

Expectations VS Reality of Onboarding_

What you think
your new hires need
VS
What they actually need



Talmundo
Onboarding by Talentech

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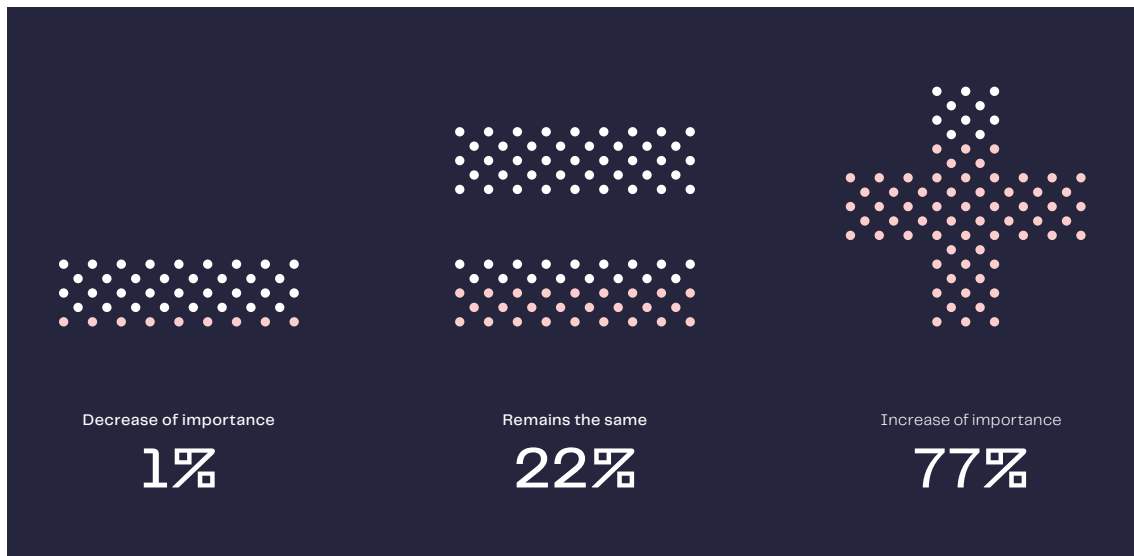


Don't get left behind!

The trend that is here to stay

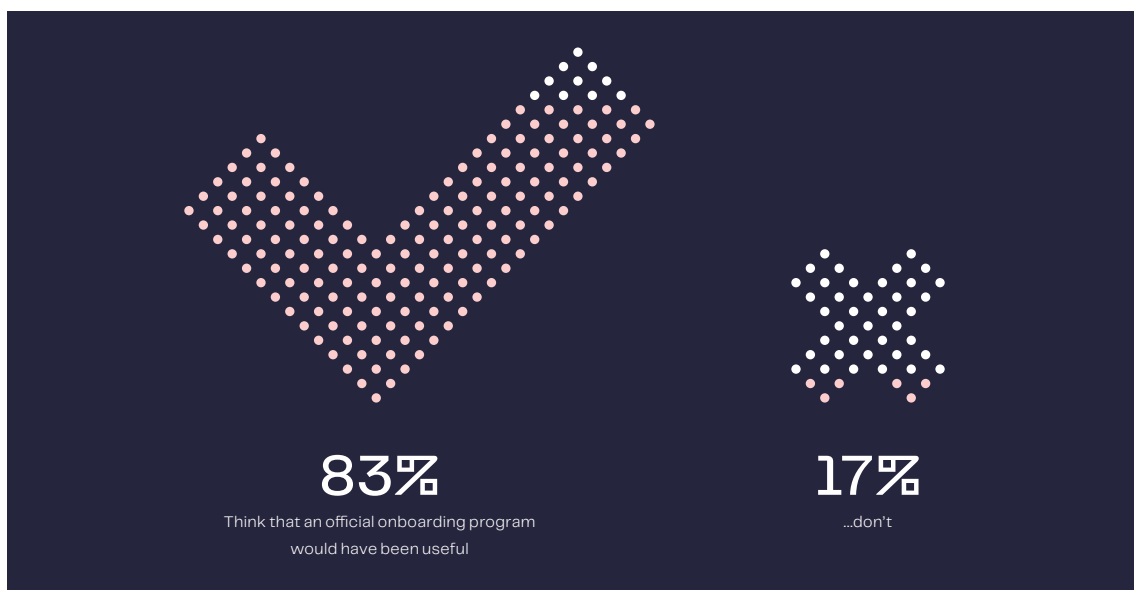
Onboarding, Preboarding, Cultureboarding...
The importance of all-things-boarding is no longer a secret. The onboarding-cat is out of the bag.

No one really thinks onboarding is going away any time soon. With its importance growing every day, no HR professional wants to miss out on helping their organization benefit from this crucial trend.



And new hires agree!

83% of employees believe that having an onboarding program would be useful, if it isn't in place already.



The importance of onboarding for culture and integration

A quick integration
in the company culture



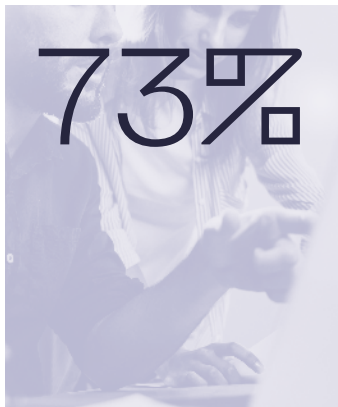
A positive attitude
towards the employer



A positive
candidate experience



An increase
in engagement



A clear understanding
of performance
expectations



A decreased time
to proficiency



Half of respondents feel
that onboarding improved their
time to proficiency.



Ambassadors on board

And there is more. Research shows that a positive onboarding experience has direct consequences on new hires' long-term attitudes towards their organizations, helping employees become more

engaged and more likely to ace their job responsibilities. Even more crucial, however, is the influence onboarding has on the general happiness of new hires, and their perception of your company.

The benefits of providing your new hires with a positive experience when joining your company

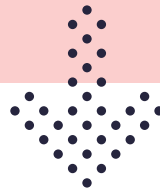
1
A positive attitude
towards their employer

2
A clear understanding
of performance expectations

3
A quick integration
into the company culture

4
An increase
in engagement

5
A quicker proficiency
in their job



FUTURE BRAND AMBASSADORS

A positive onboarding experience cultivates engaged employees that internalize your company values and, coupled with their positive attitude towards your employer brand, are well on their way to becoming brand ambassadors from day 1 on the job.

Your employees are your biggest potential brand ambassadors, living the truth of your employee experience. And because 92% of consumers believe word-of-mouth advertising over any other, according to Neilson.

With benefits all around, isn't it high time we got onboarding right?



Learning from mistakes

Time to be employee-centric

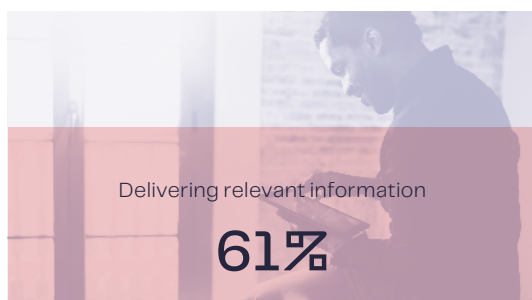
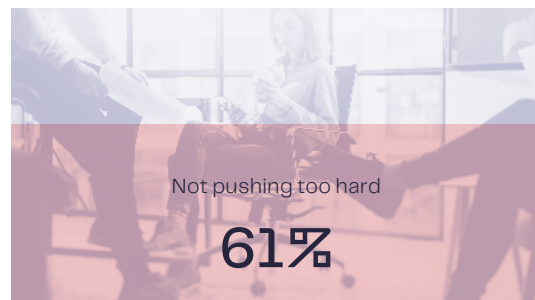
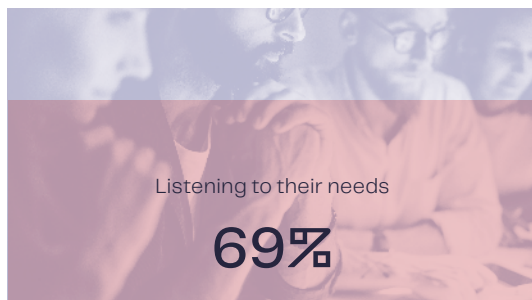
In order to get something right, it would be wise to start off by figuring out what may be wrong.

