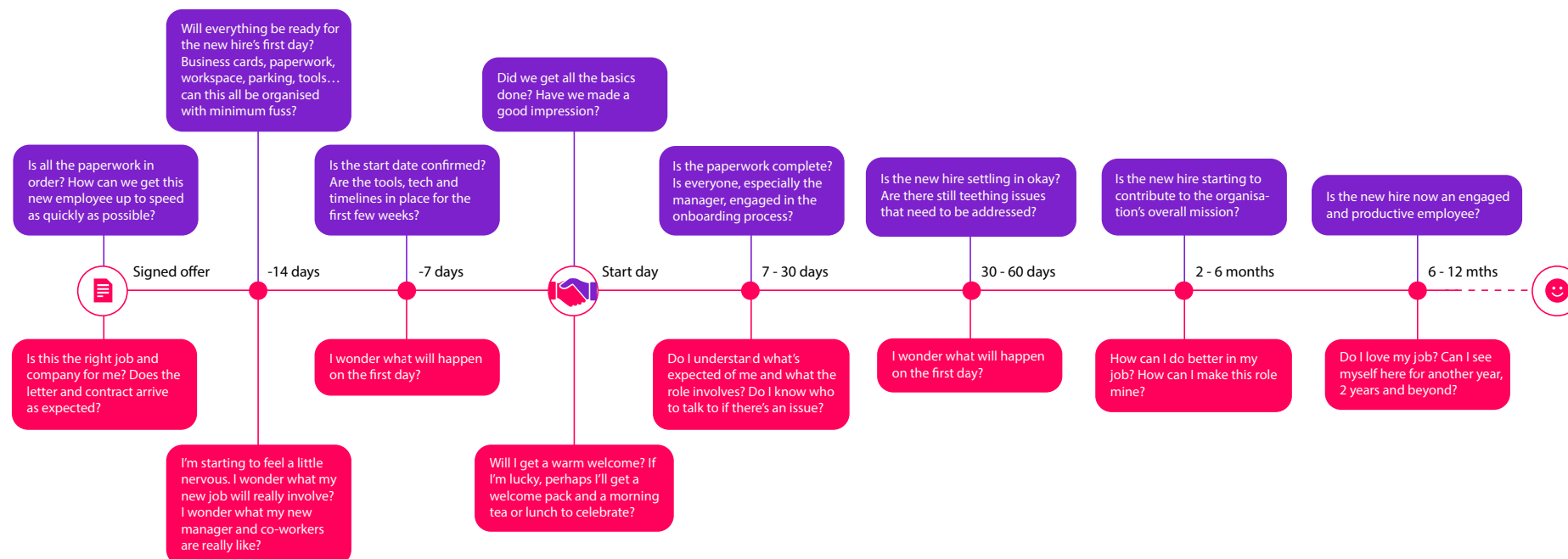
– merging both the needs of the business and the new employee.

To make sure your onboarding program is ticking all the right boxes for success, try thinking about the onboarding experience from both the business and employee point of view. What do they really need each step of the way? Does your program address all the key questions and concerns?

17

## Key questions & concerns

### THE BUSINESS



### THE EMPLOYEE

# EMPOWERING YOUR MANAGERS TO OWN ONBOARDING

## Changing the perception

So, this all sounds great in theory – HR teams and managers working collaboratively and harmoniously towards a great onboarding experience and outcome – but how do you actually convince your managers to roll up their sleeves and get more involved in onboarding?

The key is to challenge and change their perception and understanding of the onboarding process and to simply make the process easy for them.

