



Excellent Onboarding Process

Guest speaker:
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and Engagement at Swarovski

From 2018 Employee Experience Meeting

***“You Never Get
a Second Chance
To Make a Good
First Impression”***



This year we present a new topic to the models and concepts of the General Business Excellence.

Amongst burning issues in business organisations are the lack of talent. The onboarding process which should be used wisely in any organisation in order to meet high expectations on the market has a very important role and is often not treated seriously from management. Therefore we decided to present one of the best practices, learn from it and deliver key suggestions that should be sought after any organisation.

Organisations cannot always select their new hires in a way they would like. Competition for talent is extremely high, and candidates are aware they can bargain and select the best employers. Some organisations even find themselves unable to attract and recruit new talent, at least not in the time needed to do so.

Our hope is that your company is successful in recruiting candidates, selecting and hiring them. The next most important process is how to effectively onboard new employees after HR people already selected and shook hands with them.

It's a process which is underestimated in many organisations or at least focused only on the technical side of the business.

We think not all of the success of the onboarding is on the technical side. Human side and emotional areas of the current employees and the new hires are equally important, and, therefore, should be considered and planned carefully.

By combining the technical and human areas in the onboarding process organisations are enabling their new employees to add value to the organisation faster and new hires can keep their engagement on high levels after the onboarding process already ended as well. By making the right decisions for the onboarding processes, companies can also successfully add value to their brand on the market.

Are you ready for the onboarding in the right way?

We hope you will enjoy reading this booklet and we will be happy to welcome you to our meetings in the future. Let us know and we will send you an invitation early.

Best wishes from the CMC team.

Aleš Trunk



About Alberto Platz

Alberto has been working for Swarovski for over 31 years; the first eleven years based in Barcelona selling the crystal components in the B2B area, managing the Spanish and Portuguese Markets and the next thirteen years for the Gemstones Business holding several positions as Sales Director in the European and Middle Eastern Territories.

After 25 years in sales, he felt as he has given everything that he could. Thus, he wondered: “What is the next step? - We have to do something with people”, and he joined HR 6 years ago. Following his decision, he felt that he does not understand his colleagues and their language.

As a result, he thought: “If I don’t understand the language of HR, imagine the business. If there is a wall between what you say and what you expect from the business and there is a gap in communication, it is not good.” His colleagues answered: “It is good that you are with us because sometimes you force us to think about how to communicate things for a business to understand us. For an example, how do you even define potential in the company? For our leaders, this is too complex, you have to make it easier and embed it in their business life. ”

So, in 2012 he joined the Corporate HR team as the **Global Director of Engagement** and in addition in 2015 he took over the **internal and external HR communication, the talent acquisition and inclusion & diversity topics from a global strategic perspective**. Alberto continues being part of the Spirit Momentum Team with their main objective to anchor the Swarovski Spirit values throughout the entire organization.

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Alberto was leading the dynamic workshop and presentation of Swarovski's best practices on Employee Experience Meeting. All about it, you will be able to read in this e-book.

The meeting was full of **mutual learning**, **exchanging of experiences** and **sharing important contents**. You are welcome to join us on our next Employee Experience Meeting.

[Receive the notifications about the meetings here.](#)



AN OPENING STORY

Let's imagine a script.

A new employee arrives at the company, in which no one knows, that he/she is starting the job that day. There is no chair waiting for him to sit down, no equipment prepared, even his new co-workers are so confused by his arrival, that they forget to welcome and greet him in the proper way. The first directions from the right people are given to him in the moments, when the new hires' disappointment, stress, confusion of the whole process already settle deeply in and when he wonders for quite some time: "Do they even *want me* to work here?"

This new hire arrived at the company fully engaged.

And that might be his first experience in this new job.

It is worrisome for the companies that employee turnover can be as much as 50 % in **the first 18 months of employment** as the Society for Human Resource Management (SHRM) (source) estimates. Employees leaving the workforce can be expensive and put pressure on highly burdened resources as well as the company's financial bottom line.

How much pressure? »It will cost company **six to nine months of an employee's salary** to identify and onboard a replacement. Others in the field believe the cost to be even much higher, « according to SHRM research.

So, investment is big. Today, when the working market became very challenging and when the need for the higher

productivity and employee's effectiveness is increasing, the topic became one of the most important ones for the development of organisations' excellence. However, successful onboarding can "increase an employee's discretionary effort by more than 20% and **drive employee performance by up to 15%**« the Gartner agency concluded (source). »Furthermore, committed employees work 57% harder and are nine times less likely to leave«.

Can you see the opportunity there? In the end, when we generate the onboarding programme, we do not do that because we are the HR department, but because we want to **improve the employees' experience and retain their engagement** after they enter our company.

The problem of a poor onboarding process is that it makes engaged people less engaged.

Put yourself in the shoes of the new employee mentioned above.

How do you think he felt?

- Stressed, confused
- 'I am on my own. Nobody supports me.'
- Disappointed
- Negatively surprised
- Lost and alone
- Feeling the gap between expectations and reality
- 'Do they even need me/want me?'

Let's look what went wrong in our scenario or what can go wrong in the onboarding process.

ONBOARDING FRAMEWORK

- On the first day, the employee doesn't have sufficient information.
- He doesn't get the onboarding plan/programme.

HR

- Contracts and other documents are not ready or prepared.
- Employees were not proactive. They could help to resolve the situation, but instead, they just did what they are 'in charge' for.
- No supporting area for the new employee.
- The new hire is not introduced to the team.

IT

- IT is not informed.
- Equipment is not ready for the new hire.
- There is no basic technical support for the employee.

OTHERS

- The manager is not available.
- No empowerment.

CREATE A FULL PICTURE

Take a few steps back. Why does a person decide to stop working somewhere and start looking for a new job?

Normally when one decides to change the job, there are mainly two reasons for it. The first reason is **disengagement** when something is no more covering your expectations and the second is **the need for new challenges**. To put it simply, you either like your company or you want to go to a new place and try new things.

At some point, you must click ‘I apply’ for a new job. This is a stressful moment. When you apply for a job and send your CV to a new company, you already understand the consequences, because you must run interviews, screenings, etc. At this moment you have already decided that you are going to change the job and you have already acknowledged the risks.

But how do you choose the company to work for in the first place? Best is to do a research of the company – find out how the employees in this company feel, ask for references, search for information about the company on the web and verify them. For example, at Swarovski, you can go to a shop and ask shop consultants: »Do you like to work here?«

You usually *apply for that job* about which you already have enough information. At that time you say, ‘I apply’ and that is a critical and stressful moment for the person.

After you have finished all the steps: you applied, your CV was accepted, you passed all the screening phases, telephone calls, business cases, interviews, you are no longer under stress as you got your contract and agreed on the terms and conditions of the company, you have only one more step to do and that is your first day in a new job.

Be aware of the risk a new employee takes to join you

The entire process of a new employee joining a new company is stressful and difficult. The candidate must take very bold decisions. Thus, with that in mind, we must treat new employees properly at their arrival. I am very grateful and thankful at Swarovski for every application I receive, since the applicants take ENORMOUS RISKS, which I believe, we should never forget.