At Talmundo, we have years of expertise in helping enterprises give their new hires everything they need for a successful and impactful onboarding journey. Having onboarded over 27,000 employees at more than 100 organizations, we know a good onboarding process when we see it.

We believe that employees are at the center of what we do. Call us employee-centric, if you will. Their experience is the key to not only the success

of any onboarding program, but of the business overall. Treating your employees like you would your best customer will yield returns in all areas of your organization.

The best way to get new hires to “buy” your employer brand like customers purchase your company’s products or services is to treat them exactly like customers—with respect and long-term branding goals in mind. Research shows that the top four ways to create a positive sales experience include:



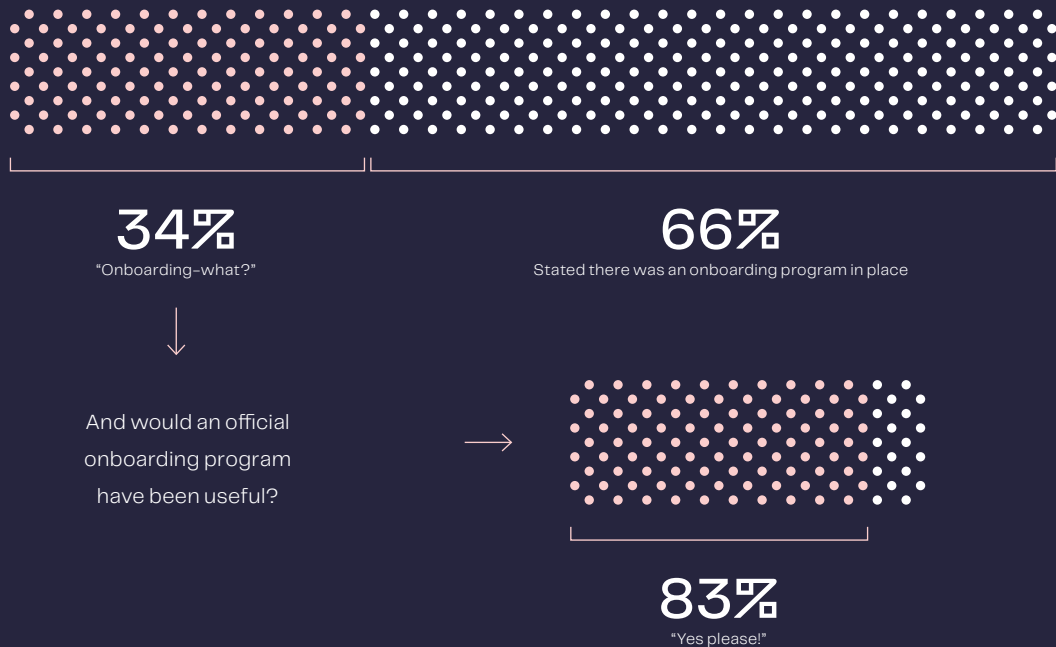
With more Gen Z new hires on the horizon, the consumerization of HR has grown from being a trend into a must-have. Recruiting and landing a new hire, is just the first step. Think of it as a marriage; saying “I do” is just the beginning.

Employee onboarding is a natural extension of that initial recruitment stage, and the time to promote engagement and build the foundation for a happy (work) life starting from the employee’s very first week.

Onboarding done right treats your new hires like your best customers, and better. But it isn’t happening just yet.



When hires are asked about the onboarding process at their organization:



There is a gap in perceptions worth investigating: none of the HR professionals we asked think that onboarding is NOT important, and yet 34% of employees have not witnessed such a program at their organization at all. Something isn't right here. Perhaps HR assumes that they do more than they actually do? Maybe too many things are being taken for granted.

The onboarding processes that we investigate in this study seem to be, in fact, a result of assumptions made by HR. Onboarding programs are often put together in the hope to meet new hires' expectations without figuring out those expectations in the first place.

We want this to stop. So we set out on a mission to find out exactly what new hires need most when starting a new job, and bring this knowledge back to HR professionals.

How did we do it? We asked new hires directly!

Introduction to research and methodology

For this research we teamed up with Professor Dirk Buyens and Astrid Vandenbroucke of the Vlerick Business School to dive into the realities and expectations of onboardees so that HR can build the onboarding programs new hires actually want.



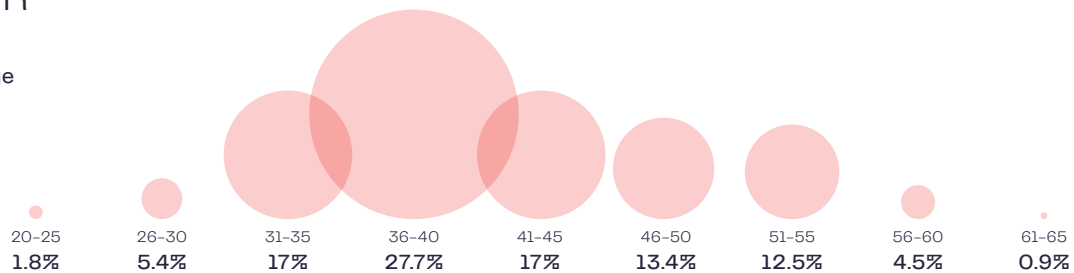
Who did we ask?

Together with the top European business school, we interviewed over 250 HR practitioners and, you guessed it, employees that started their jobs recently. Representing 10 nationalities and a broad spectrum of industries, the research tackled

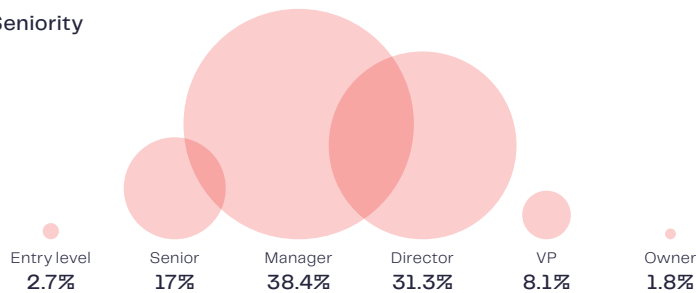
a wide selection of demographics. Focusing on the expectations gap between what new hires need and what HR actually offers them, the survey respondents filled in an online survey, giving us a piece of their mind.

