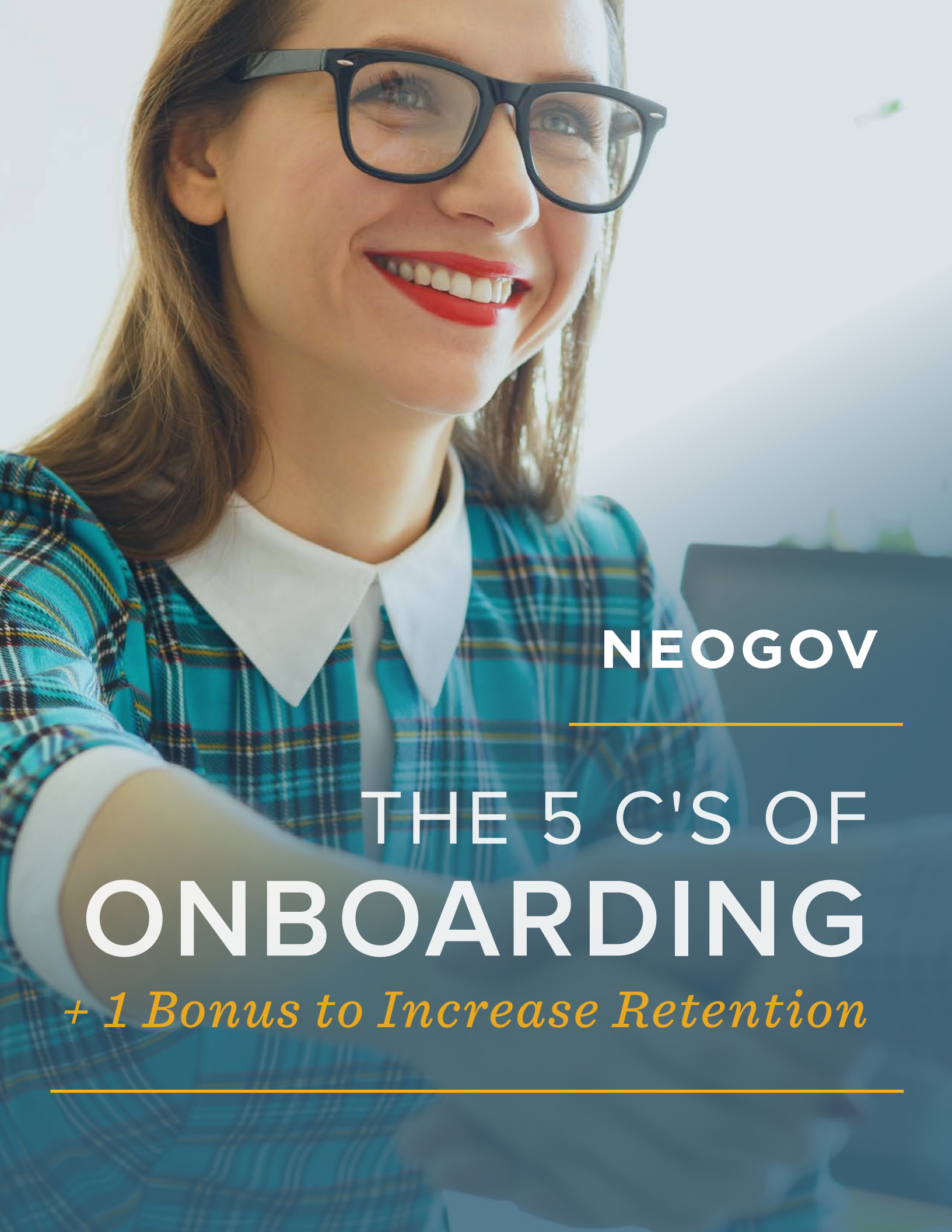


A close-up, slightly angled shot of a woman with long brown hair, wearing black-rimmed glasses and a red lip. She is smiling and looking towards the camera. She is wearing a blue and white plaid shirt with a white collar. The background is a bright, out-of-focus indoor setting.

NEOGOV

THE 5 C'S OF ONBOARDING

+ 1 Bonus to Increase Retention

78% OF BUSINESS LEADERS RANK EMPLOYEE RETENTION AS IMPORTANT OR URGENT

according to a survey conducted by Deloitte. However, what many don't realize is that key retention efforts should begin the day the employee starts the position and continue through the first 90 days of employment. In fact, experts agree that "the onboarding process is crucial to retention success" (SHRM).

If done effectively, onboarding makes new hires feel well-integrated into their organizations faster and gives them a sense of belonging. When done right, it can build confidence early on about their ability to fulfill their job responsibilities.

