Onboarding Experience Monitor

Employee Survey to Measure and Improve Onboarding Experience
Gartner’s Employee Diagnostic Suite

Employee Start Date

Recruiting Effectiveness Diagnostic

Onboarding Experience Monitor

Departure View

Survey Timing

Employee Termination Date

30-90 days into role

6 months into role

At resignation

Audience

New Hires, Internal Transfers, and Hiring Managers

New Hires and Internal Transfers

Departing Employees

Survey Content

All Diagnostics include...

Employment Value Proposition

Job Satisfaction

Net Promoter Score

Hiring Process

Onboarding Experience

Reasons for Leaving

Quality of Hire

Productivity

Features of Future Job

Dynamic dashboard with real-time reporting

Benchmark comparison

Advisory support to analyze and take action on results

Audience

New Hires, Internal Transfers, and Hiring Managers

New Hires and Internal Transfers

Departing Employees

Survey Timing

30-90 days into role

6 months into role

At resignation

Survey Content

Employment Value Proposition

Job Satisfaction

Net Promoter Score

Hiring Process

Onboarding Experience

Reasons for Leaving

Quality of Hire

Productivity

Features of Future Job

Dynamic dashboard with real-time reporting

Benchmark comparison

Advisory support to analyze and take action on results
Roadmap

Survey Content

Reporting

Getting Started
Over 82% of organizations offer some kind of formal onboarding program.

Nearly one third of new hires look for a new job within the first 6 months of their employment.

One in four new hires will leave their new organization in the first 12 months.

A new hire’s decision to leave can be expensive for an organization:
- Cost of filling vacancy
- Lost productivity

Sources:
- Onboarding in the Digital Era
- The Essentials of a World-Class Onboarding Program
- Onboarding Benchmarking Report
What is Onboarding Experience Monitor?

Onboarding Experience Monitor is a survey for new hires and internal transfers to help:

**Measure Success of Onboarding Experience**
- Demonstrate impact of onboarding and monitor progress over time
- Measure and improve time to productivity

**Monitor New-to-Role Employee Engagement**
- Check in on role satisfaction and engagement of employees in their new roles
- Reduce the risk of early attrition
Key Benefits

- **Vetted Set of Questions**: A curated list of questions helps you gain valuable insight on the drivers of onboarding effectiveness and employees’ perceptions of your employment value proposition.

- **Robust Reporting**: Segmentation and time trending analysis give you a deeper understanding, while custom reports and exports allow you to communicate your results with your business partners.

- **Action Planning**: Gartner’s research and advisory services are available to help you develop an action plan.
OXM Survey Questions

Role Satisfaction
- Role fit with skills and abilities
- Role alignment with expectations

Productivity
- Time to productivity
- What would help improve productivity

Networking
- Satisfaction with support from network
- Individuals who helped onboard

Commitment
- Employee Value Proposition
- Net Promoter Score, Intent to stay
Roadmap

Survey Overview  Reporting  Implementation
Dashboard Reporting

The online dashboard displays results in real time, allowing you to filter and compare employee segments and track changes over time.
Dashboard Reporting

The online dashboard displays results in real time, allowing you to filter and compare employee segments and track changes over time.

Drill-Down

Rating Scale Summary

- **Network**
  - 59%
  - 21%
  - 21%

- **Senior leadership**
  - 100%

- **Colleagues in similar roles at the organization**
  - 70%
  - 30%

- **Human Resources**
  - 66%
  - 34%

- **My onboarding mentor/buddy**
  - 64%
  - 36%

- **My direct manager**
  - 42%
  - 21%
  - 37%

- **Colleagues on my team**
  - 27%
  - 36%
  - 36%

- **Net Promoter Score**
  - 56%
  - 12%
  - 32%

- **Productivity**
  - 56%
  - 44%

- **Onboarding Satisfaction**
  - 52%
  - 22%
  - 26%

- **Commitment**
  - 52%
  - 16%
  - 32%

- **Role Orientation**
  - 52%
  - 43%

- **Development Opportunity**
  - 50%
  - 22%
  - 28%

- **Role Satisfaction**
  - 50%
  - 44%
Dashboard Reporting

The online dashboard displays results in real time, allowing you to filter and compare employee segments and track changes over time.

**Trends: Categories**
Time periods/distributions with suppressed or no data will not appear in the graph

![Graph showing trends over time](image)
Roadmap

Survey Content

Reporting

Getting Started
Launch Process

Plan
- **Ideal Timeline:** 1-2 weeks
  - Select survey deployment method.
  - Determine the target launch date.
  - Complete the launch workbook to personalize your survey.

Build
- **Ideal Timeline:** 1-2 weeks
  - Gartner builds a test version of your survey.
  - Review, edit, and approve the test survey.

Test
- **Ideal Timeline:** 3-6 weeks
  - Gartner sets up test distribution.
  - Gartner trains your team on distribution process.
  - Partner with Gartner to test sFTP file feed. (if necessary)

Deploy
- **Ideal Timeline:** 1-2 weeks
  - Communicate survey to HR team and confirm final launch details.
  - Upload participants into Pulse system
  - Monitor the send of surveys to employees.

Analyze
- **Ideal Timeline:** Ongoing
  - Track data at least quarterly with real-time survey results published on your Pulse dashboard.
  - Schedule regular results calls with your Gartner survey contact.
We Support Ongoing Analysis & Action Planning

1. We help you analyze and interpret your results to identify strengths and opportunities.

Check all that apply: The following individuals have supported my onboarding.