Personal risk is the reason why onboarding doesn't start on the first day of work, but actually much earlier.

Firstly, I wanted to reflect on that as I always want to put myself in the shoes of the others, not only in thinking but also in the way of speaking.

Until now, I have considered only the employee's perspective. We have seen what could go wrong on the new employee's first day and about his feelings in that scenario. However, now it is time to reflect on the company's point of view.

Opportunities for the company

Considering the company's perspective, a few things should be regarded in that context. What are the **opportunities** for the company, if the first day is well organised and prepared? Why would the different approach with the best onboarding practices be beneficial for the company?

- It would build **better employee brand**, which is connected to the company's reputation.
- It would **encourage the loyalty** of all stakeholders.
- It would **increase productivity** on the first day and impact the overall productivity.

If we consider the earlier scenario, it would take time for the IT team to urgently find and set the computer and other equipment for the new employee on his first day. The team would lose effectiveness and efficiency at the company, as everyone would be confused, complaining: "Wow, the new employee just arrived. Nobody told us. We have to stop doing what we are doing and do something about it."

- It would **retain the engagement** of a new employee.
- It would **improve performance delivery**.
- It would prepare everyone for a **new relationship**.

"You never get a second chance to make a good first impression."

You only have one chance to impress the new hire

People are the key assets of the company. They are representatives of the company, bringing its value up. Therefore, do not create a bad first impression on them.

Although, even if you do a very poor onboarding, I trust that after the second or third day or even after the first week of the new employee's job, you will still have the time to challenge the employee. The employee might say: »They are crazy. They are not using my full potential«. However, he will not leave his job because of the first-day negative impression, but rather wait for the hiring manager or his immediate manager to come back if he was absent at the first meeting, and only then he will start working.

The problem, however, is that the onboarding is not well organised and does not create the best foundation for the employee's engagement and retention. I don't think that we will lose an employee because of this situation; nevertheless, we should not forget the title of this workshop.

You had lost this opportunity already. You can't start the onboarding after one week again even with the hiring manager being there.

DO WE KNOW HOW BIG THE POTENTIAL OF THE ONBOARDING IS?

Firstly, let us consider the employee satisfaction metrics

How many of you are running surveys to measure employee satisfaction and engagement in the company?

But what is the reason that we ask employees how motivated they are and how engaged they feel? We do not ask them, because we want to know their satisfaction rate, but rather **with the intention to improve it.**

In taking surveys, we want to achieve that the employees stay engaged, thus it is important that they see the **actions following.** Again, let us put ourselves in the shoes of the employee: “I received 50 questions. I took the time to answer them and the company measured my engagement level. Now, I would like to see actions from the company to keep the engagement levels high if they are high, or to raise them if they are low.”

You do not go to the bank and say: “Listen, our engagement survey is 70%, please give us a credit. No, you measure employee satisfaction for the employees in order to know **which areas are important for them to improve**, so you can give them what they need and improve their engagement.

There are enough business cases explaining that the companies with the higher engagement of employees are

performing better than the companies with the lower engagement of employees.

Numerous studies show that highly engaged teams perform better

The employees who are highly engaged show:

- **73 % less of absenteeism**, which is linked to productivity,
- **25 % less of high – turnover**,
- **28 % less shrinkage** in the production,
- fewer safety incidents, which is very important, etc.

I visited companies dealing with oil, energy and transport industry and they stated: “We do engagement for the safety reasons.” As highly engaged teams have fewer safety incidents than disengaged teams, the companies give the priority on engagement **topics for the safety area.**

In Swarovski, we give priority to engagement **for the retention reasons and customer loyalty.**

By now, you have also probably heard the same outcomes of the surveys made by big consulting groups.

If you are not asking your employees for their feedback, then you "are not a company".

So, disengagement happens inside the company.

New employees are usually more highly engaged – >>honeymooners<<

I wanted to share with you the results of our employee survey engagement. 16.400 employees participated in our study scoring employee engagement dimensions and **67%** of them showed **favourable engagement score**.

To further investigate the scores we have split the results to 5 groups: the first group consisted of employees who are **less than one year** in the company and the last of those who are **more than 10 years** in the company.

Our study showed that the people, who are less than 1 year in the company, are 5 points above 67%. They are showing a 5% higher engagement than people who are more than 10 years in the company.

I believe that if you check your results in the same way, the outcome may be very similar.

The study shows that the difference between 1 and 2 years is -1% compared to the total, between 2 and 5 years -1 %, between 5 and 10 years zero, and more than 10 years -3%.

... And they do not even have salary expectations yet

I want to point out the study findings, which show that the employees, who are in the company less than 1 year, are **a lot more engaged** or respond in a **much more positive way** than the rest. What does this tell us?

We talked about onboarding, about new hires. How do they arrive at your company? The answer is that **they arrive fully engaged!**

If I am the boss and the owner of my company, I would tell all my leaders: “Hey, take care of these people because they arrive fully engaged! This is a great opportunity!”

New hires don't even have the salary expectations on the first working day. They have just signed the agreement. Even the football players are asking for the salary increases only after three months after scoring a goal but not after signing the contract. So, new hires don't even have any salary issues when they join the company. They arrived at the company to **deliver as fast as they can and the best they can**.

Thus, the only option you have with the new hires is to lose engagement, not to gain it. Is that not a great opportunity to start shaping them in the all-star workers, who create the best results?

Engagement might not be the driver to performance

I would like to share with you some results of our second study.

I thought: “Ok, I will analyse one full country in our sales shops.” Our stores have on average five people. There are sales consultants (that is how we call shop staff in Swarovski) and there are store managers. In our study, we included all the sales consultants, analysed their productivity and compared it with the productivity of other people, I mentioned earlier.

The study showed that the people who are employed in the company's stores for

2 to 5 years produce **30 % more** than the new ones.

The results prompted me to say to the business: “If this is so, engagement *doesn't* drive performance. Sorry, the theory is untrue!”

The new-comers are showing **more engagement**, but people who are already working between 2 and 5 years are **more effective**. Why?

Let me test you with a picture.



Is the person on the left or on the right more engaged?

We don't know, because we don't see the person. Who is going to perform better and make a better change in terms of effectiveness, speed or time?

The person on the right. He might not be more engaged, as we don't know that, but **he looks more enabled**.



As a result, that means, that if new employees would be as enabled, trained and

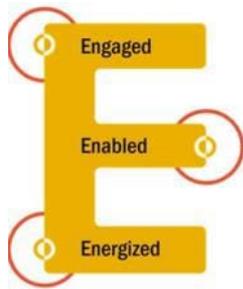
had the same experience as employees who are there longer, they would be fantastic people. The second group is performing better simply because they are better equipped - not more engaged.

Most companies measure more than only engagement

Think about the opportunity you have in your companies. You are hiring people that are fully engaged and you are only disengaging them. Therefore, logically with the models, we are measuring not only engagement but also enablement. When you ask your employees: “How do you feel?”, it is also important to ask

The equipment also supports effectiveness.