The 5 C's of onboarding are well-known pillars that guide effective onboarding of new hires to ensure they settle into their new role, team, and organization -- but as the times change, is your onboarding process changing with them? In this guide, we'll cover the latest thinking on all the C's to help you take stock of your current approach, and we'll share a new additional C that can boost retention.

1 COMPLIANCE

Compliant onboarding practices include informing your new hire about policies, benefits, and other organization specific information, and collecting required documents. Most policy information should be available in the Employee Handbook, which is ideally a living document available in the cloud so the latest version is always accessible to all employees, and can be continuously updated in real time. The days of requiring re-distribution of soft or hard copies every time a change is made are no longer tenable in an age of remote working, modern technology, and a digital savvy workforce.

Maintaining compliance throughout the employee's tenure at your organization starts with forms completed during onboarding, such as the I-9 and W-4 tax forms. The I-9 form verifies the employee's eligibility to work for your organization and failure to provide this documentation can result in penalties when audited. In fact, between 2017 and 2018, the Homeland Security Investigations (HSI) division increased their I-9 audits by 340%, criminal arrests by 460%, and administrative arrests by 787%. Accurately collecting and maintaining these records is critical to employer compliance. Doing so via an online solution that facilitates electronic signatures is rapidly becoming the standard across government agencies.

2 CULTURE

Although some public sector HR leaders may scoff when company culture is mentioned in reference to a government agency, the reality is that every organization has a culture. Company culture encompasses your agency's values, attitudes, and practices, which when combined are essentially its personality. Because culture fit is such a critical underlying component of how well organizations gel, ensuring new hires assimilate quickly is key.

Building a strong organizational culture builds brand identity (yes, a government agency can have a brand identity), increases employee loyalty, attracts and retains qualified talent, and makes advocates out of your employees. The culture of your agency, department and team is always evolving. With each addition (or subtraction) of a team member, there is a slight change in the dynamic of the group, making onboarding new team members absolutely paramount to successful collaboration.

Besides automating the new hire process and paperwork, an onboarding portal empowers HR and department heads to shape how the organization is perceived by every new hire that joins. By featuring a mission statement, welcome video, team photos, quick facts about the organization, contact lists, nearby shopping and restaurants and more, you can highlight the meaningful parts of your organization that represent its culture.



3 CLARITY

Starting a job can be overwhelming and anxiety-inducing. To ease the nerves, make sure your new hires have a clear understanding of their role and responsibilities, as well as the values and goals of the organization. Both are equally important because employees who understand their particular role, but don't understand the organization's goals may struggle to understand the context of their contributions.

Only 53% of employees have high role clarity.

– Effectory

Not surprisingly, of the employees who do have high role clarity, 89% of them have high levels of effectiveness in their position and 84% intend to stay in their role.

Using an online onboarding solution that centralizes all the information an employee needs to understand their role (i.e. the job description, expectations, and training documentation) eliminates ambiguity and makes it possible to refer back to the specifics as often as needed during those first months at the organization.



4 CONNECTION

The faster new hires can establish interpersonal relationships with their team and peers, the more quickly they'll settle into the organization and demonstrate productivity. In fact, 74% of new hires say their peers are the most helpful source of support during onboarding (Gartner).

Some easy to implement suggestions for promoting early bonding include arranging:

- A tour of the office given by another colleague
- Lunch with a peer
- Department potluck
- An introduction to leaders of other departments
- A cup of coffee in the lunchroom with contacts outside of the department who the new hire is expected to interface with

Assigning a mentor to each new employee that can guide them through their first few months is another great way to help the new employee feel comfortable and confident. In fact, 87% of organizations that assign a buddy or a mentor say it is an effective way to boost new hire proficiency (Human Capital Institute). Choose mentors that are positive and enthusiastic about the agency. They should want to be a mentor, and not be forced into it. Just keep in mind that mentors should be regularly refreshed so the burden is shared across the organization.

With an onboarding solution, you can automate the process of assigning tasks to other team members across the organization, which makes it easier on human resources while delivering a huge payoff -- the likelihood that your new hires start thriving early on in their roles.

5 CHECK BACK

Regular check-ins with employees are invaluable tools for gauging an employee's performance, job satisfaction, and areas of improvement. During the first 90 days of employment, check-ins are especially critical for ensuring new hires are on track for becoming an integrated part of the team. Ideally, HR should check in with new employees at the 30, 60, and 90 day mark of employment.

An onboarding solution that automates the scheduling and reminders of check-ins can minimize HR's work in implementing a consistent cadence and structure. Many systems enable you to set it and forget it, so all new employees are ensured the same onboarding experience.

Check-ins are also a great time to get feedback from the new hire on your onboarding process. Does your orientation include outdated information that needs to be updated? Is there something missing that would help future employees settle in faster? Gathering feedback from employees who have recently completed the onboarding process provides an opportunity to continuously make small iterations to your onboarding process until it's nearly perfect.



