

# Onboarding 3.0

## The New Battleground for Talent

### Whitepaper

Building Talent Communities for **sustainable** relationships

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## We're only just starting the journey

Over the past 12 months the conversation about onboarding has evolved. We've been talking for a long time about making it less process driven and now it's finally starting to happen. Organisations are recognising that the best hires are won and lost by their behaviour post-offer.

Candidates are regularly accepting multiple offers and making their decision closer to start date or, worse still, keeping their true judgement about their commitment to the firm a secret until their first few months' service is out of the way. Switching to a new company doesn't faze them when your organisation doesn't even need to appear on their CV!

In response, major employers are ramping up their onboarding activity. For example, PwC has recently recruited a 'First Five Year Manager' in recognition of the need to do more to support young recruits, the aim being to combat significant turnover especially in early-career hires.

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EY has launched a new student recruitment process with an aim to better bridge the transition from education to employment for the next generation of employees. EY says they've recognised the extent to which starting a new job increases stress and is providing new starters with a buddy and counsellor to help them navigate the organisation in their early days.

This is great news and takes the conversation beyond process, AND beyond the limitations of technology, which too frequently dictate how moments like onboarding take shape.

Ownership for onboarding has often been the topic of some discussion, falling between the cracks as a candidate becomes an employee. Or worse still, it is perceived as a manual and onerous compliance process rather than the beautiful engagement experience it really could be. In this paper, we explore where onboarding begins and ends and what it looks like from a non-process driven perspective. Onboarding is one of the 'moments that matter' in the employee experience and at Hollaroo we believe it's the new battle ground for talent. Source: Onboarding is Overlooked, Allegis Group.

54%

of candidates say they were somewhat or very likely to leave an organisation based on a poor onboarding experience

56%

of candidates are somewhat or very likely to discourage others from applying if the company provides a poor hiring experience

81%

of candidates would encourage others to apply if the hiring experience was positive (even if they didn't get the position)

Onboarding is one of the 'moments that matter' in the employee experience and it's the new battle ground for talent.



## When does onboarding begin and end?

### The beginning

The vast majority of the recruitment activities, narratives and budgets are still focused on the short term says Chat Talent blogger Stan Wasowicz. The outcome is that recruiters are “saturating job boards, cluttering up social media timelines, spamming online search results, and blowing up in boxes of disconnected and unresponsive candidates.” Harsh but fair.

Onboarding starts long before an individual becomes an applicant, even before they become a job seeker. Brand building and awareness raising with passive talent who ‘Won’t Apply Now’ need longer-term thinking to yield the best results for businesses.

### Managing the beginning of the journey

It’s time to recognise that jobseekers are ever increasing in their sophistication. Now that’s not to suggest they were unsophisticated before. But the approach we as employers encouraged them to take was definitely that.

We would typically provide either a customer facing view of our business – through our website or media outreach - or the experience of buying our services or products. Then, when it came to a job, we would simply throw out a whole host of jobs at the point they were already vacant.

Evolution was the creation of career pages or portals, designed to bring alive the internal culture – but still sanitised to give our ‘best view’ of the world inside our organisations. So, as a result, job seekers became increasingly mistrusting of the reality behind the doors and searched out the Trip Advisor style honesty of the environment. And, worse still, they probably didn’t present you with their own heart, spirit and aspirations. Frankly – the worst kick-off for any long-term relationship!



## Job Seekers want and need to see the reality

So, it's time for organisations to realise that job seekers want and need to see the reality (how organisations look without their make-up on!) of the environment, culture, challenge, interactions, pressures, opportunities – so they can make their own decisions on whether it fits their life plans. So, as a starter for ten



Build awareness in your target talent pools even when there is no hiring need



Create a place where people can create dialogue and ask questions about your organisation as an employer without it being connected to a vacancy



Use technology to make the process seamless from first engagement to application stage

## The end

Brand experience continues to build as a new employee settles into their role. “What happens in the beginning of a new role has a long-lasting impact. Will you recommend it as a desirable place to work? How you will describe it to others?” The answers to these questions are being formed during the early days.

