

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
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Implementation Learning Management System for the effective Onboarding process

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INTRODUCTION

In the 21st century, challenges and demands grow and change faster than ever before. The political, economic and social aspects have always led to changes throughout history; however, today these changes are faster than ever and characterized by their global impact. The current environment is one of rapid growth and which's exposing huge potentials for increasing knowledge. Among the most significant influences in the world, today change in how we live and work, caused by technology, globalization, and multi-nationality. These trends significantly change the nature of work.

In such a fast-growing environment, organizations that operate in the complex and highly competitive global environment must capture, store and share knowledge and insights using different sources and tools, moreover, nowadays an onboarding or orientation becoming an essential element. The first days in the company have the most significant impact of the further development, speed, and quality of employee. “An approach to transforming your organization’s onboarding process from a one-time transaction to a sustained and integrated employee experience that drives performance and engagement right out of the gate.” —Matt Motzkin, Director, Organizational Development, Disney-ABC Television Group [15].

Onboarding today remains underappreciated, but it is worth a company’s time, energy, and cost. Some facts force companies to reconsider their view on onboarding and see this component as crucial for further business development:

- A full third of external workers no longer belong to the organization in two years;
- Less than a third of managers around the world have a positive attitude towards their own onboard experience.

- Almost a third of managers who enter the organization as external hire miss the wait in the first two years.

Over the past 10 year, and especially in recent years, a number of Fortune 500 companies and small and medium-sized enterprises have revised traditional orientation programs and began to embrace “on board” as a means of increasing productivity employees and the level of employment, reducing turnover and growing the company's work in the future of future jobs. Companies continue to absorb new employees although effective than they can be different, and as a result, they feel a long time of least time on performance, higher altitude, waving hiring managers, as well as an average return on investment [1].

This process isn't just about delivering efficiencies in a traditional orientation process; instead, by going well beyond orientation and commitment to meet the needs of new employees throughout the entire first year of their tenure, strategic adaptation can provide clear improvements through a variety of metrics. These improvements add up, measurably affecting companies where it counts—the bottom line. Onboarding can and should be much more than orientation program, and in fact, some progressive organizations already started to develop and implement strategic programs that bring diverse stakeholders together to engage new employees for the first year plus their tenure. “New onboarding program” should incorporate four organizing points—early career support; orientation to the companies culture and its performance values; insight into the company's strategic position, and direction; and activities and experiences that enable the newcomer to build relationships.

Successful onboarding programs include essential structural elements, including accurate diagnostics and a system of feedback and accountability, and are customized for individual segments of new hires. Systemic programs have many benefits, not least what they can be more cost-effective than the disjointed programs

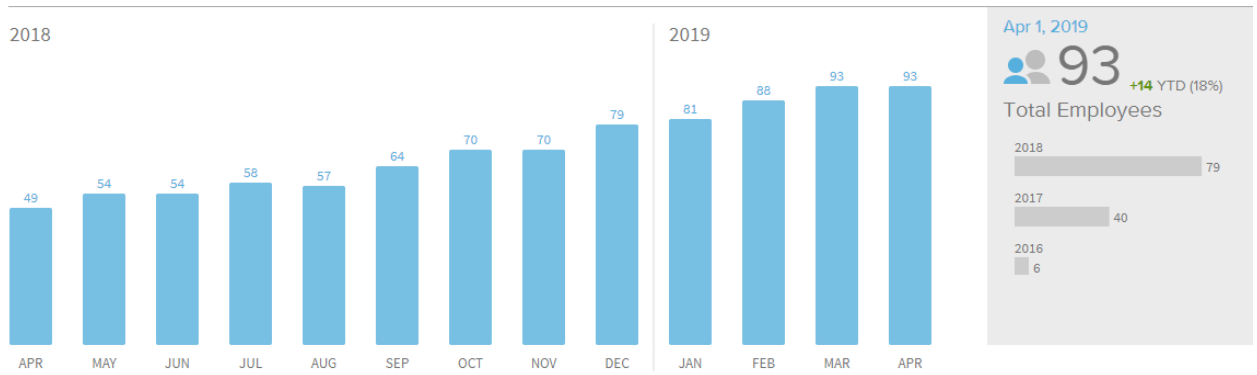
commonly in place today. As we will demonstrate in our research, strategic onboarding not only **reduces operating costs**, and helps new hires **improve their contribution to the company**; it also **reduces regrettable attrition** and supports the organization **deliver against its strategic goals**, enhances the **company's employment brand** in the eyes of employees and prospective recruits.