Different Models (Framework)



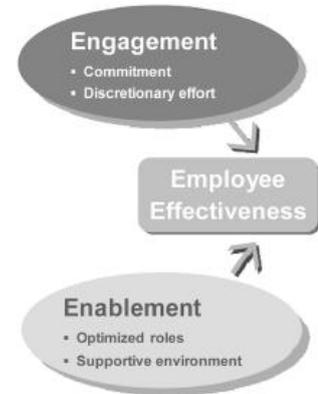
Towers Watson



CEB



AON



Hay Group

SWAROVSKI

Here is a thought that we must understand. If this is what we show on the outside, we must make sure it is real inside as well.

them: “Do you have the right training, materials, information to do your job?” Because employees may feel great, but if they do not have the right tools, they cannot do their job properly. That is why we measure **engagement**, **enablement** and also “**energishment**”.

Previously when I talked about the onboarding, I wanted you to think about the opportunity, the potential we have as a company. It is a huge potential. We are hiring engaged people -100 % **engaged**. It is very difficult for the new employee to arrive at the new job. It can be stressful, but normally they feel happy as well since they have found the job.

Advertisement can boost or kill the engagement

One of the reasons why people decide to work in Swarovski is because it shines. We have advertising, marketing materials and shops that fully express that. For an example, we have an advertising video with a beautiful song that has a message for all the employees: “Shine light, shine bright like a diamond [in our company].” Seeing those videos and feeling our company as a sparkly company is one of the

reasons why employees join us. There are other reasons as well, but this is one of them. People know us, they know our crystals. We are known for engineering and innovation as well, but we are not the Google company neither the IT company, we are more famous for the crystals. **People decide to join us because of the sparkles.**

Thus, imagine what would happen if they arrive and this is not true? People are in the office and there are no sparkles. That will completely **kill the engagement** of the new hires!

Costs: just one more reason why the onboarding process is important

Let us return to the feelings of an employee on his first day of a job with a very confused, not well-organised onboarding. When we are developing our

onboarding programme, we want to **cover all those emotions.**

We need to cover everything needed step by step so that his emotions will be good and not bad.

You might already think of what is a price for a new hire? The costs to fill the position and the productivity loss between the old position cleared and the new position covered.

We have a calculation made for a sales consultant in Swarovski which is a very basic role. Every time we must replace a sales consultant, we invest almost six months of salary. This is **half a year of salary.** Sometimes the price is even higher - to even one and a half years of salary depending on the external services that we need.

The price includes also the **lost productivity, recruitment costs, the onboarding and the training costs.** We also have a store manager that cannot be productive while he/she is training the new store consultant. We calculated that sales manager dedicates four weeks of his time for every sales consultant trained. Not four weeks in full, but two to three hours per day that accumulates to around 4 weeks in total.

I think with all of this we have covered the reasons **why we need to improve the onboarding process.** There is plenty of reasons, but overall it is important for the efficiency of your company and its growth through time.

Now let us concentrate on creating the best onboarding process.

DESIGNING THE ONBOARDING PROCESS

We have already identified **four areas that are important for the onboarding process**. We worked in four groups, brainstorming, finding ideas and putting them on the boards to work with them later inside of every participant's company. We used a meta-plan system to create the best results. You will find our blue boards pictures in the continuation of this chapter.

The idea for you: Discuss these topics in groups in your company. Start with the questions below and try to find the best answers to design your onboarding process.

What are the four areas of the onboarding process?

Below are the outcomes of the workshop that were presented. [If you wish to skip this part and read about the Swarovski onboarding process, click here.](#)

TIMELINE

- When does it **start**, when does it **finish** and what is the **timeline**?
- In which moments you want to check if things have happened? Define the **milestones** of the timeline.

CONTENT

- **What** do we need in terms of content (e.g. checklists, templates, training materials, lessons, classrooms ...)
- **When** do we need it?

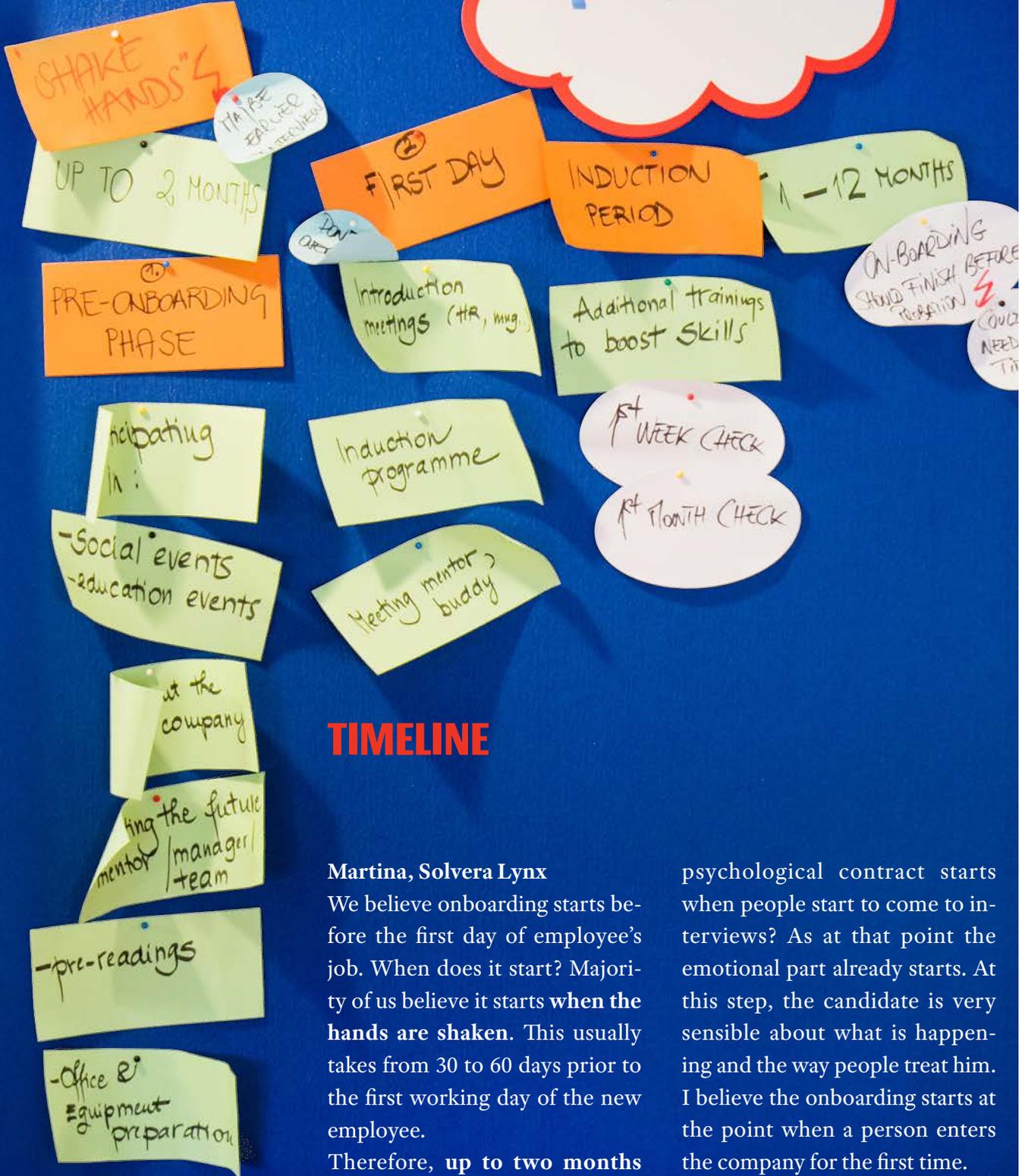
STAKEHOLDERS

- **Who** must be involved?
- **What** are their roles and responsibilities?