Onboarding is often focused from the offer stage and into the first 90 days – minimising the risk of losing people before they start. Rather than coming to an abrupt end once employees are on-the-job, successful onboarding transitions seamlessly into engagement and development.

The relationship an organisation has with its employees should be smooth and consistent if it’s going to endure the test of time! Now we’re not suggesting that transitioning between recruitment, HR, line managers, learning teams and beyond, won’t have its challenges. But, with a carefully thought through approach, the experience can be so much more consistent, enduring and less impacted by individuals or opinions. Altogether fairer and more genuine than ever before.

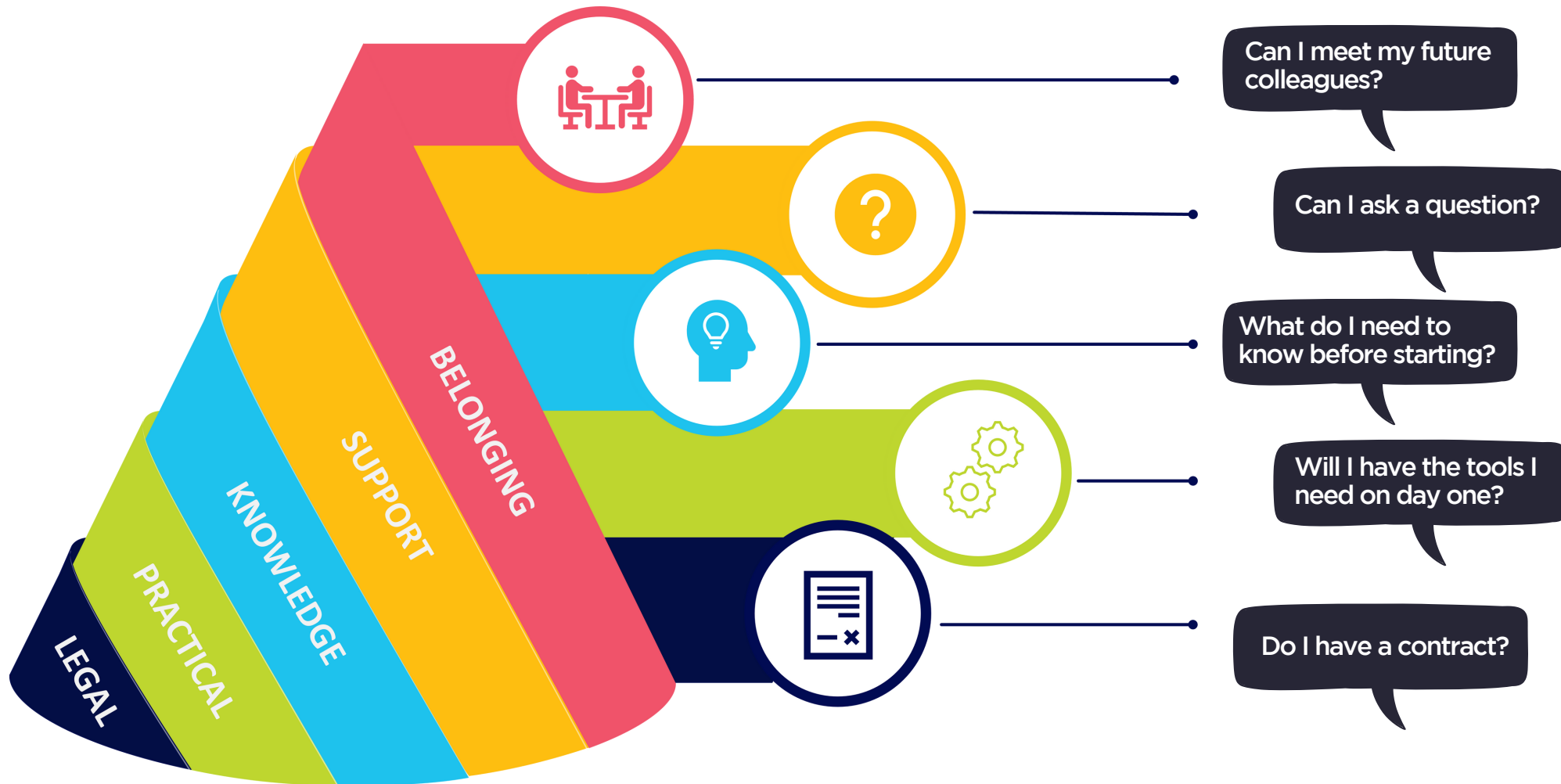


## Top tips for managing the end of the journey!

- ➔ Think of onboarding as a moment in the HR workflow rather than a process that is ‘done’ to new recruits. Technology can support you at each transition point.
- ➔ Allow communication to have continuity by extending the communities you’ve built to include external talent, new recruits, existing employees and managers.