HR

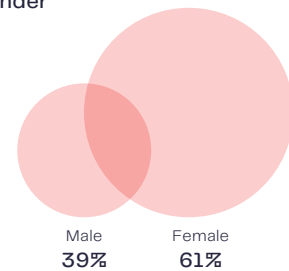
Age



Seniority

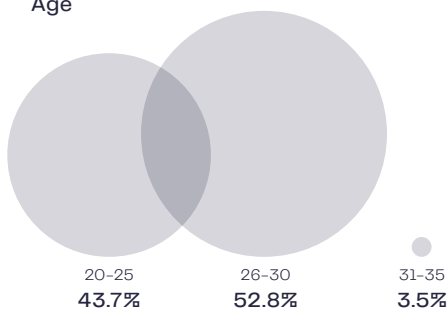


Gender

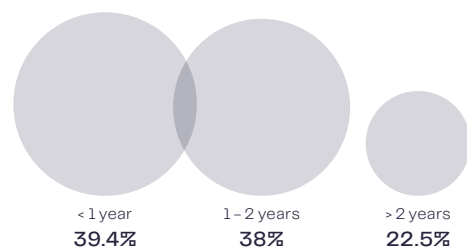


Employees

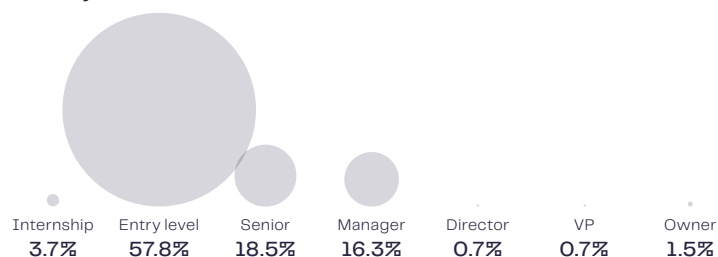
Age



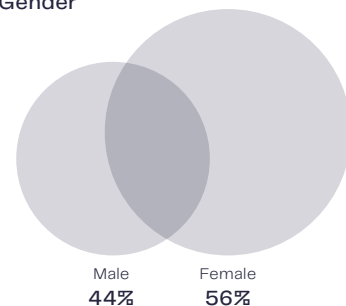
Time in their new role



Seniority



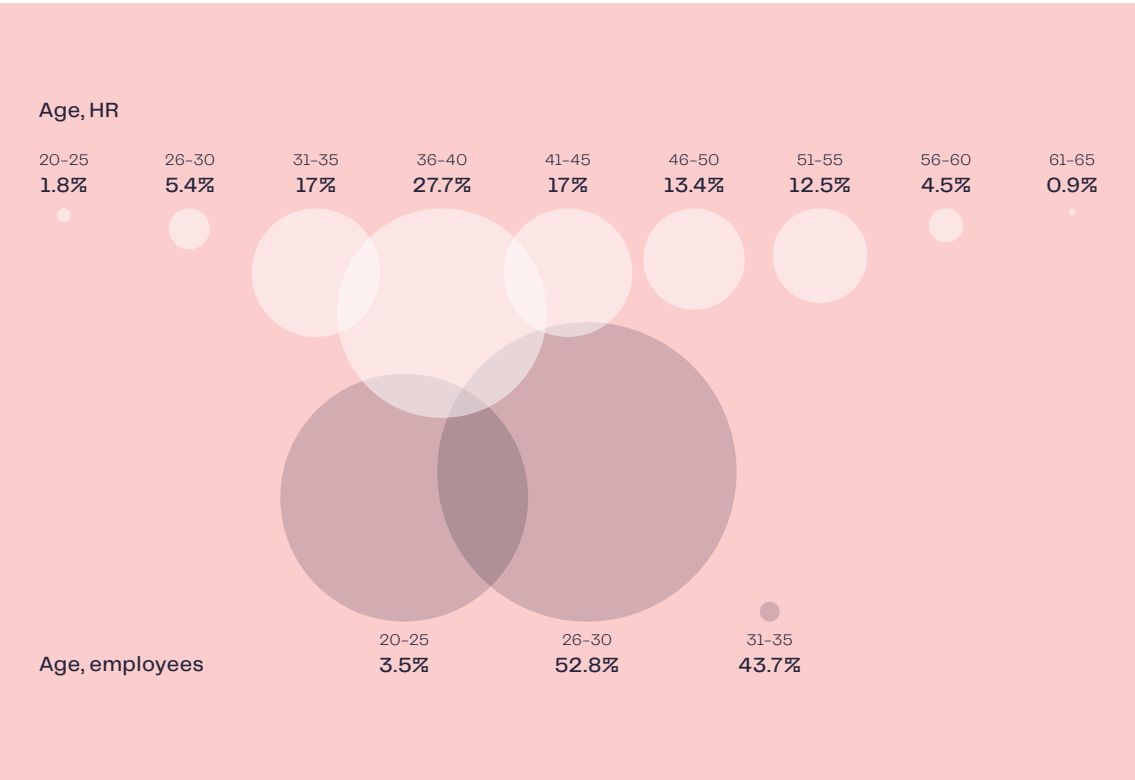
Gender



Generational differences in action

A larger proportion of our HR practitioners' sample falls in the 46–50 age group, while the majority of new employees fell in the 26–30 category. With Gen Z making up the majority of the population in, for example, the U.S.,

this age gap is not something to be ignored, highlighting a question of different generational expectations meeting in the workplace and how to best address them.



We believe that a proper onboarding program should satisfy even the most demanding employees. If you are meeting Millennial and Gen Z's consumer-behavior-driven expectations first, you will be able to cater the more experienced employees as well.

So how should a typical 46 y.o. HR professional guess what is keeping their new 26 y.o. hire up at night? They shouldn't!

We took away the guesswork by asking new hires and finding out the actual answers for you.



What does HR want from onboarding? Expectations

86%

Speeding up the feeling of
being at ease in the company

74%

Speeding up the employees'
time to contribution

53%

Being effective
in retaining new hires

41%

Reducing
the costs



90% of organizations approach onboarding as a one-fits-all solution, hoping to cater to employees of all seniority levels with the same approach.

While personalization is key for Gen Z, according to Google, more than 1 out of every 4 Generation Z consumers said that they expect the brands they support to provide a personalized experience.



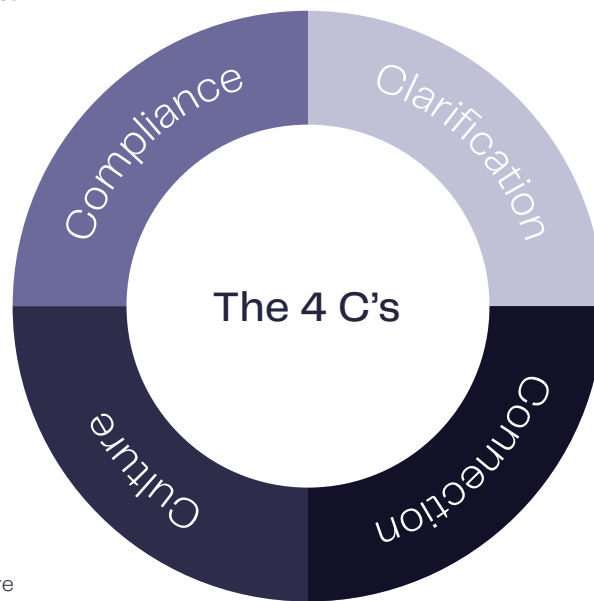
What HR thinks employees want VS What new hires still think is missing

Uncovering the real culture gap



Job duties and expectations not clear
+
Access to IT systems

Lack of time for training
+
Feedback and follow up



[Read more about the 4 C's](#)

Employee challenges according to...

HR

VS

Employees

66%

Job duties and expectations

66%

29%

Lack of role clarity

64%

47%

Technology access and workstation

56%

61%

Navigating the culture

37%

With so much focus put on company culture,
is HR forgetting about the basics?