MEASUREMENT

- **What** do we measure?
- **How** do we measure it?

TIMELINE



TIMELINE

Martina, Solvera Lynx

We believe onboarding starts before the first day of employee's job. When does it start? Majority of us believe it starts **when the hands are shaken**. This usually takes from 30 to 60 days prior to the first working day of the new employee.

Therefore, **up to two months** is the period from when we decide to hire someone to the point when they arrive.

Comment: Can we challenge that? Don't you think that the

psychological contract starts when people start to come to interviews? As at that point the emotional part already starts. At this step, the candidate is very sensible about what is happening and the way people treat him. I believe the onboarding starts at the point when a person enters the company for the first time.

Group: I disagree with that. We decided that we will call that **the recruiting process**. We want the person to feel good when he goes for a series of technical interviews

and a culture fit interview, but that is just the part of the recruiting process. The onboarding is when it is agreed that we will hire him.

Thus, a big part of the **pre-boarding process** is social engagement as we are hiring IT people, millennials, etc. The other ladies in the company concentrated on different things, such as the documentation that needs to be read and rules of the company to be cleared before new hires come. As hiring managers, once we know that we are getting this candidate, we try to engage new hires in all social events and team buildings. As it is important for new hires to come to work in a place where they feel good and where they have friends already. That will make their first day less stressful because they will already know some people there.

Alberto: So, this is about pre-boarding, when physically the person has not yet started with work but still has a connection to the company?

Martina: Yes, the new hire is at that point already considered “ours”.

Pre-onboarding consists of:

- Social events I just talked about.
- Information about the role of the company.
- Meeting the future mentor, manager, a team. This usually takes part in social events.
- Office equipment preparation. In our company, they can choose between two different types of equipment,

which is prepared for them as part of a welcome package on their first day.

First day

The big part of the first day is welcome. The person should not come and ask where they should go. They should be met and greeted by either their mentor or their buddy. The mentor is someone that guides new hires technically and the buddy is someone who tells them where the lunch breaks are or where the stickers are.

We have learnt that the first day should not be too overwhelming and we should try not to explain too many things at that time.

- The first part is with HR to talk about company culture and company rules in detail.
- The second part is with mentor or hiring manager to talk about the job, new hires will be doing. The first day should go easy.
- Thus, we have a meeting mentor, buddy and introduction programme to start the whole process of working.

Alberto: Yes, it is very important not to overwhelm.

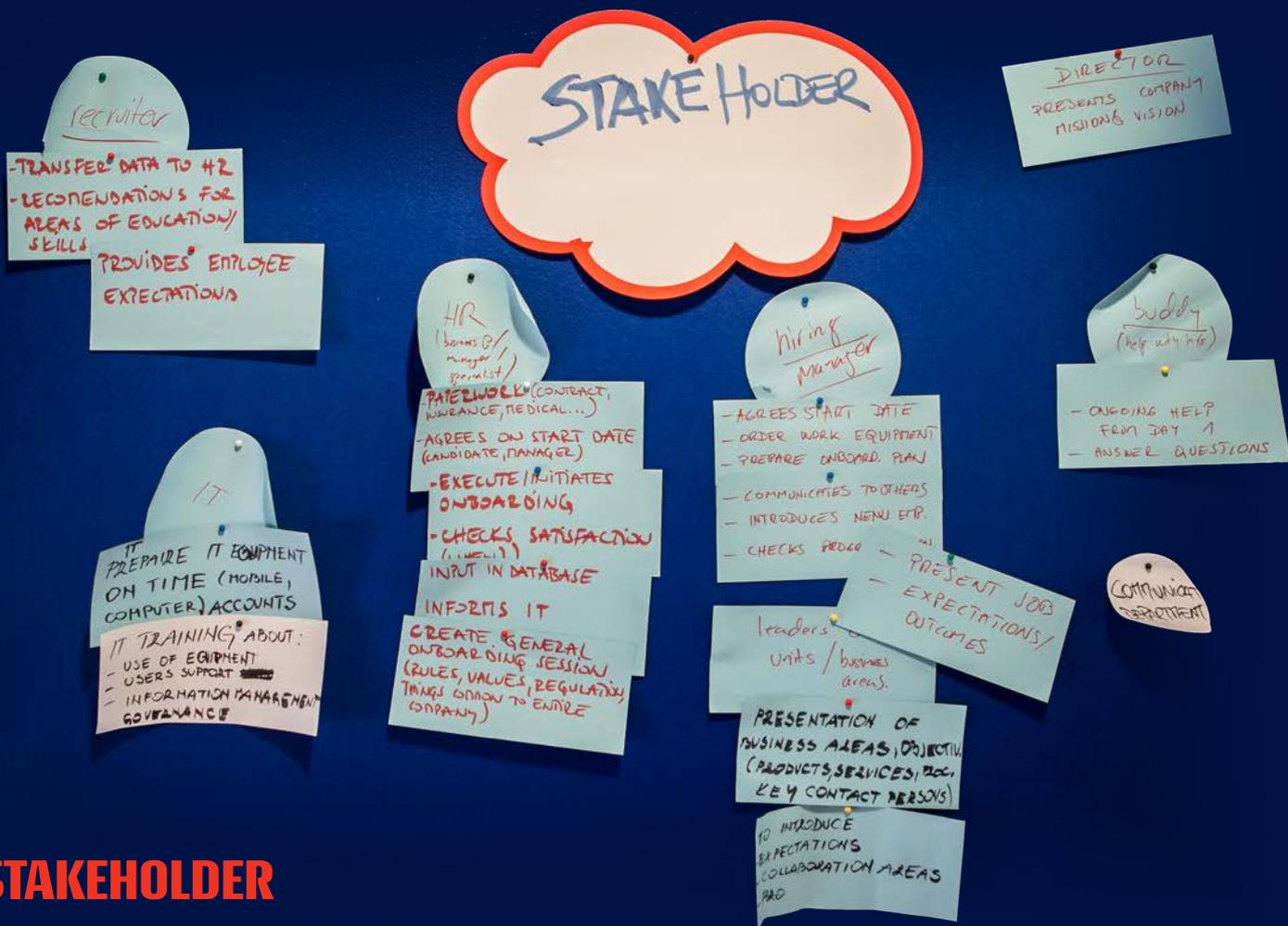
Marina: After those steps, the process varies from company to company and from one position to another. I usually like to have a **one-week check-in**, where I ask a series of questions that can't be answered with simple yes or no. If I ask: “Are you happy here?” employees will answer with yes, thus I usually question: “What is

your biggest problem here?” to which they reply with naming actual things. In a **one-month checkin**, I inquire: “How has this been resolved for you?”

