# NEW HIRE ONBOARDING MATURITY SELF-ASSESSMENT

Onboarding Maturity

Through our research and consulting work, we observed that there are common characteristics and challenges that organizations experience at key stages along the Onboarding Margin Maturity Curve spectrum. The spectrum below, ranging from Basic (Stage 1) to World-Class (Stage 5), aligns an organization's as-is state of onboarding design, content, delivery, and governance with its overall program maturity. Most organizations fall somewhere short of world-class today when it comes to onboarding, but we know that with insight into key opportunity areas and the right design and enabling infrastructure, onboarding programs can evolve and progress in terms of their stage of maturity. We have observed that organizations able to reach Stage 5 (World-Class) of Onboarding Maturity yield the greatest benefits from the Onboarding Margin.

Onboarding Maturity Curve
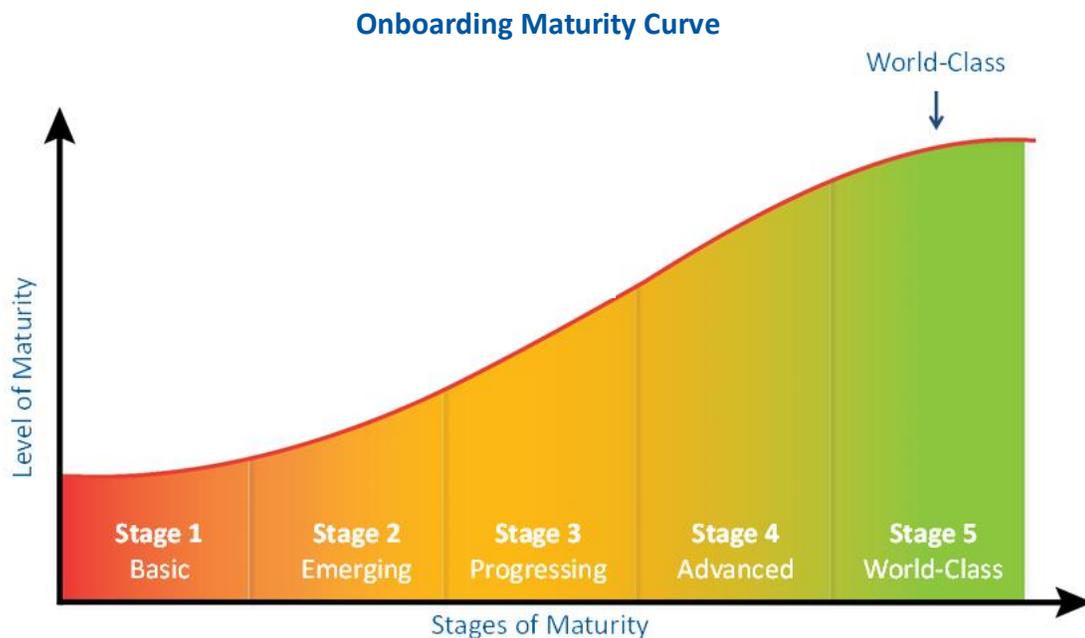
About the Self-Assessment

This activity aims to provide you an initial awareness of your organization's current state maturity. The light-touch self-assessment (included on the next page) is intended to be a conversational tool and is based off of our broader diagnostic approach. On the next page you will self-rate your onboarding program against a number of maturity factors. Take notice of where you land, as this quick activity can help target areas for progress with greatest impact.

Instructions : Mark the box corresponding to the maturity stage for each maturity factor of your onboarding program.

Maturity Factor	Maturity Stage				
	Basic ①	**Emerging** ②	**Progressing** ③	**Advanced** ④	**World-class** ⑤
1) Definition of Onboarding understood by the organization	The administrative activities required to get new hires ready to work on Day 1	(Please select if you identify between stages)	Aims to teach hires about culture, how to succeed in the organization, and includes some development components beyond orientation	(Please select if you identify between stages)	A designed experience that teaches org. culture and strategy, supports interpersonal network development, provides early career support and job readiness skills
2) Timing of how onboarding content is delivered	Vast majority of content is delivered on Day 1 or during Week 1	The entire onboarding experience and all content is squeezed into the first 90 days	Even distribution of content over new hire's onboarding experience, typically over a 4-6 month period	Distributed, paced, and reinforced: even distribution of content with experiences designed to reinforce key lessons and values	Content delivery is deferred to when new hire has appropriate context to absorb and process, experience lasts ~12 months
3) Degree of consistency/ coordination of program enterprise-wide	No consistency across the org., program delivered ad-hoc by geography/BU	Mostly Ad-hoc with some consistent enterprise wide elements	Some enterprise wide consistency and sharing of best practices across org.	Enterprise-wide consistency but little to no customization at local level	Enterprise-wide consistent framework customized to local requirements
4) Level of sophistication in measuring the effectiveness of the onboarding program	No formalized methodology, some ad-hoc feedback collected	Survey immediately after orientation	Onboarding specific metrics, tracked at multiple points in time	Measure new hire *and* supervisor experience, complement with additional HR data	Maintain enterprise-level view of metrics, and measure impact toward achieve goals
5) Use of technology as an enabler of the onboarding program	Technology supports Day 1 Admin requirements but is not used as a learning enabler	Technology supports learning in select pockets of the organization, (e.g., some trainings delivered virtually, some elements of gamification applied)	Technology is an enabler for learning, social networking, and/or early career development for a least some employee populations/ geographies	Technology is used as an enabler for learning, social networking, and/or early career development at an enterprise level	In addition to being a fully leveraged enabler, the org. is also measuring technology effectiveness to understand the ROI of its tech investment
6) Understanding of roles and responsibilities to support onboarding delivery	No codification of R&R	Limited codification of R&R	Guidelines, checklists and other R&R support are available, adoption limited	R&R established and there is an enterprise-level governance structure to ensure accountability and compliance	Well defined R&R leads to instinctual delivery by role players
7) Breadth and depth of onboarding program content	Contains a little attention to culture, strategy, interpersonal network development, and/or early career support	(Please select if you identify between stages)	Contains some content addressing culture, strategy, interpersonal network development, and early career support	(Please select if you identify between stages)	Onboarding content across all four content areas to varying degrees throughout entire onboarding period
8) Use of engaging content formats	Content is delivered in a relatively traditional format, e.g., PPT presentation, paper handouts	Degree of engaging content varies by BU, no engaging content offered at the enterprise level	Some engaging or interactive content at the enterprise level, e.g., brief films used during orientation	Engaging or interactive content is used for all new hire levels and across all phases of onboarding	Engaging or interactive content is used throughout the new hire experience and engagement level
9) Impact of onboarding content	Low impact - Low engagement survey scores for onboarding questions and/or negative word-of-mouth feedback	(Please select if you identify between stages)	Moderate impact: average engagement survey scores for onboarding questions, and/or mixed word-of-mouth feedback	(Please select if you identify between stages)	High impact: extremely high ratings on engagement survey, very positive word-of-mouth feedback