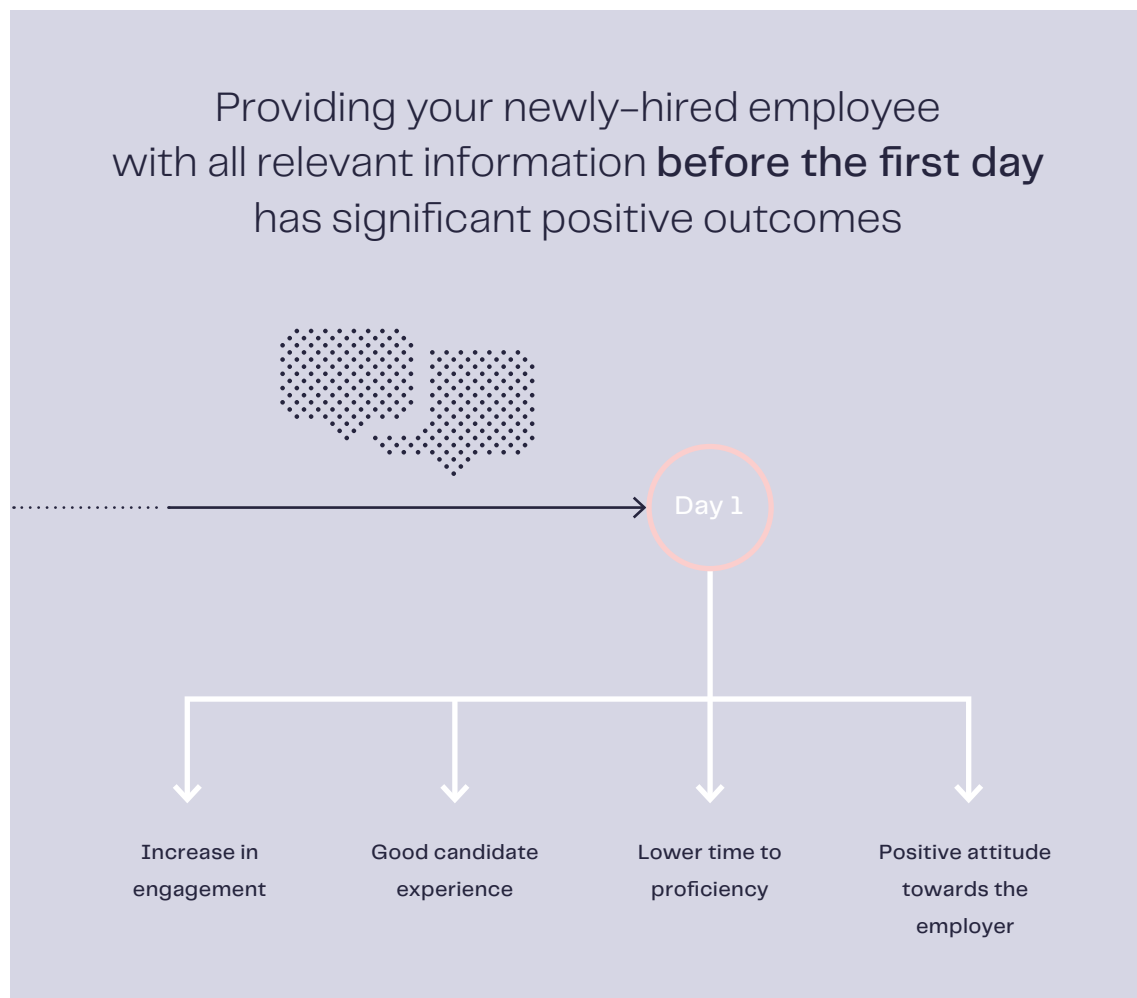


Importance of logistics

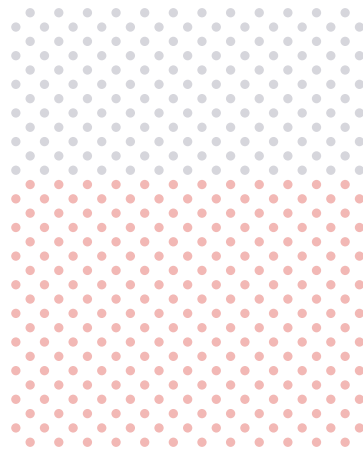
When we broke down respondent data by age, we were able to uncover an inter-generational trend amongst new hires. Those in the 31+ group were much more critical of the help they received during the pre-boarding phase of their orientation, illustrating the fact that employees with more experience are, in fact, even more demanding towards having the logistics out of the way BEFORE the start of their new job.

Under-30s found the help they received prior to employment on average to be 'moderately helpful', while their older counterparts saw the actions of HR as 'slightly helpful'. Not exactly the response you want to get from a well-planned pre-onboarding initiative...

The importance of preboarding



Basic requirements and bigger goals



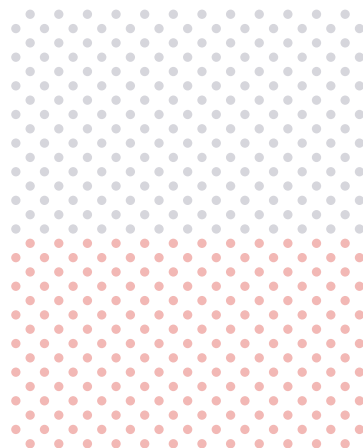
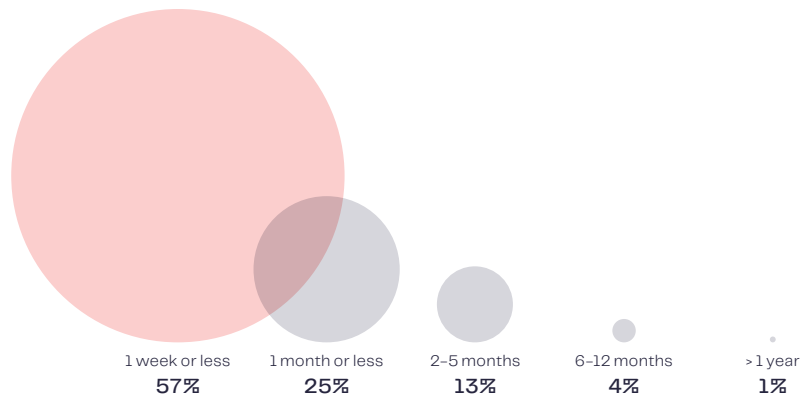
Support before
the first day

40%

of employees did not
get the absolute minimum
REQUIRED for starting
the new job.

Getting up to speed,
according to employees

It took **43%**
more than a week
to get basic
workstation logistics and
tools in place.