Thus, from a strictly HR perspective, I would say that the **onboarding process is done in one month**, but from a professional or a technical side I think it shouldn't be **more than three months**. It certainly **must be over before new employees' probation period ends**. How can you do a probation period, if you have not yet finished the onboarding? If the probation period is six months, the onboarding process needs to be half of that and if the probation period is three months, the onboarding process needs to be half of that. In that way, you can know if people are meeting their expectations.

Comment: In our company, onboarding lasts closer to a year as the new hires need to learn a lot.

Alberto: The question that arises is: Maybe this is not onboarding anymore? Maybe this is something of importance for other people that are there for two years as well? The arrival of a new manager, the transformation of a problem, etc. Maybe this is not an onboarding package anymore, but really a continuous communication package? I agree with the finishing of the onboarding around probation period and setting up different areas at the company to make sure that employees are always informed.



STAKEHOLDER

Nejc, Lek

Our group consisted of a variety of companies from 100 employees to 500 including two representatives of 4.000+ employees. We identified 5 or 6 stakeholders, not 5 or 6 people, but the areas of 5 or 6 roles were covered. Further on, I will talk about their tasks in no particular order.

RECRUITER

The recruiter or whoever is hiring could be an HR or a hiring manager if the company is small. We believe that the main objective of the recruiter is to **transfers data to HR**. These are all the basic data that have been gathered in the hiring process and

recommendations for areas of education or skills.

Recruiter list points on which the new hire have to start working first during the onboarding process. The recruiter also needs to **provide some expectations from the employee** to the hiring manager or to the team, since the experience of the employee will be either low or high.

HR

- All the **paperwork** needs to be done by this person, including the contract, the insurance, the medical and others.

- Facilitation of the **agreement of the first day**, between the candidate and the manager.
- **Execution of the onboarding**. We don't believe that the manager needs to be thinking about it, however, HR is there to support the manager, and HR can execute and say: "Hey, you are the hiring manager. Here is the onboarding. Please, fill it and make a plan."
- **Checking satisfaction.**
- **Inputs in databases and information to other stakeholders**, which are responsible. It is not necessarily for IT to be involved, but HR can **give an input to the IT**

on a timely basis so that IT can be ready to prepare the equipment, etc.

- **Create general onboarding session** (rules, values, regulations, things in common to the entire company).

IT

When it comes to IT, we expect that they will **prepare the equipment** and all the things on time, such as mobile phone, computer, accounts and other things needed.

They should also **provide the training** to the associates, so that they can start working, not only efficiently/effectively, but also according to standards (security, values and behaviour standards).

Hiring manager

- **Agrees to the first day.**
- **Orders equipment** (not only computers, mobiles, but also gloves, shoes and other working equipment).
- **Prepares the onboarding plan.** The content needs to be done by the hiring manager because he or she knows what the person will be doing.

- **Presents the job expectations and outcomes.** This comes hand in hand with the hiring process.
- **Communicates the arrival of an employee** to others, which is very important and makes a big difference to employee's experience if he knows that he was announced and communicated to others.
- **Introduces the new employee** in person.
- **Checks the progress of onboarding** on a timely basis (first-week checks, first-month check).
- **Introduces the employee to leaders of other units/business areas.** There is a wish that every employee would have at least an idea of what the company actually do. The bigger the company the more complex is to know what the company is doing, but to know what every department, e.g. sales, quality, finance, commercial operations are doing, is important as is to get the basis and to emphasise how important is the collaboration between

departments and how they are all fitting the goal and objective of the company.

- They represent those departments and **introduce the expectations of other departments** towards the department to which the new employee joined so that he knows what other stakeholders in the company expect from him.

Director

- He sets the example, **presents the company.**
- I believe it is really valuable to have a top manager, director, leader to come and say: "This is our **mission**, the goal of our company. I would like everyone to be a part of the team going to that same direction."

Buddy

- Buddy is there for **information** about everything (cafeteria, where to get things, etc.)
- **Answers and questions.** He is the first support for the new employee.

CONTENT

- BEFORE THE "D-DAY"
- 1st Day
- BRANDING # ENPL. OF CHOICE
- DOG WATCH
- WEB PAGE
- SOCIAL NETWORK
- FAMILY FRIENDLY COMPANY
- SIGNED CONTRACT
- SAFETY & OTHER LEGAL REQUIREMENTS

- OFFICE EQUI
- CHECK LIST
- MENTOR + "Buddy"
- WELCOME PACKAGE
- ROLES & RES.
- ORG. CULTURE
- SHARING ORG. CULTURE
- PROCEDURE (SOP)
- INT. COMMUNICA.
- SOCIAL MEDIA RULES
- TRAINING PLAN
- JOB SHADOWING
- COMPANY POLICIES
- ROTATION
- GOAL KPI

CONTENT

Igor, Lek

Some things are important before the D day and some things start on a day 1. We all believe, that **before the D day:**

- People can very quickly communicate with the company via the internet or other media tools. **Branding of the employee of choice** starts with the internet page.
- There are many cons such as **dog watch** asking about the people, the management, strategic plans, values and behaviour, what are you doing etc.
- Usage of **social networks** like LinkedIn, where you can enter the person, get their data and call them.
- **Family friendly company** – I believe that most of the companies bring families to the company, some even pets.
- **The signed contract**, before you start working for the company is very important as you need to know that you are already a part of the company on the first day.

- And other important contents should be prepared before the new hire arrival: **safety and other legal requirements**.

1st day

- Checklist: to check if we have office **equipment**, like the chair, table etc.
- **Mentor and buddy**: the mentor is the boss and buddy is someone who is on your level and tells you all the things you need to know when you are starting.
- **Welcome package**: I would like to have a day for a welcome package for our associates, as that will influence new hire as well. For an example, having same jackets or something to put on to create a feeling of unity and being a part of the team.

- You have to learn what are the **roles and responsibilities** in this company, what behaviour is acceptable, and which one is not.
- Exploring the **organisational culture**:
- The information about the organisational culture: how do we measure it, what are the results, what are we doing in this area.
- **Quality, procedures, Internal communications, etc**
- Our company has **social media rules**. How you treat your LinkedIn profile, how you treat your Facebook, what you can write, what you cannot write.
- **Training plan**: It is very important that people have an idea, what will happen in the next few months, and what kind of role they have in it.
- **Job shadowing**: People will be learning in different ways and shadowing is a very good

example from our side – especially for the things that can be learnt only in that way.