PART I. OVERVIEW ON ONBOARDING ITSELF AND METHODOLOGY OF THE RESEARCH

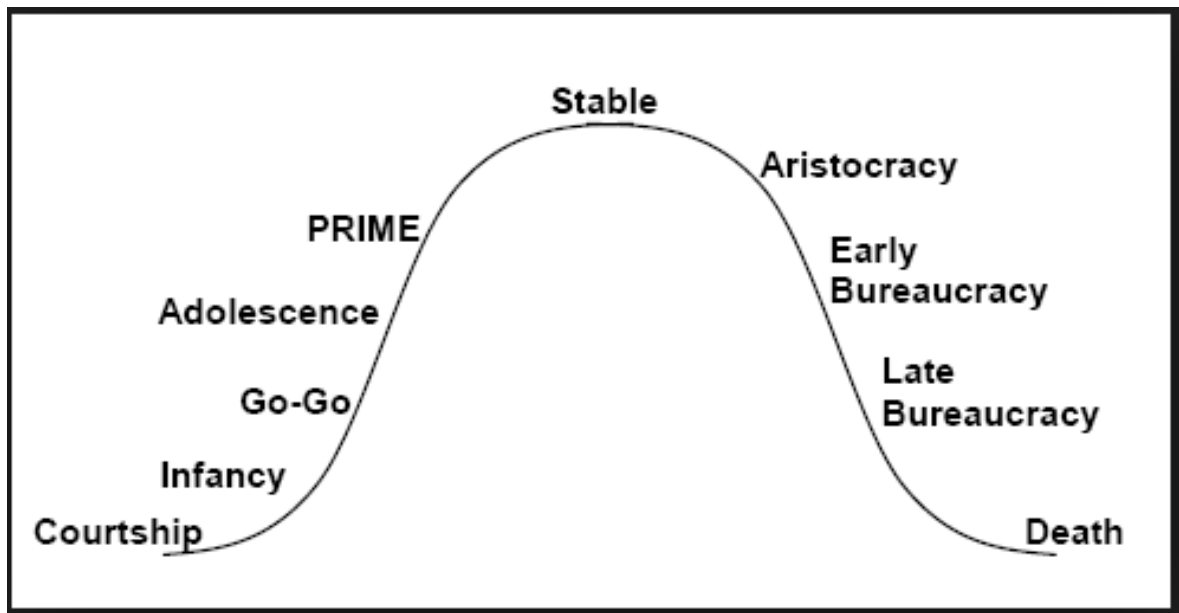
1.1. IT market and Company Overview

The cost we spend on recruiting talent is increasing every year because of some factors, including competitive market and the increasing value of knowledge workers in a service-based economy, especially on the overheated Ukrainian IT market. Base on the recent report of UNIT. CITY, Ukraine ranks 24 in the world in the attractiveness of software development. At the same time, Ukrainian developers are at the 11th place in the ranking of 50 countries with the best software developers according to the version of the HackerRank portal. And freelancers from Ukraine rank seventh in quality and efficiency in the world. According to UNIT. City, Ukrainian exports of IT services will be \$5.4 billion in 2020 and \$8.4 billion in 2025. The largest partners are the USA (45% of companies), the European Union and Israel. The expertise of Ukrainian R&D centers covers games, e-commerce, the Internet of things, as well as work with big data and artificial intelligence. More than 110 international companies and startups have already opened R&D offices in Ukraine, more than half of them are located in Kyiv. About 185,000 developers and 4,000 tech companies operate in Ukraine. The technology sector became the country's second export industry in 2018. On such a competitive market, the demand for software developers is steadily increasing and becoming critical [9].

Our research has been done on the base of IT Software company, which is headquartered in the UK, with two development centers in Ukraine and Spain. For the last year, the company has doubled the size of the headcount and the goal for the 2019/2020 financial year to repeat the same **Pic.1:**



According to Adizes Corporate Lifecycle, the company is on the early Go-Go stage. Currently, the company is right in service providing, rapidly growing headcount and active in sales activities. The company is not mainly surviving, but it's flourishing. Vital customers are raving about the products and ordering more. The investors are satisfied with the company's development and results