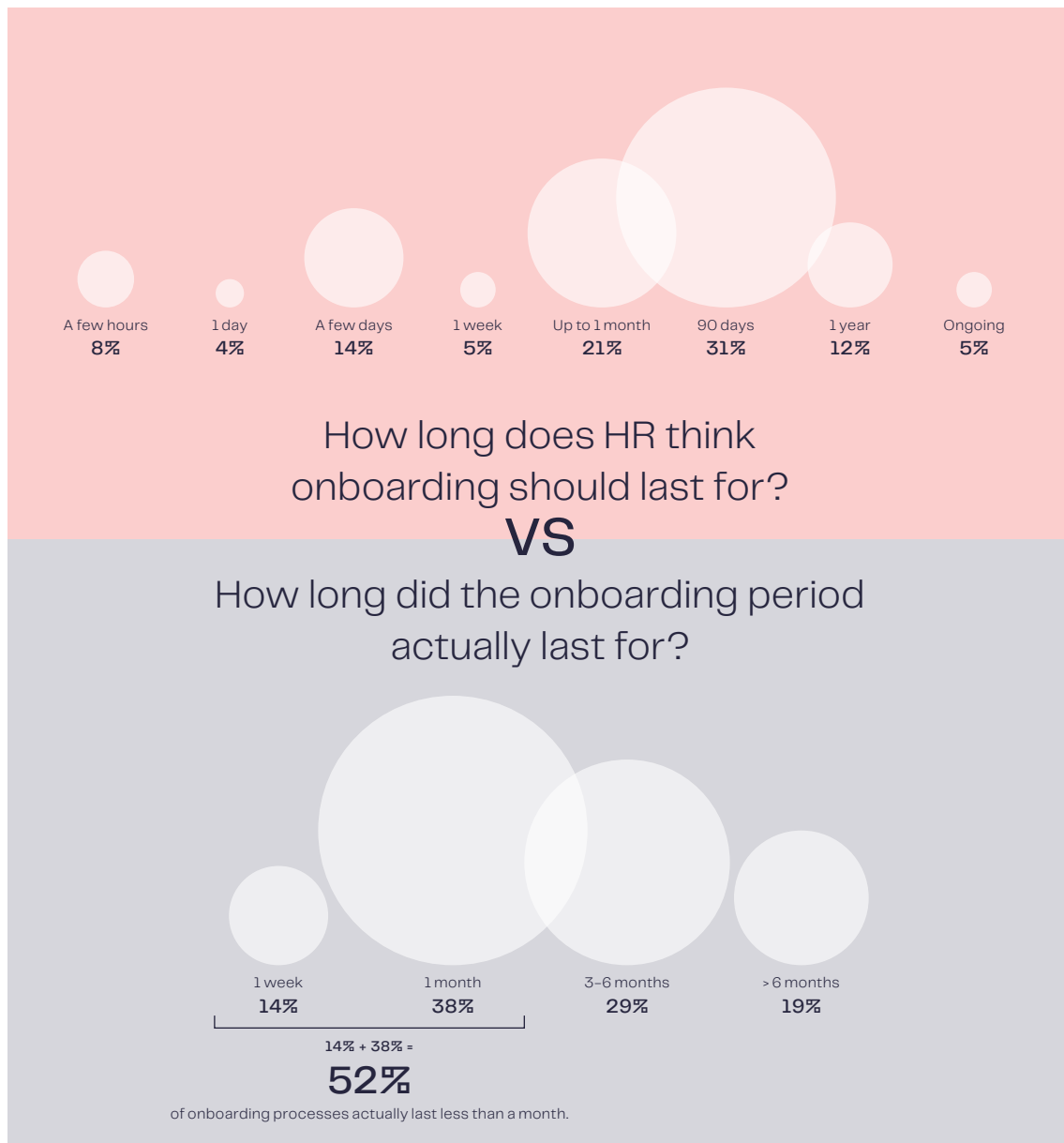
Getting a clear understanding
of the company's mission and
values

55% only

get a clear understanding
of these company pillars
AFTER 3 months of working
there.



It's time to... onboard



More than half of employees stated that their onboarding processes were over after the first month on the job, despite the fact that 48% of HR professionals understand the importance of continuing onboarding for at least the first three months in a new company. So are onboarding programs designed to be 3+ months long by HR not perceived at such by employees, or are they actually just too short?

It's time to turn wishful thinking into reality. When 20% of staff turnover happens in the first 45 days of employment, it's obvious we need to do more during those early days. **That more employee onboarding is better employee onboarding.**

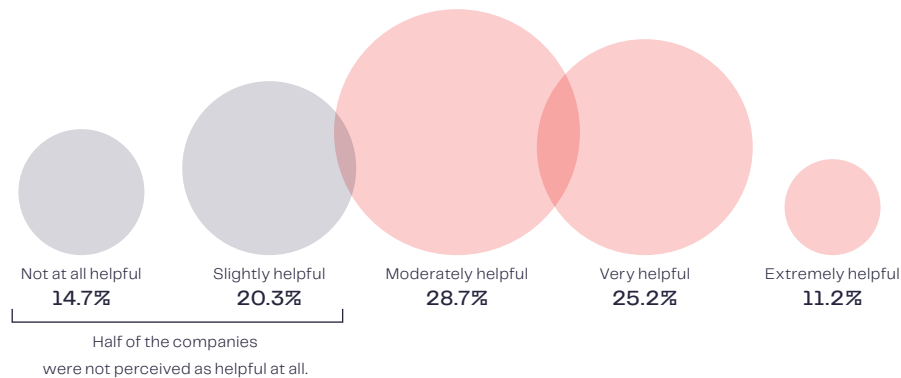


Attempting to be helpful

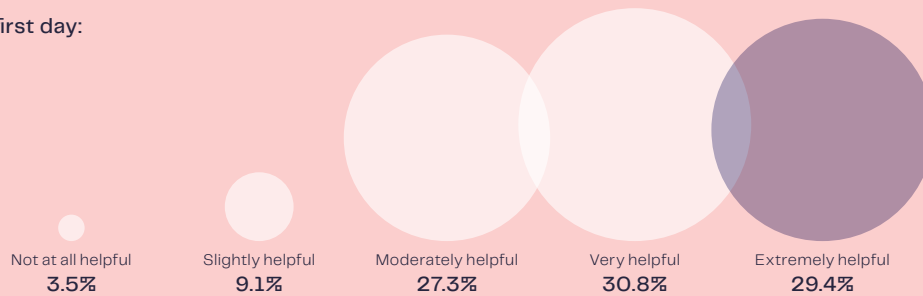
When asked about the help they received during the course of their first months on a new job, new hires responded as follows:



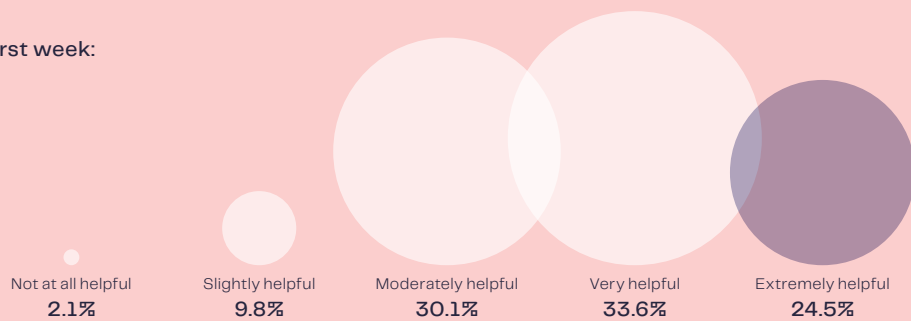
“How helpful was the company in getting you prepared before your first day?”



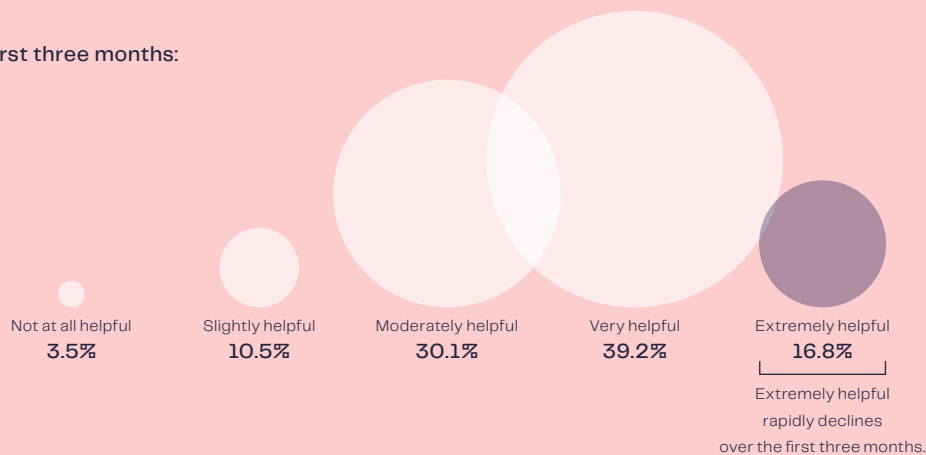
On the first day:



In the first week:

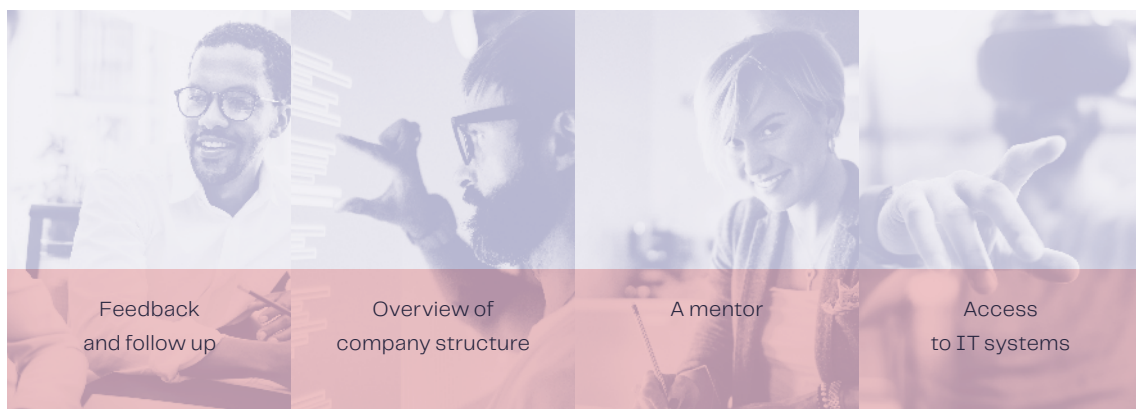


In the first three months:



The missing pieces

What is missing in the onboarding experience from a new hire's point of view?