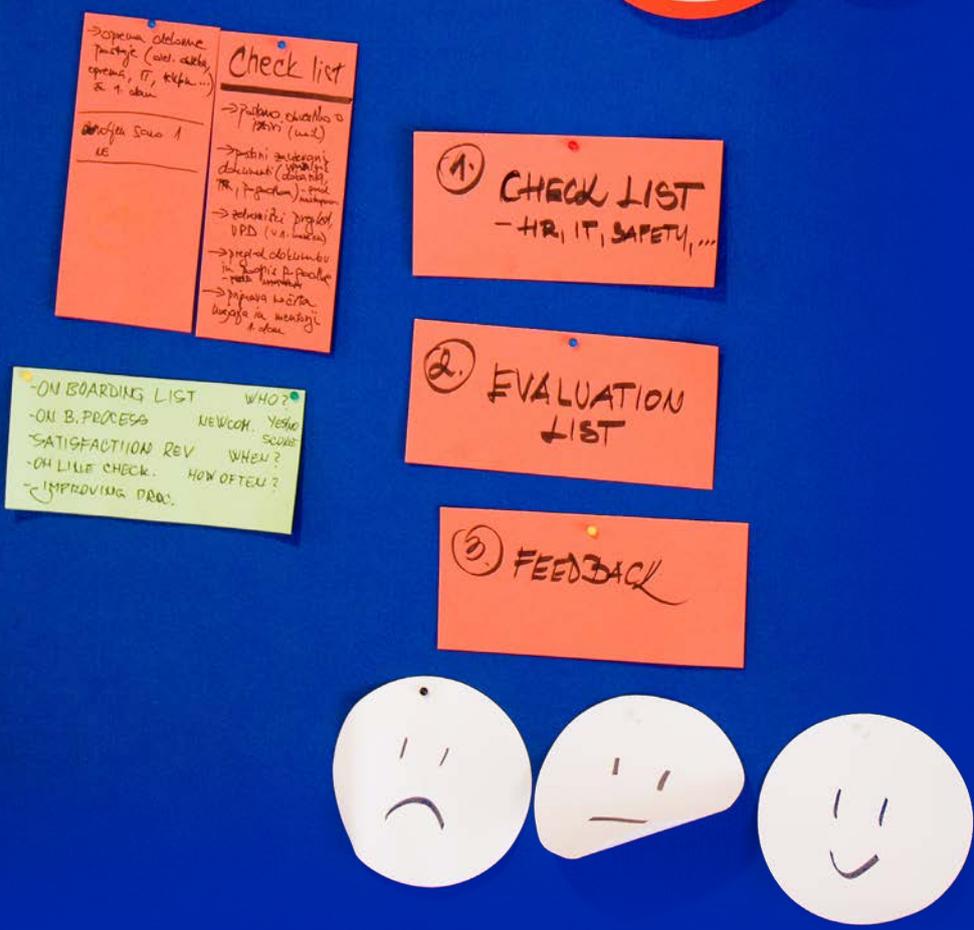
- **Company policies**
- **Rotation programmes**: It is very good that you try the other side to understand the work better.
- **Goals, KPIs, etc.**

Alberto: Are you doing job shadowing during an onboarding programme, as it sounds like you will need a long time for that?

Comment: In our company, we start with two days of onboarding, but then we have two days about all the departments which are there, about what they do, including the HR. The buddy helps new hire with the shadowing.

Alberto: I think I understand. Shadowing is a great approach, but for the onboarding, it must be designed differently from a real shadowing.

MEASUREMENT



MEASUREMENT

Marko, PS Logatec

Firstly, we would like to clarify **why** measuring the onboarding? We would like to improve – ourselves and the onboarding process. I believe this is the main idea or goal we do with measurement or monitoring.

Overall, the measurement itself poses more questions than answers. So, **what** to measure? We must define the process, define a checklist of actions that have to be done, define who is executing what, and only then we can

maybe define how we can measure it. Thus, we must measure/monitor/evaluate a checklist.

After that, we should ask ourselves **who** is evaluating and deciding whether things are good or not?

We should probably ask the newcomer after the onboarding process: “How were you treated by IT, HR and all the other stakeholders involved?” But, should we ask him just: “Are you satisfied?” or should we ask him for the score or just “Yes or no” or some smiley faces (happy, fine, not happy), that need to be decided.

Thus, there is a question about **how** to do the asking.

The question that remains unclear is also: “When does the onboarding start and when it finishes?” We must define **what the onboarding process is**. I don’t believe that it is when after a year the person knows everyone in the company and knows about all the processes, but rather it can be defined as a method of introduction of a new hire to the job or how we do it.

We also need to determine **how** to measure the onboarding process: online or offline, and **how often**? Should we, for example, ask the newcomer every week: “Are you satisfied, are we missing something?”

The newcomer will evaluate some processes and we will get his point of view, but we must also measure how all departments involved have been doing their job. For an example, did the HR inform the coach on time? This

is certainly not a question for the newcomer, but even I don't know whom to ask that. How could we measure it? Thus, as I mentioned in the beginning, there are more questions than answers.

Alberto: Let me give you the answer to this. This is **exactly the brainstorm session that we need to deliver to some teams** in our company, for them to work on the answers. Maybe you should go to HR analytics team and say: "Look, these are the areas I think we need to measure. It is your challenge to identify how we should measure them." That is why you don't need the answers now.

We are designing here, we are not finalising.

When you are back to your teams and you do something like that in one hour or use half a day, you present the acquired results to different working groups and request solutions from them. The teams are forced to adjust to each other.

You are right, with questioning: "How can I measure when I don't know what to measure?" as to determine that, you need content. I can share with you how we do it. In my company we use one, same tool, when candidates apply for a job as well as when they are leaving our company. It is the tool to measure the success factors and employee's workday. It is one **people management tool**.

In practice, the process is the following: I have a name and a surname of the candidate already in, at the screening phase and at the interview phase.

I decide to hire this person and can use the named measuring tool when, for an example, the email address of this person has been created by the IT team. In our company, **we measure how many days in advance** of the first working day of the employee **we have the ID card and the email address in the system**. Our study showed that from the beginning to today in 80% of the cases we reach everything before the first day. We can use the same measurement to check what happens after that and therefore detect the wrong things we are doing.

Sometimes things are going wrong only in one country, thus, we need to find the problem only for that area. By measuring we can **correct these things**, but first, you must have the IT tool, which you give to HR analytics and demand from them: "This is what we want to measure. You have to accomplish the solution."

Comment: A big company has introduced us with all that you have mentioned, but a big company can afford to pay IT to produce such software that they can monitor all in detail. However, I believe we must find the solution for a small company as well. We have 20+ employees and we have to achieve the same, as we don't have an HR. Thus, things must be simplified. There are definitely systems that can measure this, but there should exist methods

as well that can measure, without the usage of big IT systems.

Comment: This is the most difficult part for us, as we are doing the same as everybody. We are asking questions, and in my experience, I cannot say that in 10 times we did it 100% correctly.

Alberto: Don't forget that reaching 100% success in HR is impossible as well as very expensive. Yes, the idea may be to reach 100%, but maybe the required or realistic score is actually 80%. It is true that one employee who struggles does not have a good experience, but the company has to take a view in a more holistic way. **Don't always go for 100%**. HR may want to go for perfection, but we never get the perfection at sales or at production.

Comment: In the end, it is important to answer the question, why we measure certain things. The answer may be that we want to develop the person and thus use the data acquired for the development plan. We can see that the employee's strong and critical points and as a company, we need to determine the story behind all of those points.

Alberto: Yes, I fully agree with the development of the person. You should not forget the second area also - the **engagement**. For an example, getting the computer on the working place the same day when new hires arrive. You can just imagine their feelings, when they connect to the internet and see their name on the computer, from the first minute of their new job. I believe this has an incredible engagement factor.