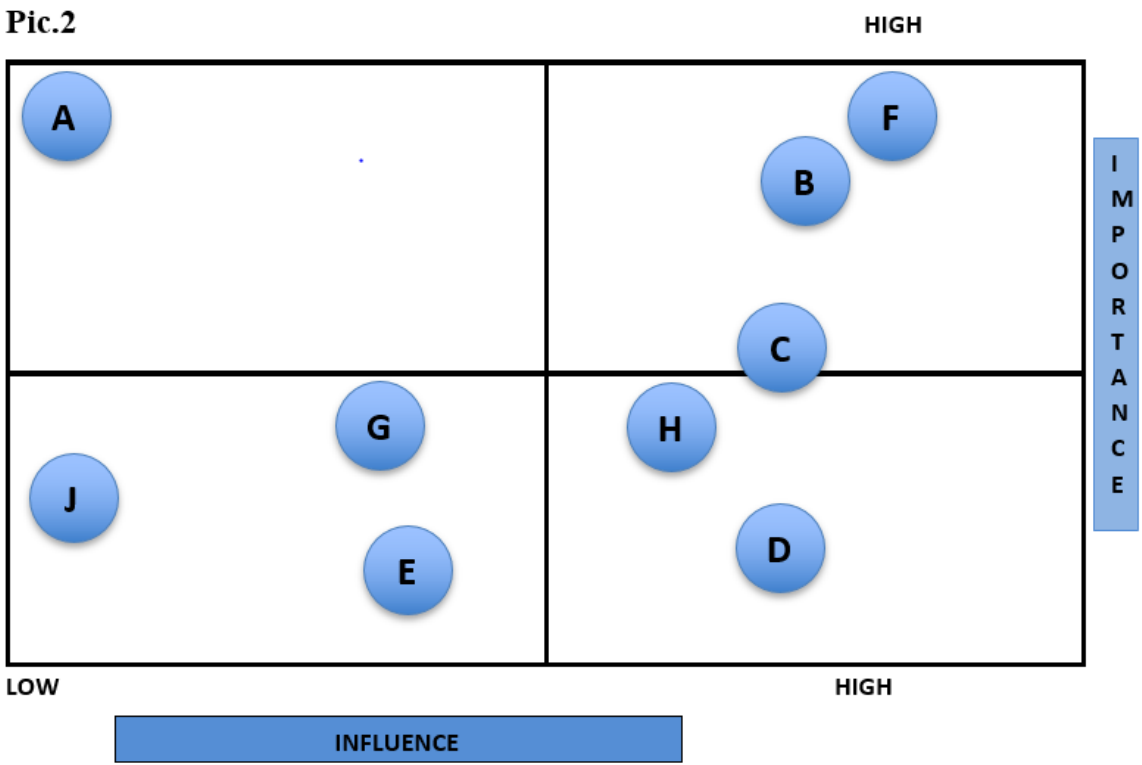


Because of rapid growth, we do not pay enough attention to the onboarding process, but surely need to do it asap. Experience has shown that the best results arise when decision makers throughout the company are excited by buy in the program, participate in maintaining the necessary systemic changes and feel personal, invested in the program itself.

Among the stakeholders who play a significant role in the success of our project, we have defined such one:

- Newcomer= figure A
- HR=F
- Recruiters= B
- Line Manager/Project Manager= C
- Practice Lead= D
- Team mates= E
- Clients= J
- Founders= G
- Delivery Manager=H

Their influence and importance for the onboarding are described on **Pic.2** in the process of the realization of our project, one of the critical goals for us will turn stakeholders with low interest and thus crucial for them at a higher level:



To explore how adaptation can add value to a company, let's look at the real improvements in performance and business results that individual managers can hope to achieve with a strategic program.

1.2. Onboarding and its components

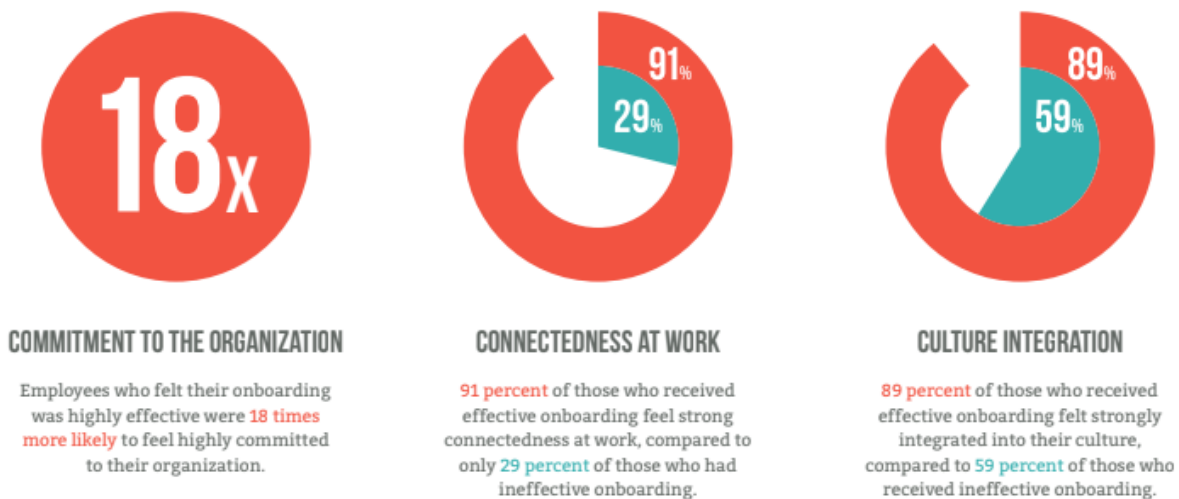
On the recent study, by Gallup, has found that new employees typically take around 12 months to reach the performance potential within the occupied role. The same time, only 12% of employees strongly agree their organization does a great job of onboarding new employees. It means 88% of companies lose their chance to enforce employee for an active contribution to the company developed during the first months in the company when an employee of excitement stage [3].

