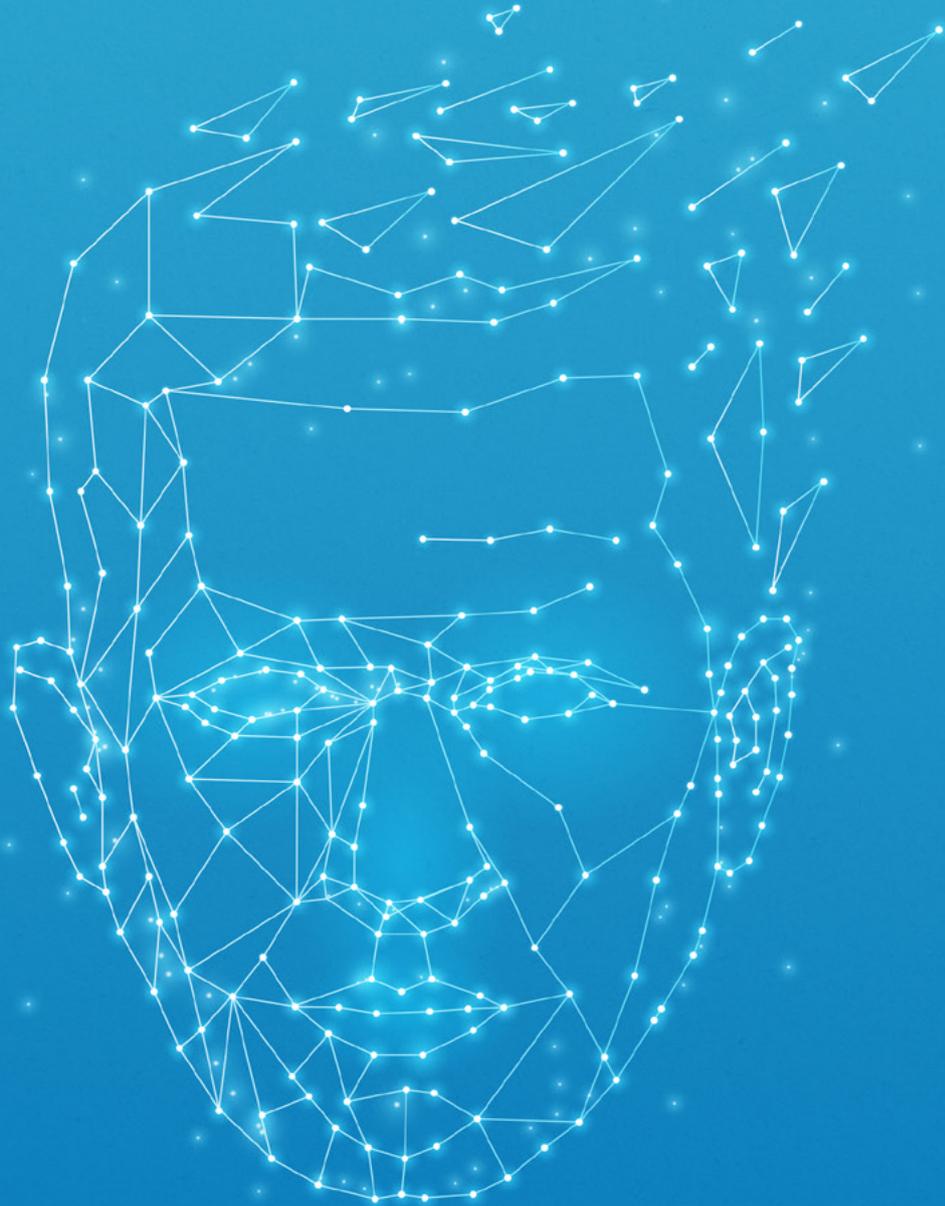docebo

Onboarding on Auto-Pilot

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Like it or not, onboarding is a make-or-break necessity for new employees. Yet many organizations neglect an effective onboarding strategy, or if they have one, it may not include structured training, thus wreaking havoc on their ability to develop and retain employees. In fact, just one in three companies have established onboarding best practices, suggesting that the vast majority of employers are failing to introduce new people to organizational values when they matter most.

Considering almost one-third of new hires leave their organizations (voluntarily or involuntarily) before the end of their first year, this lack of training is incredibly detrimental. About 15% of them blame their decision to quit on lack of effective onboarding. The cost of losing and replacing an employee can cost up to 3 times that person's salary, and high turnover isn't bad just for company morale, but also bottom line. A study from the Harvard Business Review found a 23% turnover rate among new hires before their first anniversary due to a poor onboarding experience. Meanwhile, Millennial turnover alone results in $30.5 billion in lost costs, according to research by Gallup. These numbers prove that a successful onboarding program is absolutely crucial to keeping new hires around for the long run, making sure they're engaged with your organization and driving the success of your company forward.