6 COMPETENCE

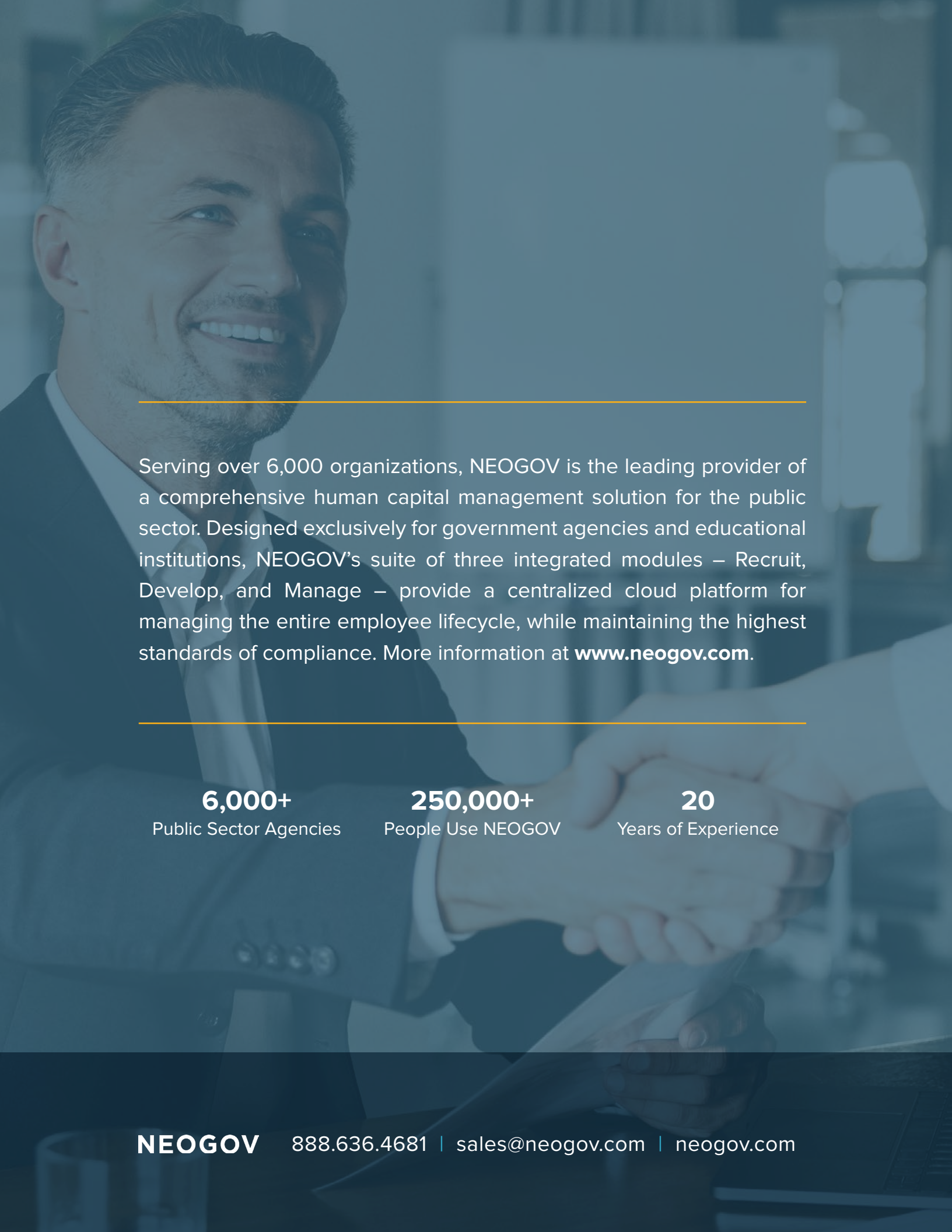
Approximately 46% of new hires fail within the first 18 months of the job (HR.com). Why is that? It can be for a number of reasons but it's often because they weren't set up for success during the onboarding process.

Although onboarding typically lasts for the first 90 days of employment, the consequences of a poor onboarding process can plague an employee's performance for months to come. Once the employee understands the job responsibilities to effectively fulfill their position's requirements, it's up to HR and the manager to work together to ensure they have the tools, training, and skills they need to do their job.

In thinking about the bonus C, competence, the question to pose is whether the organization has provided the employee opportunities to ask for what they need (without fear of judgment) as well as ongoing support beyond the first three months.

To ensure new hires can perform with competence, create an employee development plan complete with training tools and additional planned check-ins (beyond 90 days) to ensure employees have the skills they need to shine in their roles. In the event that they don't, help them create a defined plan for building these skills.





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