Beyond the challenges of recruitment speed and retention numbers, productivity is perhaps the most critical reason onboarding has taken on such level of strategic relevance for progressive companies. In the current environment, based on services and knowledge, a new employee connects provide organizations with a critical means to retain value and performance increase of one of their most valuable assets: human capital. And if done correctly, it provides companies with the opportunity not only to accelerate time-to-productivity of new hires but also raise performance standards for all employees.

On another recent research made by BambooHR, an effective onboarding helps employees form bonds within the organization at a higher and faster rate—setting a solid foundation for their experience at the organization, as presented on **Pic 3**. The average company replaces 50% of all employees over a five- to 10-year period (because of 5 to 10% annual attrition). Imagine influence if all these new

employees were better developed and prepared with a more comprehensive set of role expectations. Raising new levels of productivity through regular adaptation programs helps companies do more with less - the most crucial business imperative in our dynamic, highly competitive 21st-century economy [6].

Pic.3



Despite the strategic importance of attracting, maintaining and maximizing the productivity of top talent, many companies continue to neglect onboarding. Management is more focused on areas that are perceived to be easier to tackle, while the responsible part of the organization for the onboarding is HR. What most companies and peoples associated with onboarding—the initial welcome and the initial orientation, getting new hires well operated - the opportunities that a robust program could address. If we consider orientation as a strategic component of an organization’s life, we are talking about business efficiency and the prospects for increasing profits and potential income.

Some HR journals and business journals highlight issues of registration and reporting “best practices,” but usually they are not able to distinguish progressive practices from proven best practices, and also do not explore working conditions that

determine which practices should be used and when. As a result, many managers adopted methods that give the company a sense of “progressiveness,” but this is not enough. As talent managers, we do not just welcome new hires to the company we invest in human capital - people who we expect to stay and change the company. We have to go further superficial and take care to educate new employees vital to the success of the organization: a productive business model and competitive environment, the subtleties of how one department works with another to create an excellent customer experience, long-term goals. The only way to save them and allow making a significant contribution is to do more by ourselves. An effective onboarding could give a company a perceptible boost in financial measures such as revenue, cost, net income. Involving a new employee should be aimed at helping employees work faster at work. To achieve this goal, a new employee (or an employee moving to a new role in the same organization) requires much more than a one-day familiarization lesson.

So, we are aiming to create a new, interactive onboarding program, which supports our goal to minimize the attrition level, will help in reducing time to spend from managers side and will bring positive value to our brand.

1.3 Methodology of research

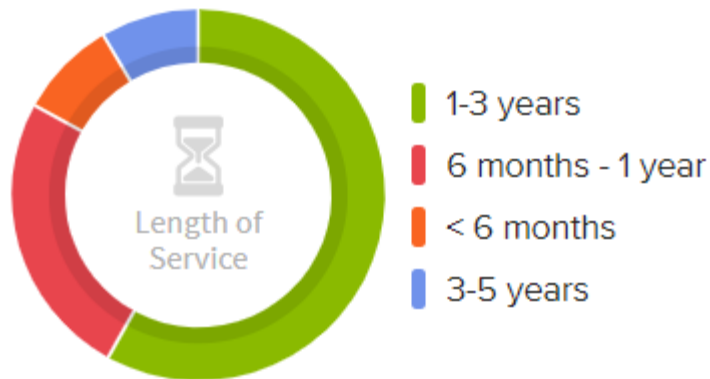
In our research we would like to check the hypothesis of how the improvement of the quality and speed of current onboarding process through implementing the Learning Management System (LMS) will help the company: 1) to reduce the time of Line Manager, Practice Leads and HR to be spent on onboarding at least for 10%; 2) will minimize attrition percentage during the first employment year up to 15% and 3) influence on creating a positive image of the company on Ukrainian IT market;

The methodological approach we are going to use is a combination qualitative and quantitative methods. The quantitative approach focused on data collection, and statistical analysis will support us in measuring situation “as is” and later “will be,” also help to evaluate the impact of a new onboarding process on reducing time to be spent on onboarding and measure the attrition percentage during the first year and see the trend. A qualitative approach will be useful for evaluating employees’ feedback on the onboarding process and understanding of the issues by interviewing people and get their opinions on how that is affecting their lives.

