

# **KnowledgeGraphic**

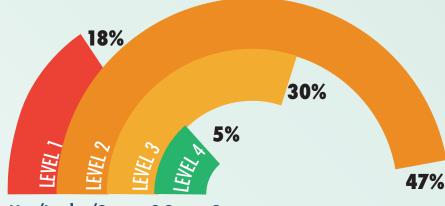
# **C-SUITE SUPPORT FOR ONBOARDING CRITICAL FOR ENTERPRISE ORGANIZATIONS' SUCCESS**

Large organizations\* in which top executives invest, promote and collaborate in onboarding practices are twice as likely to have onboarding aligned with business goals and talent strategies, and linked with development and learning.

#### **C-SUITE'S LEVEL** Maturity of **ONBOARDING PROGRAM\*\* OF SUPPORTING** For Onboarding **Onboarding is strategic** 13% and fully linked with development and learning. Little to No Support Leading LEVEL 4 **Extensive Some Support** We have a formal onboarding Support 36% organizational goals and Emerging LEVEL 3 15% 31% We are currently developing 37% a formal onboarding process. Developing LEVEL 2 54% **Onboarding is mostly** 14% done on an ad hoc basis. Lagging LEVEL 1

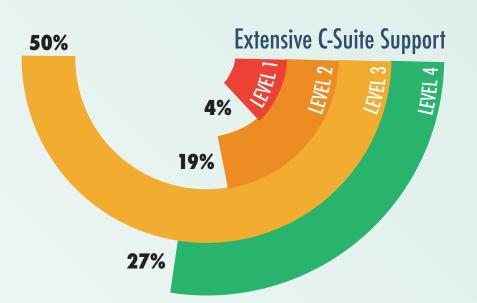
## **IMPACT OF C-SUITE SUPPORT**

### on Onboarding Maturity



No/Little/Some C-Suite Support

ISIGHT Organizations with extensive C-Suite support are 5 times more likely to be at Level 4 in onboarding maturity, which means onboarding is strategic, fully linked with learning, fully automated, and utilizing assessments and assimilation practices.



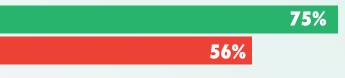
Organizations with extensive C-Suite support were 34% to 127% more likely than other organizations to see increases in key new-hire metrics over the past year.

## **INSIGHT**

### **INCREASED NEW-HIRE METRICS** Last 12 Months

• Extensive C-Suite Support No/Little/Some C-Suite Support

#### Increased new-hire engagement



#### Increased new-hire retention



Increased rate of referrals (employees recommend peers to the organization)



Reduced time-to-proficiency/readiness/productivity







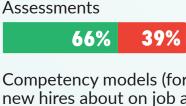
\*Percentages represent organizations that utilize these metrics

## **Currently Using LEARNING & DEVELOPMENT During Onboarding**

- Extensive C-Suite Support
- No/Little/Some C-Suite Support

Experiential learning (on-the-job) 85% 68% Informal learning (peer-to-peer) 81% 65% Formal in-person instructor-led classes 77% **65%** Coaching/mentoring 73% 47%

#### Goal-setting 51% 67%



Competency models (for guiding new hires about on job attributes)

> 61% 36%

#### Simulations

**51% 22**%

Gamification/gaming (such as awarding badges, prizes, contests)

30% 12% INSIGHT

**Organizations** with extensive C-Suite support for onboarding outperform other companies in their use of learning modalities during onboarding and were more likely to use innovations such as gamification (2<sup>1</sup>/<sub>2</sub> times more likely) and simulations  $(2\frac{1}{3} \text{ times more likely}).$ 

## **READINESS TO ADDRESS ONBOARDING IMPROVEMENTS** (Within Next 12 Months)

• Extensive C-Suite Support



Learning & Development Practices

67% / 60%



No/Little/Some C-Suite Support



Replacing/upgrading onboarding technology

46% / 29%

Purchasing onboarding technology for the first time

41% / 27%

#### \*\*Full Legend for Onboarding Maturity

Level 1: Onboarding is mostly done on an ad hoc basis; there is a lack of process and supporting technology ortools; there is little or no investment in onboarding resources.

Level 3: We have a formal onboarding process aligned with organizational goals and integrates with talent management strategies; a dedicated onboarding technology solution is used; consistently measure effectiveness of onboarding through surveys, retention, first-year

Level 2: We are currently developing a formal onboarding process; intend to acquire dedicated onboarding technology solution in the near future; current onboarding practices are primarily related to document/task management and equipment provisioning; some measurement of the effectiveness of onboarding.

performance (quality hires); attention is paid to new hire engagement and assimilation.

Level 4: Onboarding is strategic and fully linked with development and learning; have a fully dedicated onboarding technology solution integrated with ATS and other systems like an LMS; assessments are utilized within onboarding; high potentials are identified; engagement and assimilation practices are fully implemented; new hires are provided with mentors; organization continuously seeks to improve practices.

\*Large Organizations are defined as having 5,000 or more employees (n=200)

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Source: 2018 Brandon Hall Group Impact of Onboarding Study (n=581 overall, n=200 for organizations with more than 5,000 employees)