If the basic requirements are not met and the job duties are not clear, how can we expect new hires to be good ambassadors of our companies?

And what is missing from the HR point of view?

49%

Follow-up of new hires

48%

Inconsistent application across the organization

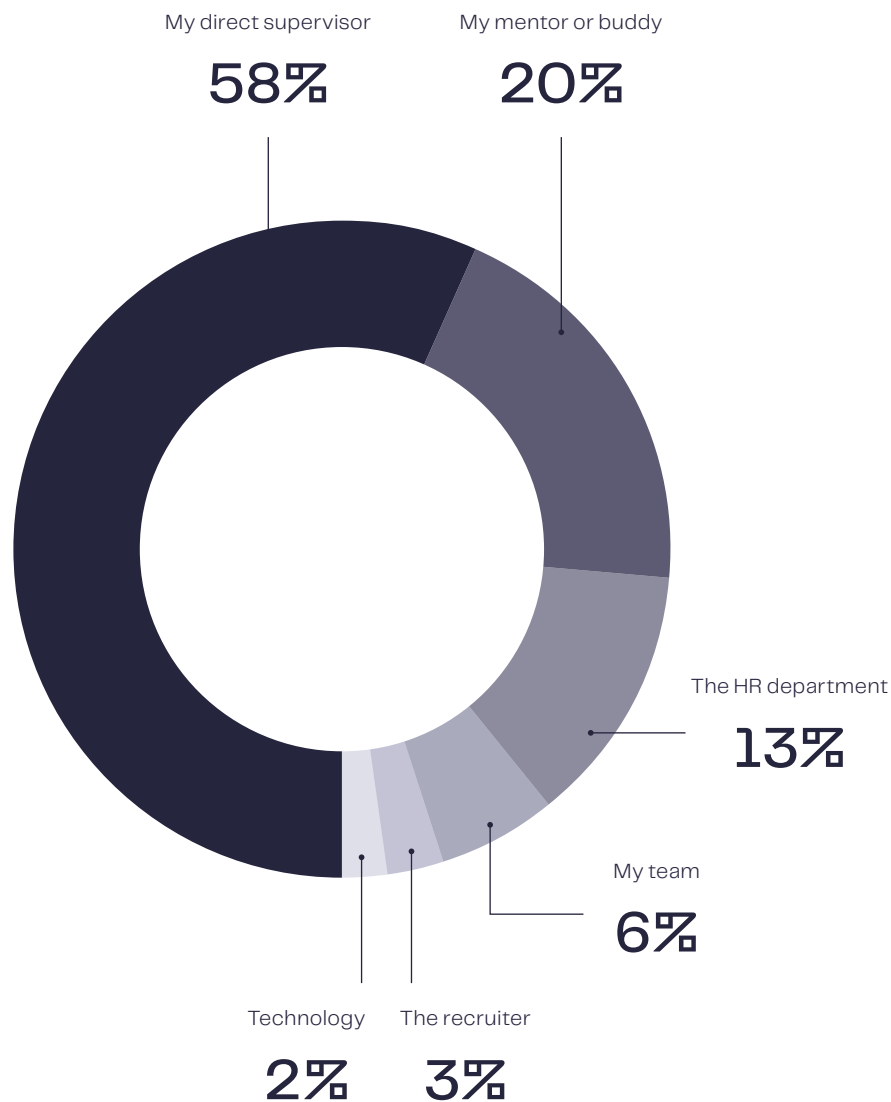
43%

Role ownership & onboarding metrics



Onboarding is a state of mind

The main stakeholders in onboarding



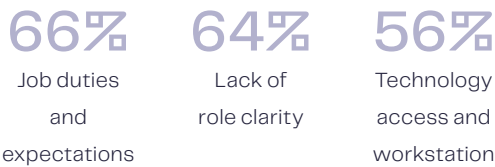
While 70% of employees consider having friends at work the most important element to a happy work life, it should not be surprising that having a helpful buddy throughout the onboarding period, as well as being able to rely on your new supervisor, is more important to new hires than the idea of

interacting directly with HR. Promoting an onboarding-focused mindset within your organization means taking charge of connecting new hires to the key stakeholders in the onboarding process: something, that technology can help you with.



The state of onboarding today

Top 3 onboarding challenges for employees:



The positive outcomes of providing your newly-hired employee with all relevant information before the first day:



In **52%** of the organizations, the onboarding process takes up to a maximum of one month only.

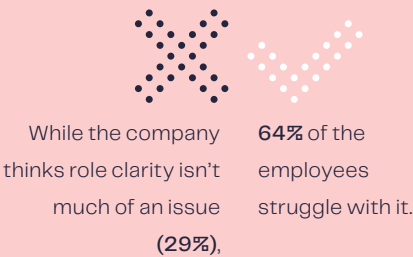
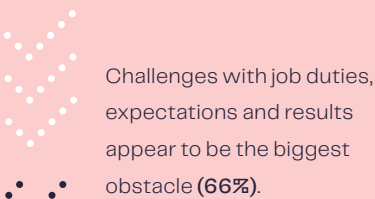
79% of the companies states the onboarding process enables the employees to quickly integrate in the company culture.

58% of the employees see their direct supervisor as the most important source of information. **Yet, guidance and involvement of a manager was clearly missing for many employees!**

34% of the employees state there was no official onboarding program in the company.

83% of them think it would have been useful.

Top challenges:



Technology isn't for letting onboarding just happen

Reasons for HR to use technology in onboarding



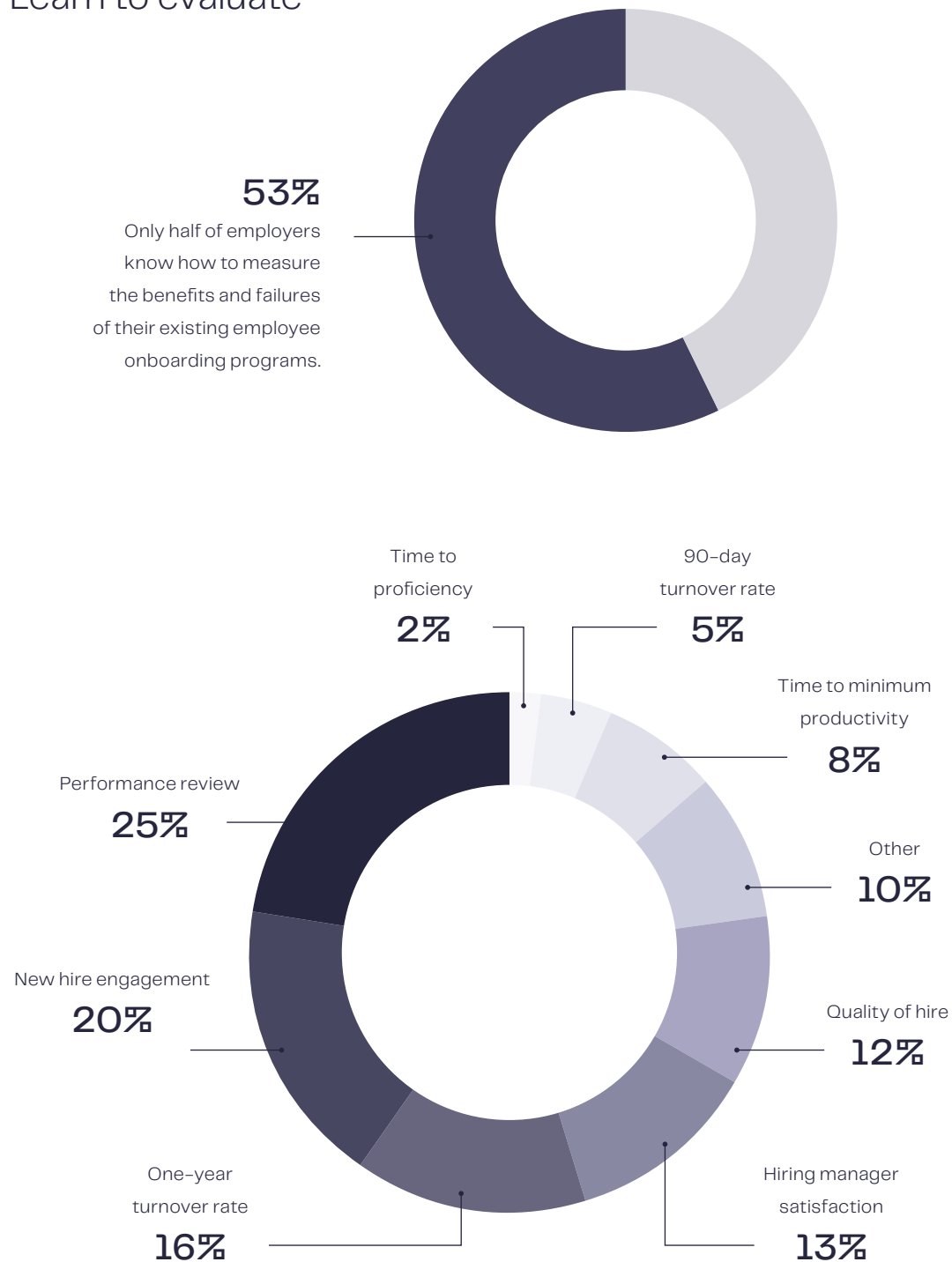
This is where HR got it wrong. Technology alone won't enable new hires to navigate the stormy waters of a new workplace and role. Technology can allow new hires to manage their own experience and empower them. But if you don't tailor it according to the needs of employees across different departments, offices and levels of seniority, you risk alienating new hires before they even start.

Within consumerization of HR, HR needs to stop focusing so much on their own processes and focus on the new hire experience becoming more helpful and providing personalization.



Moving forward

Learn to evaluate



When measuring their programs, most employers are not looking at the short-term implications onboarding may have: if you are not using onboarding tools, you are missing out on key business KPI's.



Let's fill the gaps

Top 3 onboarding challenges for HR:

49%

Follow-up
of new hires

48%

Inconsistent application
of the onboarding process

43%

Role ownership
& onboarding metrics

The duration of the onboarding process
is positively correlated with cost reduction!

47% of the HR respondents
say that their company
does NOT evaluate the
onboarding process.

In only 5% of the
organizations, onboarding
is an ongoing process!

Most of the challenges
highlighted by HR **do not**
correlate with the items missing
from onboardees' experience.

Performance review, new hire engagement
and one-year turnover rate
are most frequently used metrics.



While 77% of HR
professionals
agree that
onboarding will
only grow in
importance,



only 5% of
organizations
have established
a continuous
onboarding
process.



While HR thinks
role clarity isn't
an issue anymore
(29%),



most employees
(64%) struggle
with it.

However, new hires and HR professionals agree
that follow-up mechanisms
are missing from onboarding systems:



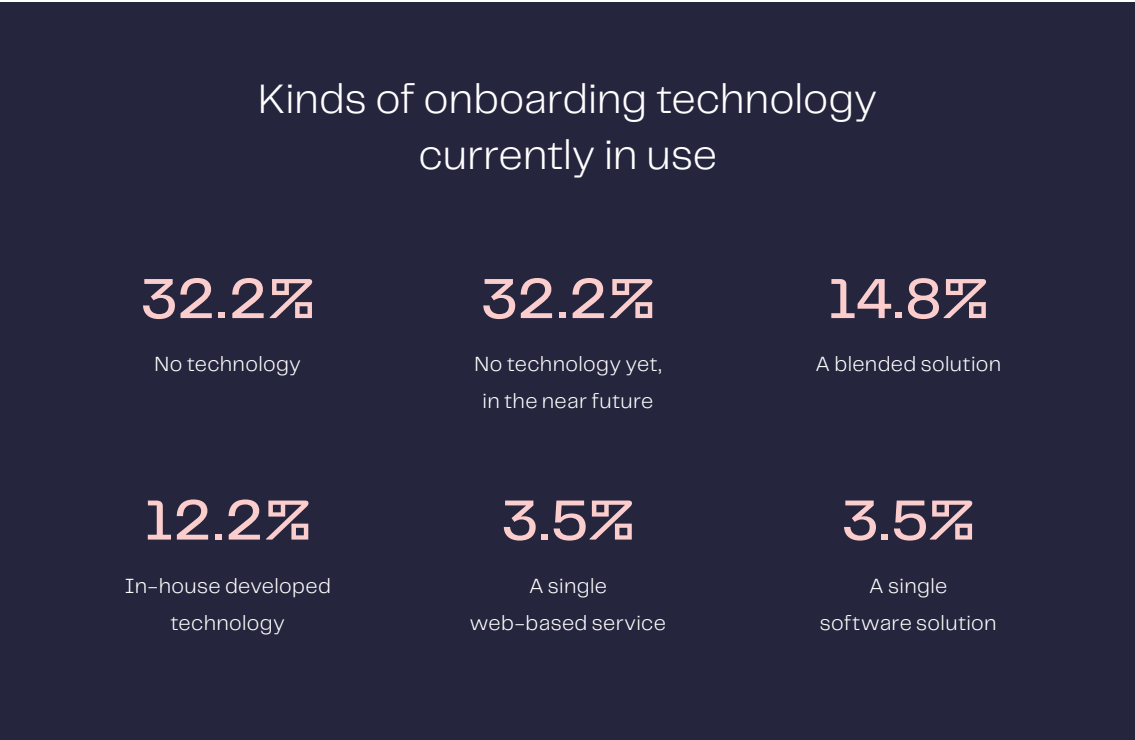
49% of HR
respondents
cite follow-up as an
improvement point,



and most new hires find structured
manager guidance
and feedback to be missing
from the process.



Time for tech



When tech is used right, it brings home ROI

The use of technology is positively correlated with a reduction of costs in the organization and allows you to evaluate your onboarding program, improving it further.



Those organizations using technology also evaluate their onboarding process.

What do new hires want? And how you can give it to them

When HR systems are organized in a way where they dictate the processes, employees don't get what they want. Or even what they need. Instead, they submit to suffering through the procedures organizations impose on them, by now knowing that dealing with unhelpful bureaucracy is a part of the deal when getting a new job.

Organizations with a formal onboarding process have 50% greater new hire retention than organizations without. Plus 16% higher retention again if you automate onboarding tasks – so new hires get what they need, when they need it, and HR has the bandwidth to use elsewhere, coordinating the offline experience.