- ➔ De-couple your onboarding philosophy from your ATS which may push process over the employee experience



## The Hollaroo onboarding hierarchy of needs





## Hierarchy of needs

In the Hollaroo onboarding hierarchy of needs, belonging is at the top of the pyramid. This relates to culture and strategy, to an individual's future and their emotional requirements.

Support, knowledge and practical support all form part of the pyramid. Contractual issues, which all too often are at the centre of onboarding, are at the base of the pyramid. Essential but not addressing the most pressing needs of the individual.

Taking this approach enables organisations to address elements of onboarding at the right time and to allocate the right amount of resource to them.



### Why great onboarding is better for D&I

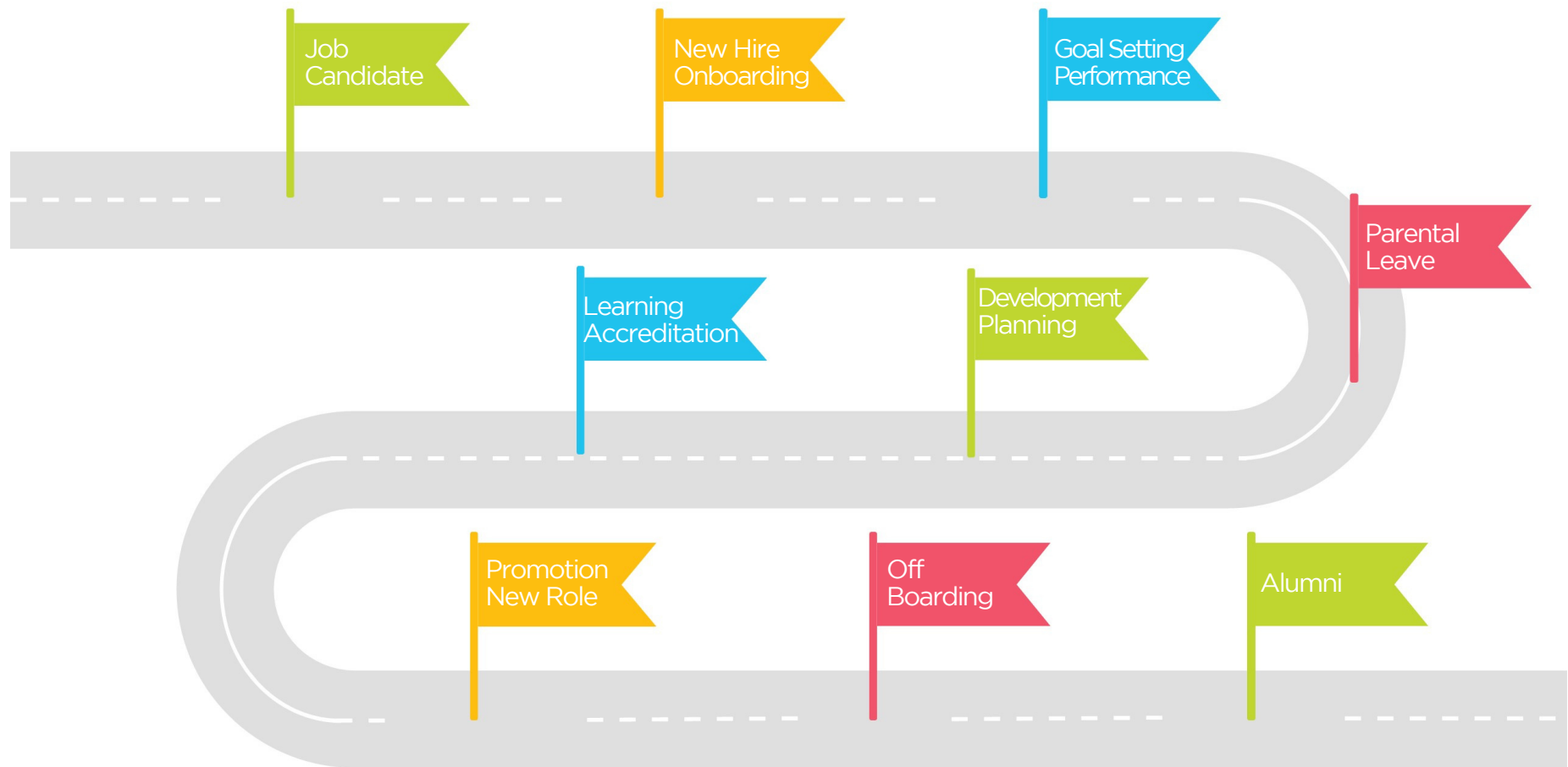
Individuals have a range of needs and wants even in their communication style. Different people with different neural networks will want to interact with your organisation in different ways – some prefer to speak, to read, to watch videos, to do research in their own time, to chat face to face with others. Therefore, thoughtful interaction, that allows for individual preferences, is good for fairness.





