

# The Essentials of Employee Onboarding

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# AGENDA - ONBOARDING

- **Definition / Statistics**
- **Stakeholders**
- **Advantages/Disadvantages**
- **10 Best Practices**
- **Automated Systems**
- **Measuring Success**
- **Conclusion / Questions / Comments**

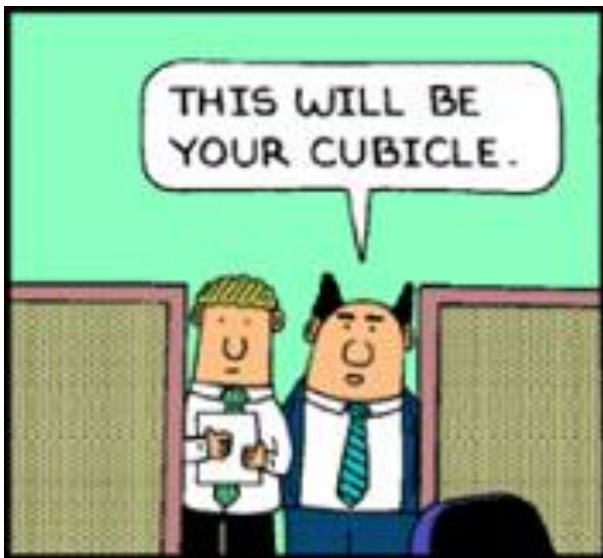
# WHAT IS ONBOARDING?

# TEXTBOOK DEFINITION?

**Wikipedia calls onboarding “organizational socialization” - the mechanism through which new employees acquire the necessary knowledge, skills, and behaviors to become effective organizational members and insiders**

# BUT WHAT IS IT?

- **New hires adjust to their jobs**
- **Knowledge, skills, and behaviours**
- **Organizational members and insiders**
- **Social and performance aspects**
- **Necessary resources and culture**
- **Productive and contributing members**
- **Crucial to retaining new staff**



# IMPORTANCE/STATISTICS (FROM VARIOUS SOURCES)

# IMPORTANCE/STATISTICS

- **New employees were 69% more likely to remain at a company up to three years.**
- **35% of companies spend zero dollars on onboarding, while spending an average of \$11,000 in hiring someone.**



# IMPORTANCE/STATISTICS

- **60% of companies indicated that they do not set any milestones or concrete goals for new hires to attain.**
- **71% of companies are currently in the process of updating their onboarding programs**

# IMPORTANCE/STATISTICS

- Half of all senior outside hires fail within 18 months in a new position (SHRM)
- Half of all hourly workers leave new jobs within the first 120 days (SHRM)
- 86% of new hires make their decisions to stay or go in the first 6 months of their job

# WHO ARE THE STAKEHOLDERS?

# STAKEHOLDERS

- **Employees – new and existing**
- **Manager(s)**
- **Owner(s)**
- **Shareholders**
- **Co-workers**
- **HR**
- **Need to get buy-in from everyone!**
- **Anyone else?**

# ADVANTAGES OF AN ONBOARDING PROGRAM

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- **Good PR**
- **Can only make a good first impression once**
- **Will result in referrals**
- **Lower turnover/improved retention**
- **Employee “feels good” that company has taken time to do it right**
- **Better morale**
- **Others?**

# DISADVANTAGES OF AN ONBOARDING PROGRAM

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- **Cost/budget**
- **Senior management support**
- **Unique requirements make it difficult?**
- **Time**
- **Lack of automation**
- **Others?**



# DESIGNING A PROGRAM

# EFFECTIVE ONBOARDING PROGRAM

## Tailored

- **Role/job**
- **Department**
- **Location**
- **People**
- **Culture**
- **Full-time or part-time, contract, student, etc.**

# EFFECTIVE ONBOARDING PROGRAM

- Is it flexible enough to change mid-way through?
- How long should it last?
- Group or individual?
- Formal or informal?
- Short or long training?
- Online? Seminars? Webinar?
- Lectures?
- Videos?

# EFFECTIVE ONBOARDING PROGRAM

- Printed materials or computer-based orientations?
- Mentor? One on one? Group?
- Executive buy-in?
- Put yourself in their shoes?
- Who is responsible?
- Time frame?
- Employee takes responsibility/ownership?
- Anything else?

# 10 BEST PRACTICES

# Best Practice #1

**HOW THEY  
WANT IT  
DELIVERED /  
OPTIONS!**

## Best Practice #2

**CONNECT  
EMPLOYEE'S  
WORK TO  
ORG'S GOALS**

## Best Practice #3

**DON'T HAVE TO  
BUILD A HUGE  
TECHNOLOGICAL  
PROCESS**



## Best Practice #4

**HOLD PEOPLE  
ACCOUNTABLE**

## Best Practice #5

# TAILOR TO INDIVIDUAL & POSITION

# Best Practice #6

**PLAN PLAN PLAN AND DON'T  
STOP!**

- BEFORE PERSON STARTS**
- DURING THEIR FIRST 90 DAYS**
  - AFTER 90 DAYS**

## Best Practice #7

**TREAT THEM LIKE  
YOU WOULD WANT  
TO BE TREATED!**

## Best Practice #8

# ONE-ON-ONE TIME

## Best Practice #9

# STRESS IMPORTANCE TO MANAGERS

# Best Practice #10

# VARIETY!

# AUTOMATED ONBOARDING



# Advantages of Automated Onboarding

- Cuts down on admin time
- Cuts costs
- Enhances productivity
- Improves data quality
- Keeps on track
- Automated forms
- More effective communication
- Can measure processes
- More accessible to stakeholders

# Disadvantages of Automated Onboarding

- **Costs**
- **Time**
- **Design something that won't be used**
- **Too complicated**
- **Little perceived benefit**
- **Packaged vs. Designing in house?**
- **Any others?**

# SOFTWARE AVAILABLE

## In the Cloud Options Available

- **Icims Onboard**
- **Clear Company**
- **Bamboo HR**
- **Others?**

# HOW TO MEASURE SUCCESS?

# Measuring Success

- **Turnover year before and year after**
- **Cost to implement the program?**
- **Asking employees how effective it was?**
- **Set objectives before starting**
- **Report results to management**
- **Other ways to measure?**

# Why Onboarding Doesn't Work

- No buy in from management
- Interpersonal skills
- No follow through
- No commitment
- Don't have experience
- No budget
- Manager isn't confident
- Lack of time
- Other?

**FOR YOU:**  
**WHAT ARE YOU DOING**  
**IN YOUR**  
**ORGANIZATION?**

# CONCLUSION

- **Get Stakeholders on board**
- **Tailor it**
- **Communicate**
- **Automate**
- **Measure success**
- **Adapt as needed**



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# Questions & Final Thoughts?

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# Thank You For Attending!