And as Millennials continue to overtake Generation X as the largest generation in the workforce, this cost will continue to rise. Add to this the complexity of organizational growth (adding people at locations around the world) which left unchecked can leave areas of a company's infrastructure highly under-developed. In fact, the Brandon Hall Group found 49% of HR managers are concerned about engaging and retaining employees.

BRANDON HALL GROUP RESEARCH CONCLUDES THAT ORGANIZATIONS...

40%

RATED ONBOARDING PROGRAMS AS
LESS THAN MODERATELY EFFECTIVE

27%

RATED ONBOARDING PROGRAMS AS
MORE THAN MODERATELY EFFECTIVE

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WHAT'S THE SOLUTION TO THESE ISSUES?

According to the Harvard Business Review, it typically takes up to eight months for a newly hired trainee to reach full productivity. The best onboarding doesn't stop when someone's "on board," and success is dependent on a recognition that onboarding is truly an ongoing process.

Here's how:

Extend onboarding to learning and development: onboarding strategy with versatile technology at its core empowers your people to be more engaged and them to be more likely to return for more information beyond their mandatory training and assessments.

Establish a comprehensive, multimodal onboarding process: new hires a healthy combination of training, performance management, mentoring, coaching and goal-setting. Enable a pull modality, where new hires can access learning assets and reach out to subject matter experts when they need them.

Address learning at the point of need: Make it easy for new hires to find what they need, when they need it. Instead of dumping content into a series of exhausting full-day workshops, avoid information overload by devising a roadmap that supports and directs the learning process, and make available mentors and coaches for trainees to learn from during onramping. It can be helpful for the manager and the trainee to discuss their respective vision for the role, define successful performance, goals and identify necessary resources**.**

Go global: If your teams are posted around the world, your onboarding process must account for regional differences. Start with your highest priority region first, then go from there. On the national level, start small with one department or organization, implement more training components, measure the impact, optimize, rinse and repeat.loads on the fly.

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CONNECTING ONBOARDING TO LEARNING AND PERFORMANCE

Connect your development and training strategy to short and long-term talent needs and plans. Doing so requires the design of practical learning efforts that include organizational characteristics you'd like new hires to absorb. It's also critically important to express job requirements, making sure they understand their roles and then serve training that's relevant and timely to that position, as a lack of role clarity is among the most significant challenges during the onboarding process.

WHY YOUR ONBOARDING MAY BE FAILING

THERE ARE A NUMBER OF REASONS NEW HIRES ARE LEAVING THEIR COMPANIES (QUICKLY), BUT THE MOST LIKELY ONES, ACCORDING TO ALLIED WORKFORCE MOBILITY, INCLUDE:

COMPANIES ARE FAILING TO MEASURE EMPLOYEE RETENTION.

THEY'RE NOT INVESTING ENOUGH CAPITAL INTO THEIR ONBOARDING PROGRAMS.

COACHING AND MENTORING OPPORTUNITIES AREN'T AVAILABLE TO NEW HIRES.

TRAINING ISN'T INCLUDED IN ONBOARDING.

CLEAR EXPECTATIONS AREN'T ESTABLISHED FROM THE GET-GO.

NEW HIRES VERY RARELY PARTICIPATE IN "STAY INTERVIEWS."

You must also strive to understand what motivates and drives employees, while ensuring training is connected to those characteristics. Meanwhile, boost retention by providing training opportunities related to transferable skills to improve mobility, engagement and long-term performance.

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EXTEND ONBOARDING INTO L&D
WITH LEARNING TECHNOLOGY

Effective onboarding gets your new hires excited about their new roles, not deflate their ambition. Onboarding must be engaging, memorable and relatable to the job each person is hired to do.

As learning happens is a variety of ways, technology has evolved to go beyond traditional web-based training courses. A sound learning program always includes a combination of learning modalities, including:

Classroom (instructor-led) training: It's well known that knowledge retention following extensive classroom training isn't as effective as other modalities. It does, however, reinforce learning materials by giving learners a way to practice the skills required (applying those concepts on the job).

Virtual ILT is incredibly convenient, as participants can access and take courses from anywhere, reducing or avoiding altogether time away from the field, which can damage productivity for some teams. The best virtual ILT offers learners frequent opportunities for collaboration using chat, polling, discussions and interactive exercises.

