

# Effective Onboarding

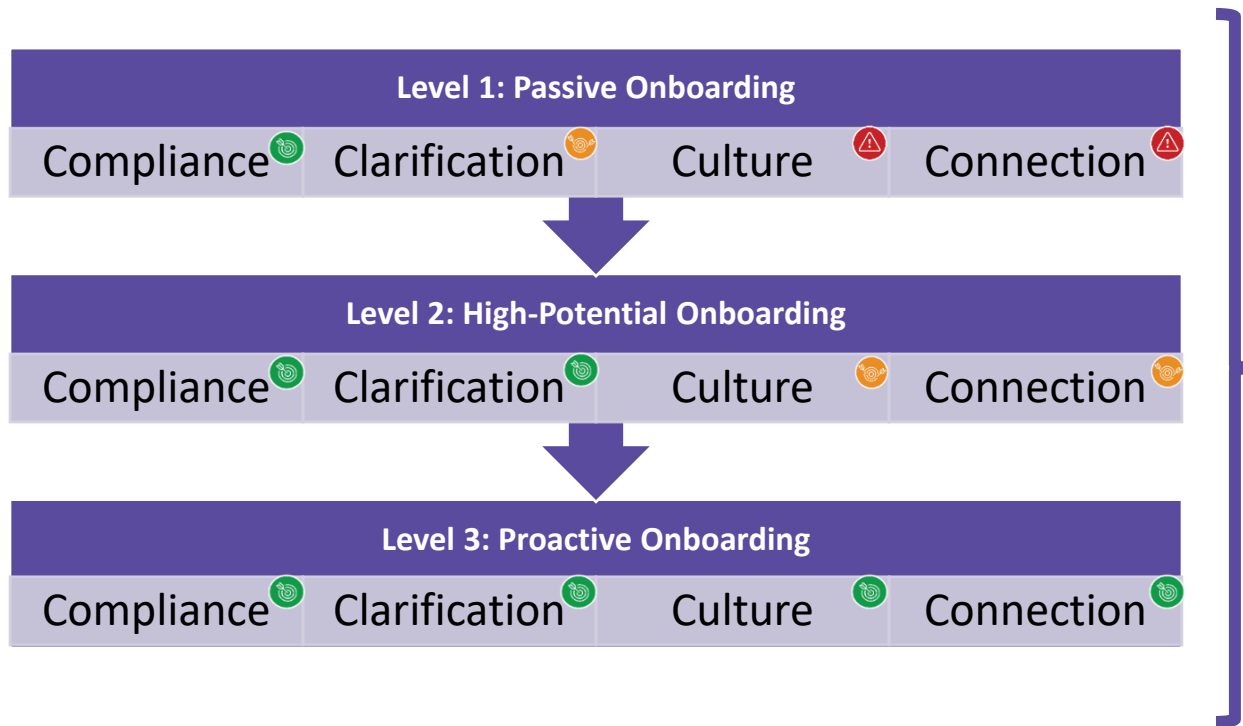
A new employee's onboarding experience begins even before their first day on the job. In fact, onboarding can and should begin within the interview process, by highlighting to a candidate what they can expect if they are to be offered and accept a job with your organization. TalenTrust recommends that candidates are informed about the company's onboarding offerings during the offer stage at latest. A structured onboarding program can give an employer a competitive advantage and can help make a candidate more comfortable with their decision to accept an offer.

TalenTrust recommends a structured and consistent onboarding program that extends for 6 months post-hire. The new hire's job description and performance goals and metrics should be clearly articulated so that the hire knows exactly what is expected of them and how they can succeed.

The four building blocks of successful onboarding are:

- **Compliance**
  - **Structured Process**
    - Create a centralized and structured plan to meet all onboarding goals
    - Align onboarding goals with broader corporate strategy
    - Assign roles and accountability to relevant stakeholders
- **Clarification**
  - **Cultural Mastery**
    - Create multiple opportunities and channels to share cultural elements such as norms, communication styles, management styles, and how decisions are made
- **Culture**
  - **Network Development**
    - Create multiple opportunities to foster engagement which are aligned with your organization's employee engagement program and messaging
    - Create a positive, memorable first day of employment
    - Facilitate new hire networking with key stakeholders including coworkers, departments, and clients
    - Assign onboarding peer or mentor
- **Connection**
  - **Strategy Immersion**
    - Delineate your organization's strategic goals
    - Discuss case studies illustrating how employees have impacted these broader strategic goals
    - Use multiple channels of messaging to get the word out
  - **Setting Expectations and Gathering Feedback**
    - Communicate expectations early and often
    - Ensure expectations align with your organization's training and performance development programs and milestones
    - Gather feedback for continuous onboarding improvements

The Society for Human Resources Management (SHRM) has defined a 3-level maturity model of onboarding, in which the majority of organizations align with Level 1 or Level 2. Best-practice onboarding programs are proactive in addressing all 4 building blocks of a successful program.



## Process Map of a Successful Onboarding Program