Top 5 “wants” from new hires

1
You answer new hires' important questions

2
You reassure and assuage any doubts

3
You cement a culture of transparency

4
You empower employees to succeed earlier

5
You have more time to improve other employee touchpoints



Overall, technology-driven employee onboarding gives new hires all the information they need to hit the ground running, while freeing up HR time to improve the employee experience elsewhere.



Listen to your new hires and focus on these key elements today

Pre-boarding

Providing your newly-hired employees with all relevant information before the first day has significant positive outcomes:

1

Positive attitude
towards the employer

2

Lower time
to proficiency

3

Good
candidate experience

Important basics

Top 3 onboarding challenges
for employees:

66%

Job duties
and expectations

64%

Lack of
role clarity

56%

Technology access
and workstation

Culture stars

79%

of the companies states
the onboarding process
enables the employees
to quickly integrate
in the company culture.

Clear connections

58%

of the employees sees their direct
supervisor as the most important
source of information.

**Yet, guidance and involvement of
manager was clearly missing for
many employees!**

Getting the timing right

In 52%

of the organizations,
the onboarding process
takes up to a maximum
of one month only.



Conclusion:

This is just the beginning

Figuring out the discrepancies between the view of onboarding of HR professionals and new hires is just the first step in building your onboarding process.

As this study has demonstrated, the success of your new hires starts before their first day and goes far beyond the first week on the job. While working on demonstrating the company ethos and cultureboarding, HR needs to remember that job duties, role clarity and logistics are still on top of new hires' priority list.

By using onboarding to help new employees integrate quickly, remember to use this time to connect new hires to their direct managers and supervisors. A personal touch goes a long way, and having a friend in a new office would too!

An onboarding process that is not only efficient but employee-centric exists. And your organization can build one today.



The recipe for success?

Listen to what your new hires need, implement helpful solutions, create opportunities for feedback and continue improving your onboarding offering together with your employees as your business keeps on growing!



What can Talmundo do for your new hires?

Spotlight: KPMG

KPMG Belgium chooses Talmundo's onboarding app as a means of creating engagement with new hires as soon as they sign their KPMG contract.

170

Graduate Hires
Annually

150

Experienced
Hires Annually

1,300+

Employees in
Belgium

21

People
in HR

2015

Client
Since



Wouter Van Linden
Corporate HR Director,
KPMG Belgium

Corporate HR Director with a growing team (10% net growth). His main goal is to make sure the team can cope with that growth and continue to develop their people at the same high standards.

An integral part of the KPMG ethos is to be consistently up to date with business innovation as well as technology solutions, striving to not only advise their clients on these solutions, but also incorporate the best-of-class into their own business.

KPMG Belgium teams up with Talmundo to connect with new hires early on

Through our unique automated solution Talmundo helped KPMG pioneer an onboarding-mindful approach, increase new hire retention, and create a working system for pre-onboarding that ensures newcomers at KPMG find their place quickly within the company.

Wouter Van Linden, Corporate HR Director at KPMG Belgium shares his experience of taking an onboarding process to a new level with the help of HR tech automation.

“

At KPMG we have two assets that drive our business: our clients and our people.

”

Need for innovation

KPMG used to have no pre-boarding before implementing Talmundo, with onboarding starting on the first day at the office in person. Especially with graduate new hires, the waiting period between signing a contract and coming into the office can sometimes stretch for months, and with no system for direct

communication in place, new hires had to wait for the first day at work to start to get introduced to the KPMG culture. And once at the office, it used to take longer for new employees to find their way around the company and the new office environment.



Changing the mindset

Bringing pre-boarding into the picture altered the mindset behind the whole new hire welcome process. KPMG as an organization aims to be at the vanguard of new technology, becoming one of the early adopters of automated onboarding practices.

Main HR goals

At KPMG it is all about the people. Making sure KPMG employer brand remains attractive, finding the right candidates and keeping them, and onboarding and developing their employees is all a part of their long-term game plan.

Graduates

The cost of replacing a new graduate hire amounts to 80–100% of their annual salary. As the risk of losing a graduate employee is higher, to increase new hire retention in the interim period after contract signing, KPMG aimed to boost new hire engagement with Talmundo.

VS

Experienced hires

Information delivery

With experienced hires, the issue at hand had less to do with engaging them during pre-onboarding, as it was with informing them once on the job. Making sure your experienced employees are equipped for excellence at the earliest date came with introducing smooth content delivery systems together with Talmundo.

Why Talmundo?

Easy solutions

In line with the innovation spirit at the heart of KPMG, they will rarely choose to work with large companies or bulky standardized old-fashioned tools. Using a flexible integrated and secure app that can deliver on its promises was the key in picking Talmundo as their software provider.

Key HR pillars

Using the 4 C's onboarding strategy, KPMG employs Talmundo to deliver on the elements of compliance and culture. Compliance is achieved by sending the key documents to every new hire, while the culture is gradually introduced through branded content in the form of videos, contact information and testimonials. The seeds for Connection are planted through the app, but even a great tool can't always replace the human touch.

“

Best to work and develop together with entrepreneurs who come up with new and crazy innovative solutions than to play it safe – you don't build a unique brand by doing the same as everyone else.

”



A new onboarding reality @ KPMG

Together with the Talmundo app, the onboarding process at KPMG today starts months before new hire's first day at the office – as soon as the contract is signed. Now an integral part of the continuous employee journey, the app leads every new hire up to their first day and continues being a crucial content support during orientation activities on the welcome day, with new milestones and feedback checkpoints taking place after months 1, 3 and 6 as well.

Talmundo helps deliver the welcome pack to new hires as well as prepare them for their first day on the job, get to know the contact details of their new colleagues and find their way around the office with an interactive 360 degrees experience. With push notifications enabled by Talmundo, KPMG can connect with their new hires by forwarding teaser posts, company reminders and messages from the CEO, creating a foundation for a long-term bond.

850+

New Hires
Onboarded

81%

User Activation
Rate

4.45/5

Average
User Rating

Measuring success

2 years & running

According to the in-app pulse checks, KPMG employees rate their hiring experience at 4.45 out of 5 and their first week experience at 4.12, – with an 81% app activation rate amongst all new hires – younger and old(er) alike. Thanks to the option of providing feedback in-app, the KPMG HR team knows exactly what to focus on and how to achieve their goals going forward.

Aiming to accelerate the growth of their team by 2020 brings new exciting challenges for employee orientation and development.

Testing new features and innovating together has become a key pillar of the collaboration between Talmundo and KPMG.

Together with the KPMG employees and app users, Wouter aims to be always up to speed with the latest HR trends and developments of Talmundo. From using the tool to deliver compliance documentation to all employees, to virtual reality and artificial intelligence... Who knows what the future can really bring when you are working with the best in the business?

“

There is now a structured process.
We have identified the key moments of the
new hire journey and pinpointed the instances
when you should pay attention to the employee.
As a result, new hires integrate
into the company faster.

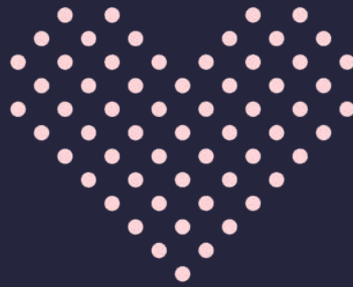
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Get your demo_

Getting started with Talmundo

We have made it our mission to make every onboardees' life better, and help businesses benefit from engaged, committed and happy workforce.



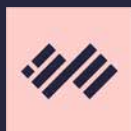
Get in touch with us and ask as many onboarding questions as you please.

We promise not to quote all the relevant statistics to you at once, but we can definitely show how our solution can help your organization create an exceptional onboarding program today.

At Talmundo, we use technology to make digital onboarding a breeze for HR departments like yours.

Schedule a demo today
to see for yourself!





Talmundo

Onboarding by Talentech

Expectations vs Reality of Onboarding_

What you think
your new hires need
vs

What they
actually need

