

Kaiser Associates' Onboarding Margin™ Best Practices and Frameworks



Successful Onboarding is a systemic and designed approach to integrate new hires into an organization with great positive impact.

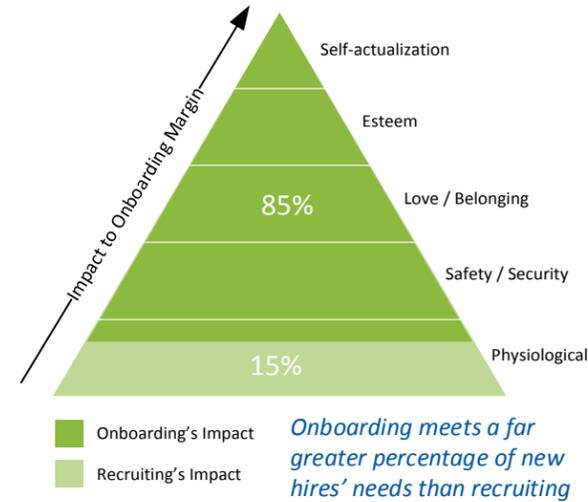
It is a process that focuses on transferring organization, team and role-specific knowledge, providing instructive insight into the organization's culture and strategic direction, building valuable network relationships, providing a welcoming, and appropriately customized experience for the employee, and enabling employees to discover and properly consider career path, career development and drive personal progress.

35% OF WORKERS SAY THEY START SEARCHING FOR A JOB WITHIN WEEKS OF STARTING A NEW POSITION.
SOURCE: CAREERBUILDER 2012 SURVEY

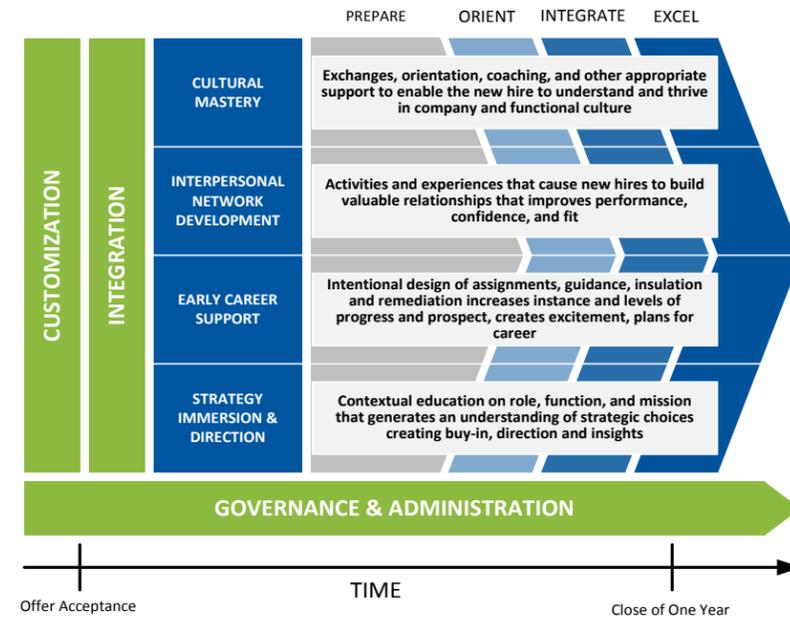
1 By being intentional and selective with onboarding improvement objectives, organizations can achieve maximum impact.

Typical Onboarding Improvement Objectives...	...for Maximum Organizational Impact
<ul style="list-style-type: none"> Transfer Knowledge Increase Engagement Levels Enhance Employment Brand Increase Consistency of (Positive) Experience Drive Organizational Transformation Codify Roles and Responsibilities Increase Accountability 	<ul style="list-style-type: none"> Decrease New Hire Attrition Accelerate Time-to-Productivity Increase Level of Productivity Increase Ability to Meet Talent Needs Strengthen Competitive Position Reduce Recruiting Cost Reduce Onboarding Administration Cost

2 A successful onboarding program is designed to address Maslow's Hierarchy of Needs and drives mutual gain for the new hire, the hiring manager, and the organization's onboarding objectives:



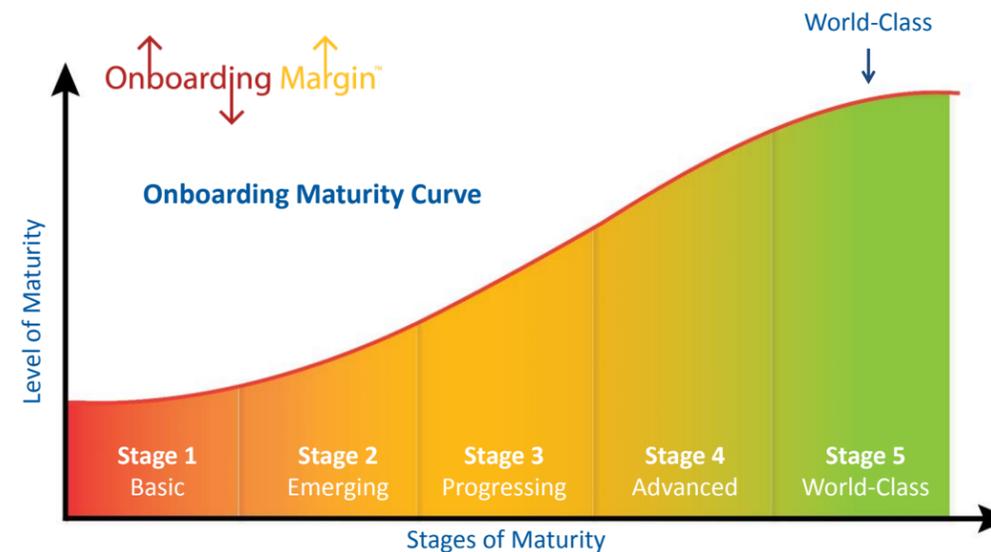
3 Effective onboarding is not about orientation, software, or logistics in isolation, but features the seamless integration of all components of the Onboarding Margin framework:



4 Common onboarding redesign mistakes to avoid:

- 1 Neglect to do a proper diagnostic exercise
- 2 Start with software
- 3 Start with Orientation...and lose energy shortly thereafter
- 4 Copy and paste the kitchen sink
- 5 Underestimate the task: development, implementation, sustainability
- 6 Design too much content before context
- 7 Failure to start the change mgmt. process early and create consensus among the onboarding redesign team
- 8 Forget the manager is core to the success of the experience and integration of the new hire

5 We developed the Onboarding Margin Maturity Assessment to help organizations understand where they are today and how to progress to higher stages of maturity and performance.



If you are interested in putting your organization's onboarding program to the test, contact us at OD@KaiserAssociates.com

- Stage 1**
 - Basic design & programming (e.g., just Orientation)
 - "Fire-hose" and/or inconsistent content delivery across the organization
- Stage 2**
 - Emerging design & programming (e.g., beyond Orientation)
 - Limited utilization of pre-hire period for appropriate content delivery
- Stage 3**
 - Progressing design & programming (e.g., longer duration, greater mix of Onboarding Margin elements)
 - More content delivered in a distributed fashion
- Stage 4**
 - Advanced design & programming reflective of Onboarding Margin pillars and phases
 - Some deferred content for when new hires have context
- Stage 5**
 - World-Class design & programming that reflects all Onboarding Margin pillars and phases
 - New hires have sufficient context before receiving content



About Kaiser Associates' Organization Development Practice

Kaiser Associates' Organization Development practice is focused on helping clients align business strategy with processes, resources, structure and the personal objectives and interests of their people. The practice believes that the needs of the enterprise and those of its people are inherently the same: to learn, advance, take calculated risks, and reap the rewards and to uncover fertile ground for growth. However, external and internal forces commonly cause misalignment. Kaiser combines an analytically robust, systematic approach to blueprinting with its ability to develop solutions that ensures an organization's architecture is optimized to support the business strategy and deliver necessary results.

Our work in onboarding began over eight years ago researching and analyzing best practices employed by organizations at that time. Then, we began to codify our ideas for how to drive the maximum impact from implementing a systemically designed onboarding program. We have shared these ideas most widely through the publication of our book, *Successful Onboarding* published by McGraw-Hill in 2010.

We regularly serve as experts in the topic sharing our learnings as guest columnists in various HR media and leading discussions at a variety of conferences focused on talent management and onboarding. Our Onboarding Margin™ framework has been the basis for hundreds of organizations, large and small, around the globe for redesigning their approach to new hire onboarding. Over the last six years, we have worked directly with many leading global organizations to revamp their programs yielding reduced employee churn, higher new hire engagement, and quicker time-to productivity which collectively has driven enhanced revenue and profitability for our clients.

For questions regarding this content please contact:

Lilith Christiansen

Vice President
+1 202 454 2063
lchristiansen@kaiserassociates.com

Sarah Hagerman

Vice President
+1 202 454 2064
shagerman@kaiserassociates.com

Doug Smythe

Managing Consultant
+1 202 454 2043
dsmythe@kaiserassociates.com

Melissa Tacey

Managing Consultant
+1 202 454 2031
mtacey@kaiserassociates.com