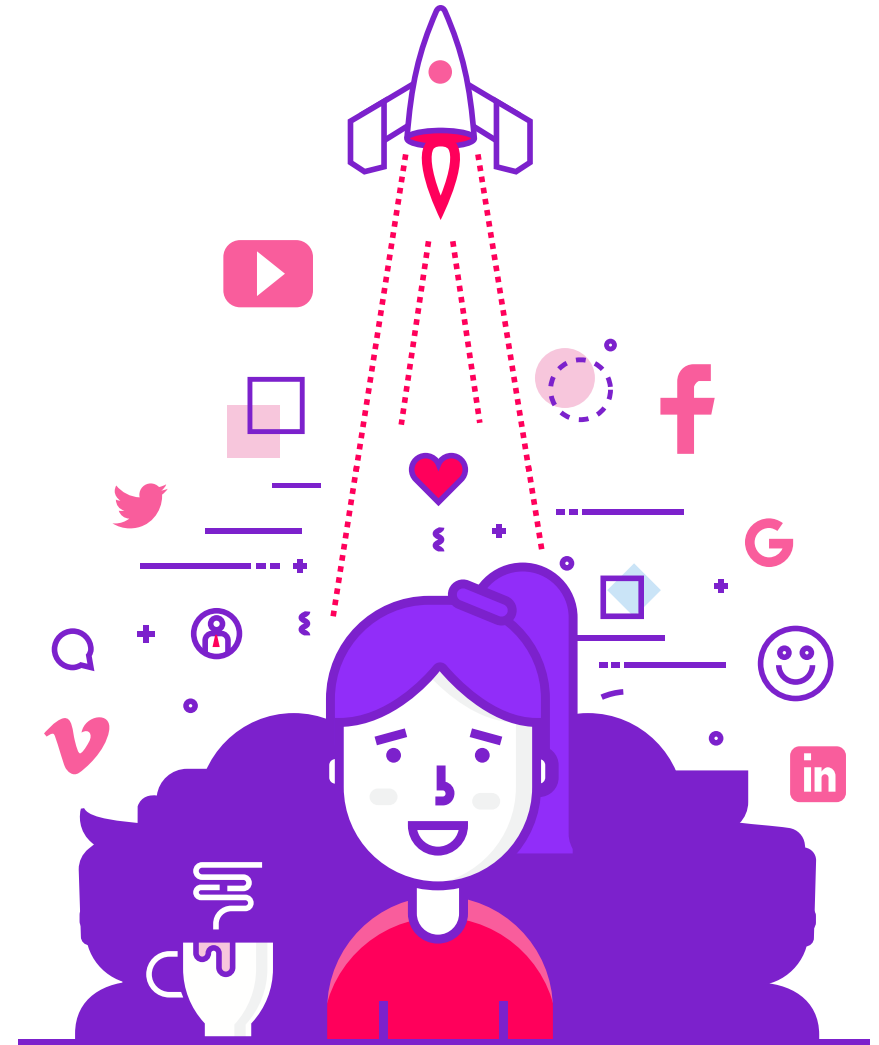
Here are some strategies to start bringing your managers on board today:

- *Educate managers on the strategic importance of onboarding: it's no longer an administrative process but a critical phase in the employee journey that can have an organisation-wide impact on things like engagement and productivity.*
- *Build a business case using the latest stats to show managers how a great onboarding program can help them achieve their KPIs and boost business.*

"ENBOARDER MAKES IT REALLY EASY FOR OUR MANAGERS TO PROVIDE AN AWESOME ONBOARDING EXPERIENCE AND I GET ULTIMATE INSIGHT INTO PARTICIPATION. OUR MANAGERS FEEL MUCH MORE SUPPORTED AS THEY ARE COACHED TO PROVIDE THEIR STAFF WITH ONGOING SUPPORT AND DEVELOPMENT RATHER THAN HR IMPOSING ADDITIONAL PROCESSES ON THEM THAT THEY HAVE TO REMEMBER TO DO"

ADRIENNE BRABANT, LEARN. & DEV. PROGRAM MANAGER  
EVENTBRITE

- *Iron out any frustrations* by asking managers for input during the development, implementation and review of your onboarding program.
- *Get the whole team involved* in onboarding: a buddy system, for example, can help free managers from time-consuming or mundane questions that other team members are well-equipped to answer.
- *Be smart with technology:* automation can take away the administrative tasks that make managers disengage with the process, and can deliver items to be actioned at the right time (so it's less tempting to ignore the onboarding to-do list).



# HOW EVENTBRITE BECAME ONBOARDING HEROES



## In search of a better onboarding experience

Since 2006, ticketing and event technology platform Eventbrite has grown from warehouse start-up to the technology behind millions of events in 170 countries around the world. The company now employs 900 people in 11 countries and has been recognised multiple times on Fortune's Best Workplaces lists.

"OUR EXISTING TECHNOLOGY DIDN'T PROVIDE A COMPREHENSIVE ONBOARDING SOLUTION AND WAS TOO DIFFICULT TO NAVIGATE, AND I HAD NO WAY TO HELP THE MANAGERS PROVIDE A STANDARDISED ONBOARDING EXPERIENCE"

ADRIENNE BRABANT, LEARN. & DEV. PROGRAM MANAGER  
EVENTBRITE

## Growth brings onboarding scaling issues

This rapid growth meant Learning & Development Program Manager, Adrienne Brabant, was having challenges scaling an engaging onboarding process across the globe.