ONBOARDING IS A CRITICAL POINT IN THE EMPLOYEE'S LIFECYCLE: SWAROVSKI PRACTICES

Here is one possible way of how we can start designing the onboarding process. It will have to be divided into the different workforces inside teams in order for them to start designing the process more in detail. Workshops can be executed by dealing precisely, for an example, with only one team at a time or only with stakeholders. At Swarovski, we are developing this process in the following way.

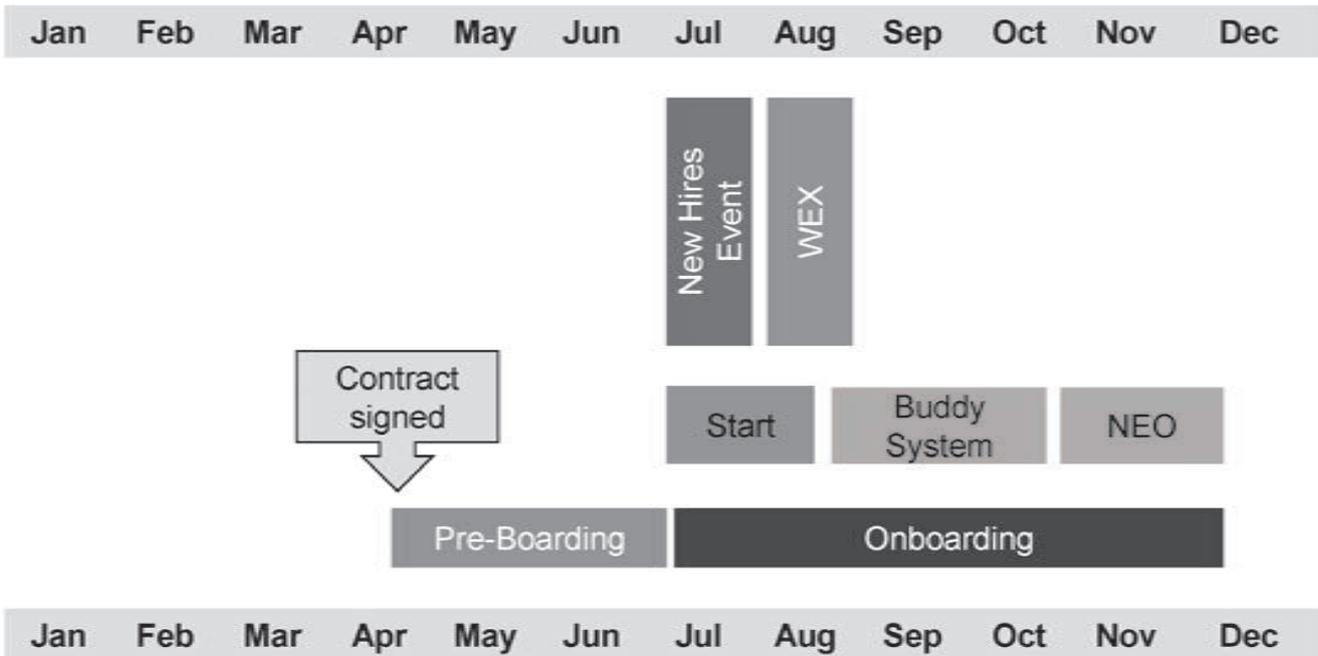
Example of a standard onboarding @Swarovski

Six slides show our onboarding program in steps. Through the workshop we have already reflected upon these, so we are not doing a rocket science. For an example, the timelines. In Swarovski, we have

agreed that **contract signed** means the start of the onboarding process. The time on average is two months before the first day.

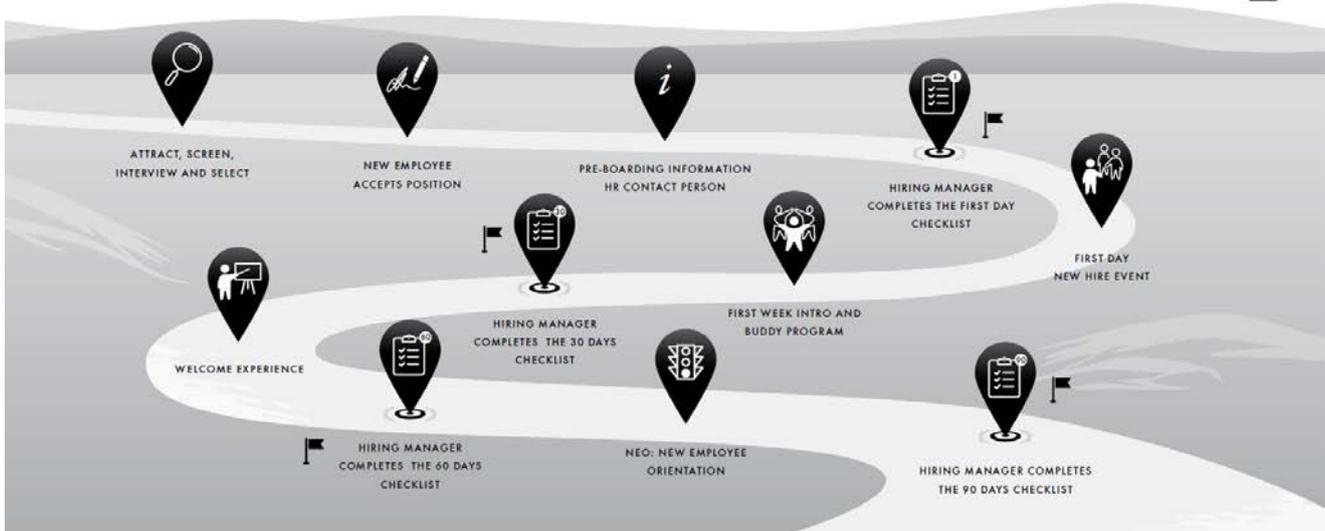
We also decided to put content on it. Thus, we have the **pre-boarding** and the **onboarding**.

The second thing we identified is the **milestones**.



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SWAROVSKI ONBOARDING JOURNEY



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Swarovski onboarding journey

Attract, screen, interview and select -> these are not a milestone yet, but parts of the recruitment process.