We start with looking where we are comparing to the worldwide statistic in terms of attrition, and here we are: in a period, March 2018- March 2019, the total turnover percentage is 29%, 18.4% of that is for a voluntary reason. If to look at the graph, we can see that the percentage of people who are leaving within the first year is impressive **Pic.4**

Length of Service ▾

[View Details](#)



If we managed to decrease 13% of employees who voluntarily leave within the first six months and additionally 33% of an employee who leaves the company in a 6month-1 year, the outcome would be solid. Company will save significant cost as replacing an employee, employee turnover and keep unproductive employees who don't understand their job.

Our new employee orientation program was developed after a series of focus groups. In our focus groups were:

- Few current employees with whom we discussed their experiences and talked about what went well and what they wanted their orientation to include. Part of that employee was from Kyiv team and couple from the Spanish office; For gathering full specter of feedbacks, we involved some constructive employees, some more negative and some proactive. The main complains were overload with information on the first day, most of it they forget in a couple of days; lack of understating what is expected and lack of ongoing support;
- With Head of PMO and Practice Leads as mainly key people in the delivery organization. Discussed the critical knowledge required for their employees, as well as internal providers and customers.

- With a recruitment team who is building the first impression of the company and responsible for qualitative hiring, discussed orientation elements that will maintain ongoing productive relationships and help newcomers to start efficiently faster.

The focus groups were done each separately, in person, 1.5 hours each and we were asking the below questions:

- Did your expectations from work in the company meet up?
- What do you like about your 1st day/1 month/3 month/1 year in the company?
- What do you dislike?
- What did motivate you to achieve the result?
- How fast did you understand your responsibilities, tasks, and criteria for evaluating them?
- Did your knowledge and skills are used from the start work on the project?
- Did you have enough support and attention from the team and manager?
- Did you receive enough feedback during the probation stage?
- What would you like to improve in your onboarding process?
- What could you offer to add to the onboarding experience?
- What could you offer to remove?
- Will you recommend your friends to join our company?

As the group of employees was diverse, we assume that we potentially could apply those results to the whole company. Reading other research papers is an excellent way to identify potential problems that commonly arise with various methods. Compared to individual interviews, focus groups are not as efficient in covering maximum depth on an issue. Among the disadvantage of a focus group is the possibility that the members may not express their honest and personal opinions. So, we decided to divide focus groups with employees for location-specific due to cultural differences and for better understanding the issues with each group.

During the research, we faced some obstacles. One the barrier was a full load of Head of PMO and JS Practice Lead, so 1.5 for focus groups was too much. So, for overcoming obstacles, we interviewed each of them for 30mins at convenience time, and then summarize with both during another 30 mins. It helps us save time and move with the project faster. In the same time, focus groups are good at generating discussion and is very useful for a specific topic to obtain in-depth information.

While we conducted the interviews, that would not give us a full picture, however via statistical analysis of current attrition level; we found support for our hypothesis through a theoretical lens. So, we believe that through effective and well-designed Onboarding program, we can ensure that new employees will start their engagement in the company faster, more productive, will have the clear goals and support for the team and managers, which lead to the decrease desire look for external opportunities.

PART II OVERVIEW ON “AS IS,” TRENDS, STRATEGIES FOR EFFECTIVE IMPLEMENTATION “WILL BE”

2.1. Identification of current dynamics, features, cost, and factors for improvement

According to the Human Resources Management Society (SHRM), staff turnover can reach 50% in the first four months for hourly workers and 50% in the first 18 months for senior external employees. And the cost of searching, hiring, and learning is extremely high. Conservative estimates show that companies will cost between one and a half to two times the annual salary of an employee to determine and get a replacement. In a competitive talent market, it's a lot of time and money spent re-gaining a potential star. Other factors are the broader number of external recruiters who have an economic interest in fostering higher salaries; talent shortages; the never-ending cycle of hiring, attrition, and rehire; and the associated stream of finders' fees. The cost of attracting talent approaches 30% of a new hire's annual salary. Imagine the added value if firms possessed a centralized, focused, adequately resourced function to incorporate talent into the firm, so there was less of a need to rehire.

One of the exciting components of any onboarding is a cost, and we decided to look deeply at it. Our first step in calculating the actual cost of onboarding is to estimate the hidden value that a typical company can hope to recover via a strategic program. Mark A. Stein and Lilith Christiansen in their book “Successful onboarding” describe an idea that onboarding drives productivity by serving as a multiplier of the critical variables that contribute to employee output [15].