## Making onboarding **a moment that matters**

Onboarding is frequently recognised as a weak link in the equation, says talent management firm Allegis: “For years, companies have struggled to provide a positive experience for new workers in the onboarding process. Many of the challenges stem from a lack of a people-centric workflow and a check-the-box mentality.”



Source: HR Technology Market 2019: Disruption Ahead, Josh Bersin

## Think differently

In order to think differently we need to think about onboarding as a **moment that matters** rather than a check-box exercise:



### **CONNECTING SOCIALLY**

Connecting socially will help your new hire understand the culture or politics. So, before a new hire starts, think about who that person needs to know to be successful? Consider how you can start to facilitate this before day one.



### **RECOGNISE THAT EVERYONE IS DIFFERENT**

We communicate using our most favoured sense. So, use that knowledge to ensure your approach is right for everyone. For example, if someone is reflective then don't put them on the spot and expect them to answer your immediate questions in a webinar. It's not rocket science!



### **TRACKING INTERACTION AND ONLINE BEHAVIOUR**

Should be used to act as an early warning signal rather than just informing historical behaviour. If you can't take action – what's the point in reporting dissatisfaction?



### **BUILD INTERACTION OVER TIME**

As a relationship develops the opportunity to interact, segment & input is likely to change. As an employee develops their own physical network groups, why shouldn't they build online communities too? Make sure your technology facilitates that without overt HR control which can be focused towards hierarchy rather than value through the eyes of the individual. What's the harm in setting up a group with a common, passion or conversation. thread?



### **ONE SIZE DOESN'T FIT ALL**

Or at best, segmenting senior leadership Vs the rest of the world. Internal communication, candidate & employee communication need to be far more carefully thought through, and subtle. Every cohort, team, joining group, project team should have their own 'journey' built to suit their needs. Of course, this doesn't need to be onerous or time consuming to build – but some sensible UX design will ensure all needs are met.