<table>
<thead>
<tr>
<th>Country</th>
<th>United States of America</th>
<th>Australia</th>
<th>China</th>
<th>Canada</th>
<th>Mexico</th>
<th>United Kingdom</th>
<th>France</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response Count</td>
<td>1000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Directed by</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New hire leadership</td>
<td>48%</td>
<td>48%</td>
<td>54%</td>
<td>46%</td>
<td>53%</td>
<td>45%</td>
<td>49%</td>
</tr>
<tr>
<td>My direct manager</td>
<td>44%</td>
<td></td>
<td></td>
<td>45%</td>
<td>45%</td>
<td>56%</td>
<td>43%</td>
</tr>
<tr>
<td>Colleagues in similar roles at my organization</td>
<td>44%</td>
<td></td>
<td></td>
<td>45%</td>
<td>45%</td>
<td>58%</td>
<td>42%</td>
</tr>
<tr>
<td>My onboarding mentor/ally</td>
<td>40%</td>
<td></td>
<td></td>
<td>38%</td>
<td>47%</td>
<td>56%</td>
<td>65%</td>
</tr>
<tr>
<td>Colleagues on my team</td>
<td>40%</td>
<td></td>
<td></td>
<td>37%</td>
<td>43%</td>
<td>36%</td>
<td>45%</td>
</tr>
</tbody>
</table>

“When we compare who is supporting new hire onboarding efforts, we see mixed reviews for your buddy program. While Canada, U.K., and France have seen solid adoption in the first year, Mexico and China are lagging.”

Gartner Advisor

2. We help you take action on the results through our extensive cannon of:

The 3 Elements of World-Class Onboarding

<table>
<thead>
<tr>
<th>Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elements of a World-Class Onboarding Program</td>
</tr>
<tr>
<td>Event Based: Organizational onboarding occurs in a classroom setting over a series of live events.</td>
</tr>
<tr>
<td>Standardized: Onboarding happens in a standardized and linear sequence.</td>
</tr>
<tr>
<td>Manager Focused: Sub-specific onboarding is pushed down to managers, relying on managers’ willingness to direct employees to the right tasks at the right times.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Case Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case Examples</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONNECTOR CHECKLIST</td>
</tr>
<tr>
<td>CONNECTOR: Personal and Professional Fit Principles for Building Valuable Relationships</td>
</tr>
</tbody>
</table>

RESTRICTED DISTRIBUTION  © 2021 Gartner, Inc. and/or its affiliates. All rights reserved.
How Do I Get Started?

As you plan the launch of your survey think through the items below…

Survey Languages
Pick from 27 languages. Select as many languages as you need for your employees.

Configurable Questions
Add up to 5 questions in addition to the standard survey

Demographic Filters
Select demographics you want as available filters in your dashboard.

Invitation Timing
Determine when participants will receive their invitation.
- We recommend sending out the survey 6-9 months after the start date

Deployment Method
1. Universal Link – participants access general link
2. Unique Link – via two options
   • Manual data upload
   • sFTP Automated file transfer

Additional Question Menu
Select from a collection of additional questions to capture feedback on Productivity, D&I, Performance and more.
Deployment Methods

**Universal Link**
- Access to the survey provided in one general link
- Participants must self-select all demographic information
- No individual participant name or email required
- Lacks the ability to track individual survey participation

**Unique Link**
- Participants receive unique survey links via email
- Demographic information is prepopulated for a shorter survey
- Completion rates can be tracked
- Reminder e-mails automatically sent to unfinished participants

**How**

**Universal Link**
- Share the universal survey link to participants via checklist or intranet posting

**Manual Data Upload**
- HR adds participant details into the distribution through Excel upload or single manual entry

**sFTP File Feed**
- Automate data transfers from your HRIS to the survey platform through a sFTP dropsite
Appendix: Employee Diagnostics Suite

Employee Start Date

Recruiting Effectiveness Diagnostic

- Maximize their recruiting budget
- Refine recruiting processes
- Ensure high-quality hires

Helps HR...

- Improve and demonstrate the impact of onboarding
- Monitor and improve engagement of new-to-role employees

Onboarding Experience Monitor

- Collects feedback on...
  - Recruiting effectiveness
  - Hiring manager and new hire satisfaction
  - Candidate attraction drivers
  - Quality of hire

- Onboarding effectiveness
  - Time to productivity
  - Role satisfaction
  - Commitment to the organization

- Onboarding Effectiveness Monitor

- Helps HR...
  - Maximize their recruiting budget
  - Refine recruiting processes
  - Ensure high-quality hires

- Recruit and engage the best candidates
- Monitor and improve engagement of new-to-role employees

Collects feedback on...

- Recruit and engage the best candidates
- Monitor and improve engagement of new-to-role employees

- Onboarding effectiveness
  - Time to productivity
  - Role satisfaction
  - Commitment to the organization

- Onboarding Effectiveness Monitor

- Helps HR...
  - Maximize their recruiting budget
  - Refine recruiting processes
  - Ensure high-quality hires

- Recruit and engage the best candidates
- Monitor and improve engagement of new-to-role employees

Employee Termination Date

Departure View

- Understand their competitive edge in the labor market
- Gain insight into how to improve the employee experience and retention

- Reasons employees are leaving
- Areas of dissatisfaction with the organization
- Key aspects of their new jobs
Contact Us

OnboardingSurvey@gartner.com