Let's first define these variables and describe how they come together. Mark A. Stein and Lilith Christiansen developed the following expression to describe

employee output—or New Hire Contribution—as a function of four primary elements:

$$\text{New Hire Contribution} = \text{Capability} + \text{Context} + \text{Connectedness} + \text{Drive}$$

Capability is a combination of an individual’s intelligence and skills, including the capacity to develop and improve these traits. **Context** is an individual’s understanding of his or her organization, business, industry, etc., based on a proper education and experience base. **Connectedness** represents an individual’s internal and external relationships to the organization that are relevant to the business, function, and role of the new hire. Finally **Drive**, in simple terms, is the employee’s level of the pursuit of excellence. These four variables—Capability, Context, Connectedness, and Drive— together influence the result of the New Hire Contribution or productivity.

The elements of an onboarding program, represented in the Onboarding Multiplier, therefore, enhance the core variables of New Hire Contribution. Onboarding elements can significantly affect the score an individual would receive in each of the four New Hire Contribution variables by providing stronger opportunities to develop in each of those areas when compared with a run of the mill or nonexistent onboarding program. Let’s look at how the different elements of an onboarding program can affect the New Hire Contribution. A strategically designed mentoring program that engages new hires from Day One or earlier can pump up all four New Hire Contribution variables: Capability (mentors often provide informal training and skill development); Context (mentors help ramp up new hires to the organization’s culture, mission, business model, and strategy); Connectedness (mentors often provide networking opportunities to new hires by offering to arrange

meetings with individuals within their network); and Drive (mentors can assist new hires in identifying stretch roles and other opportunities to drive motivation).

A successful onboarding program adds value by multiplying the Onboarding Multiplier by the four key variables a new hire brings to the organization. Let's assign the Onboarding Multiplier a "standard" value of 1. This is the value of a run of the mill onboarding program. Each element of the Onboarding Multiplier, therefore, also has a standard value of one. The better an onboarding program is designed, the higher the value those multiples can achieve. Is it possible to take an average mentoring program and turn it from a 1 into a 50? Probably not. But even a 20% increase in quality (in other words, a multiplier of 1.2), can substantially affect an individual worker's output because of the multiplying effect of the Onboarding Multiplier

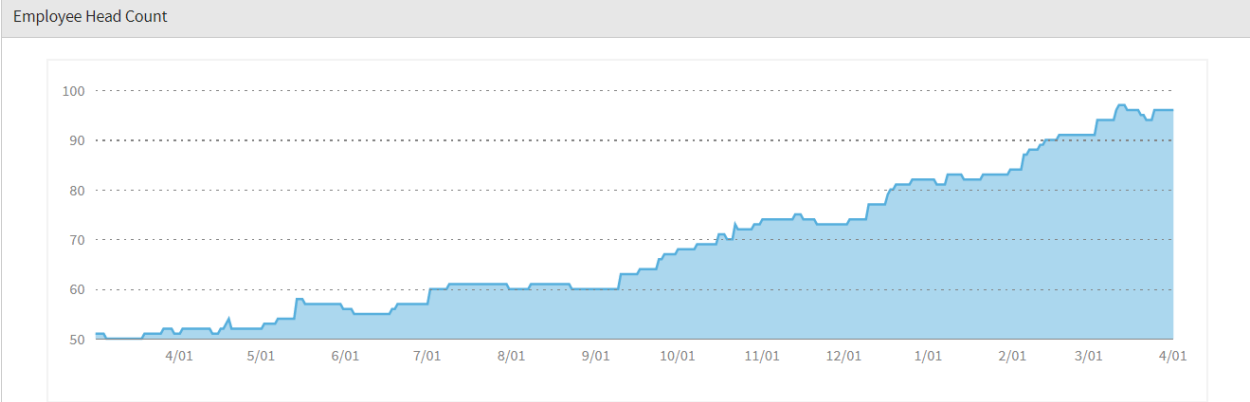
Conceptually it would even be possible to score an individual in each of these variables on a scale of, let's say, 1 to 10, and come out with an overall New Hire Contribution "score." In this case, a maximum score of 40 (10 10 10 10) would represent the super employee, one who could add the maximum potential value to a given organization. We should note that our equation for New Hire Contribution purposely excludes the issue of resources (e.g., size of team, budget, tools, etc.) made available to an employee. To discuss managing new hire potentially in the context of onboarding, we treat all things as equal concerning the level of resources. Mathematically, the lowest possible score would be a 4 using this scale. However, most recruiting organizations screen for individuals who have a minimum level of capability and drive (let's hope so anyway). Thus, even the most inexperienced of new hires for a moderate position would join the organization with a New Hire Contribution of "10" (4 each for capability and drive, and one each for context and connection). We expect that once the individual starts work, the organization can

influence all four of these factors to raise the New Hire Contribution to take another example.