## Overcoming the limitation of tech

The HR tech market is booming but onboarding tech currently only accounts for 8.2% of global spend. This will surely increase during 2022 and we'll see it occupy a larger share of the market by 2023. Technology does have a role to play in onboarding but much of the tech on the market is only starting the journey.

A differentiation between technologies that facilitate a part of the onboarding process is now needed. Deloitte's 2019 Tech Trends sums this up:

Engagement 1.0	Engagement 2.0	Engagement 3.0
The top-down annual engagement survey	Pulse surveys with intelligent sensing	Intelligent, nudges, focus on everyone
Once per year Focus on Management Benchmarked annually Rigid questions asked year after year	Agile surveys as need Feedback on mobile or apps AI-based actions plans Immediate feedback	Many sources of data Recommendations driven by nudge and suggestion Open HRMS, ONA and other behaviour data
Focus on benchmarking	Focus on feedback	Focus on behaviour change
Survey Technology	Web, mobile, analytics	AI, nudges, real-time sensing



**A few questions to consider as you configure your onboarding process using tech:**



Is your approach limited by the creativity of your ATS? Successful onboarding has a longer timeframe than many systems allow for. If so, there are solutions that will integrate and work alongside it.



Can you network, and build relationships with contract and gig workers as well as permanent employees? Can you make them feel connected to your organisation and keep track of the best ones for the future?



Do all new joiners, including internal hires and remote hires, experience the same positive, consistent experience regardless of their location?



Is your approach configured for the long-term? The best relationships are built over time. Firstly, bringing the right people together in context. Then, developing a genuine connection at the right pace.



Does your onboarding journey allow for preferences in communication, personalisation and individual learning styles? At each stage of being informed, engaging and connecting, can you tailor the experience to suit a candidate's needs?

## Start conversations, build relationships



The latest technology means that you can create an onboarding journey without making any compromises. Hollaroo's platform enables you to configure onboarding that is consistent, fair, engaging and personalised even at scale. We've done this for Capgemini with significant ROI.



## Capgemini Case Study

Capgemini deployed Hollaroo's Onboarding solution initially in the UK, Norway, Sweden and Finland and are looking at a global programme roll-out. By making content available in a portal called BeReady, which can be consumed at a time and place to suit the individual, onboarders can prepare for day one.

- ➔ 10% reduction in attrition by introduction of the portal and a further 40% by pro-active intervention
- ➔ Candidate satisfaction increased from 75% to 90%
- ➔ Onboarders visit the portal 10 times on average before they join their induction day

“ We were delighted when it had such a positive impact - firstly with our experienced hire community and latterly with graduates and apprentices ”

“ This is by far the most professional and organised new joiner process I have experienced. Great work guys and I'm super excited to be part of the overall Capgemini UK team ”

With statistics like these, it's vital for organisations to start thinking about how much poor onboarding is costing your organisation.



The average time for a new employee to reach full productivity is 20 weeks for professionals and 26+ for executives



Most employees (90%) make the decision to stay with a company within their first six months on the job



The cost of employee turnover is estimated at 150% of salary

Source: Getting Strategic about onboarding, Deloitte

The Hollaroo onboarding proposition delivers not just vibrant and critical content but allows people to socialise and engage with each other and your teams. Data analytics allows you to identify potential non-starters early.

To find out more about the Hollaroo approach to onboarding and how we make sure it's a **moment that really matters**, please get in touch.



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# There's so much more to **Hollaroo**

Hollaroo provides Talent Community Platforms to forward-thinking businesses. We're helping to reduce bad hires, speed up onboarding and cut attrition rates.

We're a layer which wraps around your people across every stage of your business. From initial interest and engagement through to recruitment, onboarding and nurturing your internal and alumni communications. We're proud to transform relationships across your entire talent journey.

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