Adrienne was manually onboarding employees on a weekly basis with an email and an attached keynote presentation (which required manual editing and a spreadsheet for tracking!) It's no wonder this cumbersome process made her feel she didn't have the time or tools to be able to send half the information she would have liked to the new employees or managers during this process.



### Participation

Increased manager engagement and participation



### Time

Automate laborious HR tasks to save time



### Creativity

Implement big ideas and blue-sky thinking

"WHEN AN EMPLOYEE HAS SIGNED THEIR CONTRACT WE CHANGE THEIR STATUS TO 'HIRED' IN LEVER. THIS AUTOMATICALLY PUSHES THEM INTO THE RELEVANT WORKFLOW IN ENBOARDER. THE DOCUSIGN INTEGRATION AUTOMATES THE DELIVERY OF ALL THE NECESSARY PAPERWORK, AND LETS US TRACK WHAT HAS AND HASN'T BEEN COMPLETED IN THE ONE PLATFORM"

ADRIENNE BRABANT, LEARN. & DEV. PROGRAM MANAGER  
EVENTBRITE



## Better onboarding with Enboarder

Eventbrite now uses Enboarder to manage all their employee, manager, and new hire buddy communication during the pre-boarding and onboarding phases of the employee lifecycle across the globe. And integrations make the whole process more efficient.

Adrienne has not only clawed back precious hours in her working week, but has achieved her goal of delivering more relevant and exciting information to new employees by adding in pre-boarding and onboarding communications for the new employee. She's also now boasting a 73% manager engagement rate across all their workflow communications in their first six months.





GET  
READY FOR  
GREATNESS

## Making managers look like rock stars

The difference between good and great is sometimes just a little extra effort. So it's worth taking the time to answer the questions we've raised in the eBook and re-evaluate your approach to onboarding.

Does your program take advantage of preboarding?  
Have you investigated tech solutions that can free up your time, create a consistent framework and allow you to focus on creating a truly memorable onboarding experience?  
Do you evaluate the success of your program?

By answering these questions and focusing on a new hire's journey, the goals of onboarding, and manager engagement – rather than just taking an administrative or checklist approach – you're setting up your organisation, managers and new hires for greatness.

[Find out more](#)

**"ENBOARDER CREATES  
ENGAGING ONBOARDING  
EXPERIENCES FOR TODAY'S  
DIGITAL GENERATION"**

BRENT PEARSON, CEO & FOUNDER  
**ENBOARDER**

# SOURCES

- 1 Training: [New hire onboarding as a driver of employee engagement](#)
- 2 Training: [New hire onboarding as a driver of employee engagement](#)
- 3 Hays: [Staff engagement ideas for action](#)
- 4 Kronos: [New hire momentum: driving the onboarding experience research report](#)
- 5 Work Institute: [Set the stage for long term employee success](#); Aberdeen group: [Onboarding 2013](#)
- 6 Kronos: [New Hire Momentum: Driving the Onboarding Experience Research Report](#)
- 7 Kronos: [New hire momentum: driving the onboarding experience research report](#)
- 8 Kronos: [New hire momentum: driving the onboarding experience research report](#)
- 9 Bersin by Deloitte Research: [Strategic Onboarding Can Help New Hires “Get Off on the Right Foot” and Provide an On-ramp to Long-term Employee Success](#)

<http://www.hci.org/blog/missing-link-your-employee-experience-your-managers>

[http://www.hci.org/onboarding\\_research](http://www.hci.org/onboarding_research)

<https://www.cognology.com.au/new-research-on-onboarding-and-employee-success/>

<https://hbr.org/2017/06/your-new-hires-wont-succeed-unless-you-onboard-them-properly>

<http://www.brandonhall.com/blogs/new-research-reveals-impact-strategic-onboarding/>

<https://workinstitute.com/solutions/onboarding-studies>

<https://enboarder.com/how-it-works/>

<https://www.forbes.com/sites/williamvanderbloemen/2017/03/16/how-to-build-an-effective-employee-onboarding-system/#1e1d6d413a6f>

<https://www.ivanti.com/blog/really-owns-employee-onboarding-offboarding-show-ownership>

<https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/onboarding-key-retaining-engaging-talent.aspx>

<https://trainingmag.com/new-hire-onboarding-driver-employee-engagement>

<https://www.cognology.com.au/weve-got-the-science-on-successful-onboarding/>

<https://www.hcamag.com/opinion/best-practices-for-new-employee-onboarding-176865.aspx>

<https://www.prnewswire.com/news-releases/bersin-by-deloitte-research-strategic-onboarding-can-help-new-hires-get-off-on-the-right-foot-and-provide-an-on-ramp-to-long-term-employee-success-746324006.html>