After that process, the milestones start:

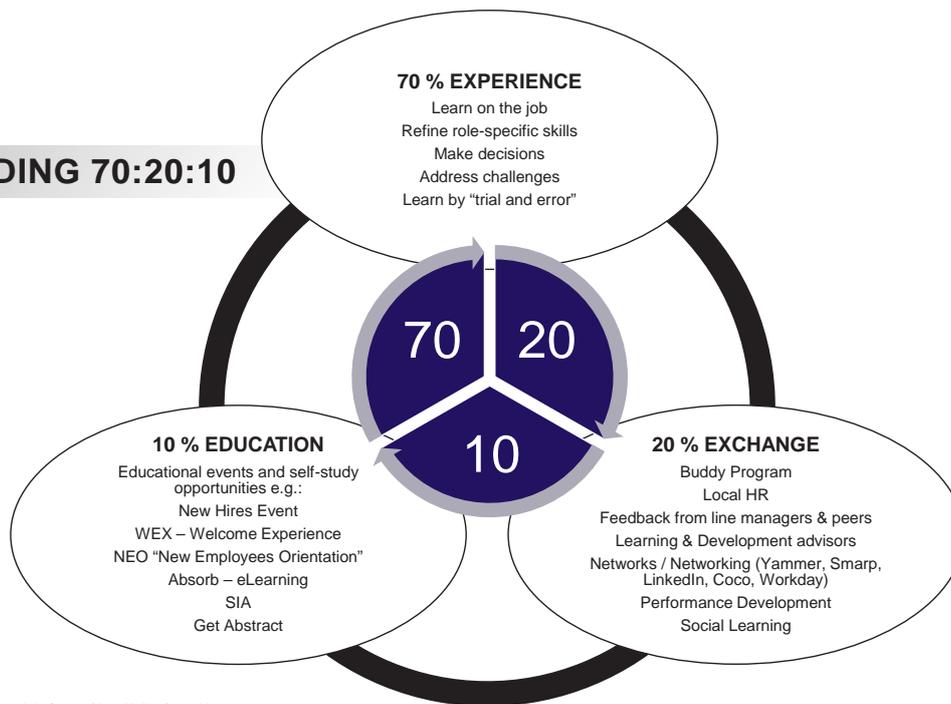
- The new employee **accepts the position.**
- **Pre-onboarding** follows.
- Hiring manager completes the **first-day checklist.**
- First day **New Hire Event.**
- First-week **intro and buddy program.**

- Hiring manager completes the **30 days checklist.**
- **Welcome Experience** if there is any.
- Hiring manager completes the **60 days checklist.**
- Another event: **New Employee Orientation.**
- Hiring manager completes the **90 days checklist.**

We decided to **finish** our onboarding **after 90 days**, however, the employee follows the learning and development program that we have at Swarovski, which is similar to what we have already discussed in this workshop.



ONBOARDING 70:20:10



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Learning module

The learning module is very important and needs to be identified. At Swarovski, we are using 70:20:10 framework learning module.

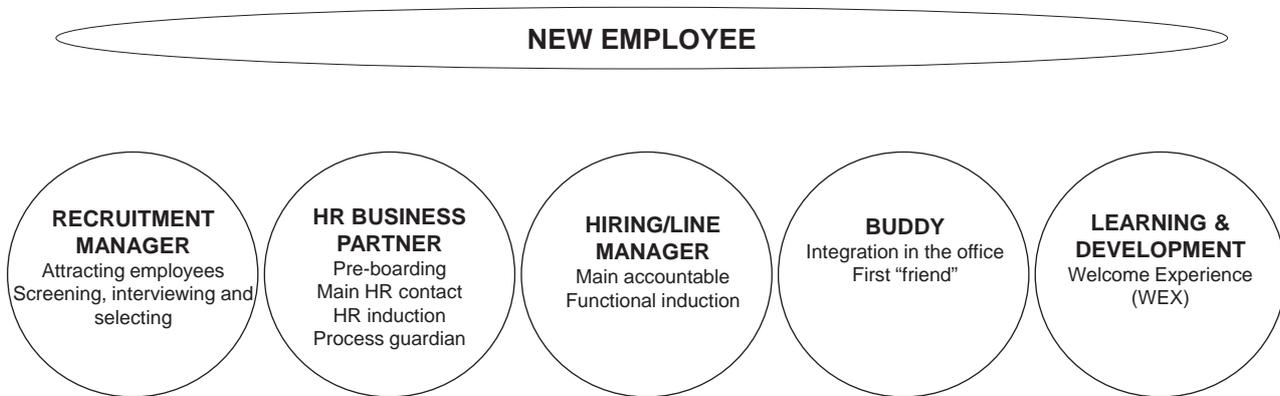
- There are some areas (70%) that we expect the new employee will learn **at the job** and it is the most important part.
- There are some areas (20%) that the new employee has to learn **from others at the company**.

- And there are some **external areas of learning (10%)**. However, the focus should be rather on the experiences that are acquired from the position of the new employee, then on external ones.

Thus, these are different contents. Don't put the focus on the external things, put the focus on the job, because while you learn, you perform.



KEY PLAYERS



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SWAROVSKI

Key players

We identified **5 key players**, which we put on the same level because we believe that the buddy is of the same importance to our company as it is the recruiting or the hiring manager, especially in terms of the engagement of a new hire. For each of the key players, we created a training checklist for them to understand what we expect from them.

- Pre-boarding letter
- Hiring Manager Checklist
- New Employee Checklist
- Buddy System
- New Hires Event
- WEX – Welcome Experience PPT
- WEX room decoration list
- NEO “New Employees Orientation”
- “Good to Know” booklet
- Return On Investment (incl. Workday)

A toolbox

Socialising, which we discussed earlier, is at Swarovski called the **pre-boarding letters**. In practice, we give new employees access to our internet pages, events and other information. However, you should note that these people are not yet our employees and are not forced to participate, although they probably will if they are engaged.

The following **Hiring Manager Checklist** and **New Employee Checklist** are also very important, as was mentioned before as well. The employee has to understand: “Did I did this? Oh, I forgot that, etc.”

Since we have a global process tool, we can even send to email to the hiring manager, saying: “Don’t forget that today you have to fulfil this task.”

Then there is a “**Good to Know**” **booklet**, which is like a local brochure that explains what we are giving to the new hires in this company, based on the country and the city the new hires are working in. For an example, what happens in

the Barcelona office differs from Switzerland office. Good to know in Switzerland is that you can take tennis and yoga lessons from May to September in the club situated in front of our building, as Swarovski sponsors it. In Barcelona is good to know that we offer other things, like fitness support etc. “Good to Know” brochure encompasses the local information that the employee will acquire. We also offer **New Hires Event** every month. New hires are invited to go to a place where the global areas and the

general business excellence are explained to them. They also learn what Swarovski is all about, what are the different areas of our company and other important information about the company.

We have a very special **New Employees Orientations** as well. Thus, these are the different programmes, briefly explained, which Swarovski offers.

You can get more in detail information about all the elements in this toolbox in the detailed presentation that you will receive by clicking on the link below.

[Click here to gain the access to the detailed explanation.](#)

CONCLUSION

Make onboarding synonymous with employee retention

- Onboarding in today's workplace shouldn't end when the 'new' wears off and an employee settles into their job.
- What is very important is that the onboarding process must be simple and comprehensive, as it can be seen on 6 slides.
- We will continue to implement an onboarding program for internal moves, letting employees know we are there to support their

career growth and job moves within Swarovski.

- **Effective onboarding can be a driving force that leads to long-term job satisfaction and better retention.**

The idea for you: We used the meta-plan system for this workshop. The meta-plan system is a box system containing boards, papers and a working group, where everyone glues his/her ideas to the boards. It is a brainstorming system allowing the usage of all the ideas in an interactive way. After finishing the brainstorming, taking pictures of the boards covered with ideas is an option, before the continuation of the work with other, different working group.

THANKS TO YOU ALL

A special thanks to Alberto, for your readiness to come and share your knowledge with us on a dynamic and more than useful workshop! We would also like to give our thanks to all the participants, who helped to create this meeting full of shared different experiences and opinions.

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