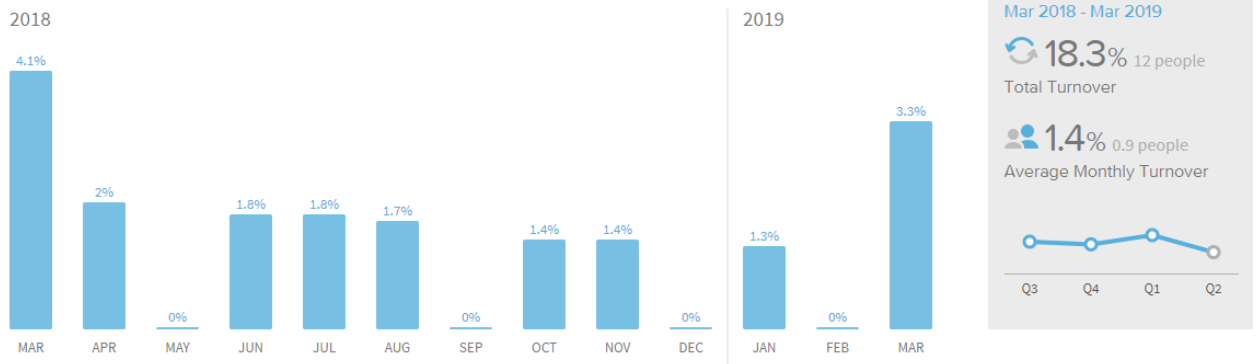
As usual, our company hires developers with a couple of years of experience in the software industry who meets minimal requirements for capability and drive. Because the individual comes from the industry, it is reasonable to expect that he or she has some Context and Connectedness (i.e., contacts) that may be valuable in the new position. Together, this may warrant a score of 4 in all four categories, yielding an overall New Hire Contribution of 16. This represents a 60% increase in new hire contribution from the “base case” inexperienced employee discussed previously.

It was interesting to see what the current cost of attrition which is correlated with onboarding as well. To calculate the cost of total attrition for an organization, we applied for some standard numbers by the industry for average attrition levels. According to the Hay Group Report, Ukrainian software development businesses faced with employee turnover rates of 11.2% in 2017. Next, we determined the total number of individuals is leaving a company in a year. On **Pic. 5**, you can see that the number of people left the company in the period March 1, 2018- March 1, 2019, is 16 ppl., 12 of them is voluntary (**Pic. 6**).

Pic. 5



Pic.6



Next, we needed to determine the average cost for a new employee at the company. To do so, we started with the median salary per company. We learn wages for each level within the company and removed positions and salaries that were outliers so to avoid skewing results (such as salaries of interns or admin personnel). The median compensation number we got is **\$33600**.

The average salary rates can help determine the cost of a new employee; it was necessary to include a factor for recruiting costs. This factor contains HR costs of looking for new employees, temporary replacement fees, external recruiters, paying a leaving employee for remaining vacation days, etc. Although many sources cite 1.4 times salary cost as a figure for employee replacement, we applied a more conservative factor of 0.75 times salary per employee.

With these inputs, we calculate the annual cost for the company:

$$(\# \text{ of employees that attrite}) * (\text{average salary}) * (\text{recruiting costs factor of } 0.75)$$
$$(12) * \$33600 * 0.75 = \$302.400.$$

The total annual cost of attrition—purely for replacement cost purposes is impressive. If roughly imagine that our company numbers are an average for the software sphere in Ukraine and multiply the number of 4000 operating software companies in Ukraine, we'll get an impressive amount of \$1.209.600.

2.2. Re-thinking on Onboarding process and HR activities

In our fast-growing time, one of the aims of any organization is to reduce time on onboarding as much as possible. It makes sense to use technology whenever possible to decrease “meeting room’s” orientation. However, the company often fail to build a successful onboarding program.

One of the common issues is missing **Focus on the Program Goals**. It is not being clear about the program’s goals or objectives—what people expected to be able to do or understand because of having gone through the program? Too often these educational design basics are ignored, when it comes to designing an online program, and the program becomes a basket of various information about the company. **We define our priorities for onboarding as:**

- Ensure that newcomer feels welcomed and confident in the decision to join our company;
- Create conditions in which new talent understands the company’s structure, business, rules, and their part in it; also help in navigation within the company;
- Support in the understanding of each department’s specific, values and place in the organizational matrix;
- Support in getting know performance goals for their first three to six months of engagement as well as navigate to further development road map;

The second common issues are **Content Overload**. The more the program meets the needs of new employees and provides them with timely tools and information, the better.