Online learning: Training fits in when it works best for the learner, meaning peak activity hourscan remain uninterrupted. Your sales team can access training anytime, even on the go. And self-paced learning can serve as a primer to prepare participants for instructor-led classes.

Online learning is proving a great way to reinforce training, as it can be delivered in short, two to three minute modules on-demand, from any device.

E-learning allows trainers to reuse existing content across a variety of courses and learning plans that can be built online and made available in minutes, to every team across the globe. Not only can you manage and distribute learning content on an online training platform, but the tracking and reporting capabilities of these solutions are unmatched.

On-the-job training: Good old-fashioned, hands-on application will never go out of style. The key here is to ensure your training program provides individual attention and immediate feedback for trainees. Moreover, complementing on-the-job training with classroom events and augmenting them with a solid coaching and mentoring programs.

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OK... BUT WHAT ARE THE BENEFITS OF USING LEARNING TECHNOLOGY IN MY ONBOARDING PROCESS?

There are many business benefits to using learning technology to deploy your onboarding programs, including:

- Cut training costs

- Accommodate multiple learning audiences

- Decrease employee turnover

- Decrease customer churn

- Improve channel partner performance

For learners, learning technology empowers the onboarding process by:

- Providing a centralized location for information and resources

- Increasing ramp-up time

- Maximizing productivity

- Improving performance

Effective learning technology supports a number of key onboarding functions, such as:

Eliminate administrative workarounds: Learning technology shouldn't create more work. It should allow for the automation of recurring administrative tasks, such as user grouping and enrollment to increase efficiency.

Keep learners on track: Learning software should empower learners to be able to find the information they need, when they need it, as well as enable learners to learn at their own pace. It should also keep learners on track so they can get ramped-up as quickly as possible. Your learning management system (LMS) should support features like notifications, certification/retraining management, mobile learning, social learning, and gamification.

It should integrate with your existing technology stack: Your learning platform should provide out-of-the-box integrations with tools that are already essential to your business operations, such as your CRM, video conferencing tools, communications platforms (Slack), etc. and so on.

Provide insights and measurable results: Successful onboarding programs drive measurable results. Your learning platform should provide insights into your learners' progress during the onboarding process and beyond, allowing you to make solid connections between learning and organizational performance. Doing so help you identify what strategies are working and what ones might need some work.

Eliminate Time Constraints: Using your learning platforms allows your company to deliver training and onboarding information at any time, and gets the job done faster.

Say goodbye to location limitations: Online, there's no physical limitations to effectively conducting your onboarding sessions. With your learning platform, new employees can view and absorb training modules on their computers, no matter where they are as long as they have an internet connection.

Meet compliance requirements: Most companies have policies that employees must read and sign, such as local and federal guidelines; sexual harassment policies; and social media policies. An LMS houses these plus documents that explain insurance and health benefits, vacation days, sick leave, and attendance policies. By placing these forms and policies in your learning platform, you're simplifying the process of disseminating this information without giving employees access to sensitive HR software accounts.

Your learning platform should evolve with your organization's growth and learners' needs. But, you must embrace the fact that your onboarding programs will change as your business evolves. Onboarding programs are guaranteed to change with your business – make sure your learning technology has the ability to keep up.

WHY AUTOMATING ONBOARDING WITH LEARNING TECHNOLOGY MAKES PERFECT SENSE!

Accuracy: Keeping accurate employee files isn't just good business; it's required by law. Most processing problems are the result of human error. If you can minimize the number of times information is handled or data needs to be keyed into a system, you'll have fewer mistakes.

Cost Savings: Automation reduces the labour costs of sending, collecting, storing and updating employee information. These savings go straight to the bottom line.

Retention: Automated workflows improve the overall employee experience and increase confidence and trust. By creating great impressions right from the start, not only is your new hire more likely to show up on their first day, but they may also stay longer.

> *"*COMPANIES THAT AUTOMATE NEW HIRE FORMS AND BENEFITS ENROLLMENT INDICATE 16% GREATER NEW HIRE RETENTION...*"*
>
> *– Aberdeen Group*

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ACTIONABLE WAYS TO AUTOMATE YOUR ONBOARDING

Automating your onboarding process sets up your employees and managers to thrive. Here are a few ways you can automate your onboarding process with learning technology:

Preboarding Paperwork: Preboarding paperwork includes all documentation required to formalise the employment relationship. With an integrated onboarding automation tool, you can use information collected during the recruitment process to personalise and tailor documents and send them directly to your new hire online. With an automated tracking process, you'll also be notified when your new hire receives and completes their paperwork.

Provisioning: With automated workflows, requests for software access and equipment can be submitted and approved swiftly, so your new hire can be provisioned with necessary resources without delay.

Policy Acknowledgements: By automating your onboarding with your online learning platform, you can create, distribute and store acknowledgements that your employees have received, read, and understood workplace policies.

Communications and reminders: While technology can never replace the human touch, it does allow you to deliver key messages at the exact moment you want to communicate them. For example, a timely welcome message from the CEO can reinforce your new hire's decision to accept your offer of employment over the competitor who is snapping at your heels.

Even something as simple as automating reminders can prompt new hires to arrange a coffee meeting with a colleague to ensure social and cultural onboarding tasks are not forgotten.

Performance Management: With automated workflows, probationary reviews will always be completed on time. An effective automation tool will seamlessly transition your new hire to your company's ongoing performance management processes.

> *"COMPANIES THAT AUTOMATE INDICATE 18% GREATER ACHIEVEMENT OF PERFORMANCE GOALS."*

Access to training: Self-serve access to a variety of e-learning activities will give your people the ultimate flexibility to tailor their onboarding programme.

Onboarding Surveys: Implementing automated onboarding surveys will increase response rates and ensure you get timely feedback and insights into the onboarding process at key milestones.

Intraboarding: When internal employees shift roles, they may be joining a new team, working for a new manager and perhaps even experiencing new aspects of the culture. Like onboarding new hires, intraboarding often includes new paperwork, training, new system access and equipment, and new performance milestones.

AUTOMATE YOUR ONBOARDING, IN REAL LIFE

"THE ANTIDOTE FOR A COMPLEX PROJECT IS A SIMPLE PROCESS."

A workflow automation company that onboards up to 4 new employees every week needed to manage its internal growth while simultaneously offering flexible and engaging training programs for its sales partners and customers. It needed to onboard new employees at a breakneck pace, while managing internal growth to provide flexible and engaging training programs.

The Problem:

The company needed a learning that could integrate with its HR systems to streamline hiring and the onboarding process to automate tasks such as employee leave, while providing flexibility, visibility and advance reporting capabilities. They also needed a platform that also supported a variety of content formats, including bite-sized video, SCORM courses, and longer format whitepapers.

It also recognized that there was an over-reliance on instructor-led training for formal learning, and required a solution that enabled a blended learning approach that included a focus on informal and experiential learning modalities to drive employee engagement.

The Solution:

By shifting the focus of its training and onboarding process to employee engagement as a top priority, it recognized the solution lay in a E-learning platform that scaled with its learners, while reducing the hands-on time spent manually organizing learning content. Using Docebo, the company placed a threshold on the depth of information in formal training, and linking it to continuing informal learning modalities, the company was able to boost employee engagement, scale its onboarding, and make the entire process more effective.

AUTOMATING YOUR ONBOARDING PROCESS PRODUCES MEASURABLE RESULTS

Leveraging learning technology to automate your onboarding process not only develops better teams, faster, and but also:

- 25% Increase in employee retention with a 1 year onboarding programs

- 19% higher new hire engagement rate

- 13% higher rates of new hire performance goals met

While...

- Reducing administrative overloads
- Emphasizing strategic objectives

CAPITALIZE ON NEW GROWTH OPPORTUNITIES BY AUTOMATING YOUR ONBOARDING

Speed isn't the only metric for onboarding success. Sometimes, it's better to do things the right way, even if it takes longer. Ultimately, you'll see this manifested in your employee retention rate.

While onboarding can be an expensive and time-consuming process, using your learning platform to automate can increase its effectiveness and reduce costs, while limiting the training workloads on HR, L&D and department managers.

Additionally, automating your onboarding process can make the hiring and training process much easier for your employees. If automating the entire process at once sounds overwhelming, you can start with just a few areas and go from there. Chances are, once you get used to the convenience of automated onboarding, you'll be excited to put as many tasks on auto-pilot as possible!

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GIVE DOCEBO A TRY, TODAY!

ABOUT DOCEBO

Docebo is a learning platform that is laser-focused on changing the way people learn through a cloud-based, user-friendly technology built for the modern user. Established in 2005, Docebo (Latin for "I will teach") offers companies and their employees, partners and customers a learning ecosystem that increases performance and learning engagement. Docebo is designed to power a cohesive L&D strategy, and has been embraced by more than 1,400 companies around the world for its elegance and ability to deploy blended learning strategies (formal, social and experiential).

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