A robust adaptation program can do much more than reduce administrative costs. Some of the goals, for example, elimination, are more comfortable with quantifying in their impact on the business than others, for example, improving the employment brand. It is also crucial to realize that no single strategic program, no

matter how well designed, can count on the achievement of every only goal; in fact, many companies are wrong precisely when they are trying to solve any problem.

Doris Sims in his book “Creative Onboarding Programs” described such vital outcomes from the strategic onboarding programs **Pic. 8:**

Improvement Objectives	Business Impact
<ul style="list-style-type: none"> • Knowledge Transfer • Engagement Levels • Employment Brand • Automation • Consistency of (Positive) Experience • Organizational Transformation (business and /or cultural) • Accountability— Roles and Responsibilities • <i>Other: unique to your organization and circumstances (as determined by your diagnostic)</i> 	<ul style="list-style-type: none"> • Attrition • Time to Productivity • Level of Productivity • Ability to Meet Emerging Talent Needs • Competitive Position • Recruiting Cost • Labor Cost • Onboarding Administration Cost • <i>Other: unique to your organization and circumstances (as determined by your diagnostic)</i>

Let’s review each onboarding improvement objectives and understand how strategic onboarding can make a big difference:

- **Knowledge transfer.** Today a lot of company’s knowledge holds and delivered from existing employees. New employees provide an excellent and unique opportunity to convey the most important ideas about the company to the future workforce and future leaders. Strategic learning helps by offering programs for mentors and interns, as well as developing and developing the critical relationships that new employees need to learn from experienced employees, thereby creating an effective knowledge transfer program.
- **Engagement levels.** Engagement affects several of the business impacts such as time to productivity, level of productivity, level of attrition, and attrition mix. A study of professional services companies found that offices with engaged workers were over 40% more productive. Different studies have shown that employed workers are more customer-oriented and profitable, and less likely to leave their

employer. Strategic entry into the position contributes to engaging, helping new employees to be delighted with their work, their career prospects and the mission of the enterprise.

- **Employment brand.** All companies have employment brands in their minds. Current and prospective employees, recruiters, and career counselors. Sometimes these brands are more popular and feedback on them more positive. If to develop a system that produces more positive experiences more often, the message to the market will get out. A company's reputation will improve, making prospects easier to identify and cheaper to recruit.

- **Automation and standardization.** Some researches show that 80% or more of medium and large businesses have onboarding processes that are paper-based, require multiple steps of manual administration which is a waste of time and inefficiency. The software can make this a more pleasant and lower-cost experience for everyone involved. We see here a significant unresolved potential for our company's onboarding, and further in this diploma work, we'll consider the Learning Management System.

- **The consistency of experience.** Many companies with existing programs possess pockets of excellence around onboarding, whether in specific functional areas, locations, or other organizational units. The strategic approach identifies and applies best practices in every part of the enterprise that attracts new employees. It helps to avoid the bitterness that arises when some employees enter smoothly, while others have fewer positive experiences.

- **Accountability**—roles and responsibilities. Too many onboarding systems flounder because stakeholders do not know what part they have in the system, they are not provided enough guidance and support, and nobody is holding them accountable for fulfilling their responsibilities. Strategic adaptation programs work

better because the roles and responsibilities for performance are differentiated. Systems are created to provide support at the right time with the right tools.

- **Organizational transformation** (business and cultural). One of the most impressive and strategic long-term business results that an adaptation program can provide is an organizational transformation. Given the high level of employee renewal, it is possible to transform a business by involving new employees in the mission of change — either changing a company (for example, entering a new channel or a new market) or cultural evolution (for example, a new way of behaving). When a strategic adaptation program properly mobilizes new employees as a driving force for change, the effect on a firm's profit can be significant — much more significant than the lump-sum savings many firms now make to gain a considerable advantage.

Companies do spend a fair amount of direct registration costs (in addition to indirect costs, which include all costs associated with unproductive new employees), most of which was wasted because of their insufficiently organized and poorly planned efforts. A useful adaptation program can meet this essential requirement and help reduce costs in some cases.

By standardizing and forcing employees to read and complete forms online before their start date, we can make savings and meet requirements, and create a potentially more exciting first day. A more effective adaptation program allows to avoid duplication of efforts, save time and money and avoid unnecessary frustration about the new recruitment and his or her manager. To increase efficiency, minimize losses and improve terms of employment, many companies invest in process management software.

Among different tools for onboarding the most popular such as:

- **Companies Intranet**, mainly to provide a repository of forms, policies, procedures, benefits information, contact information, etc. We are using for this

purpose Confluence. We store there not only policies and procedures and standards, but also skills matrix, level description, and other useful information;

- **Social networking site:** Such sites offer opportunities for new employees to learn about your job openings, connect with new employees, and receive updates on company news; the most popular for the last years is a workplace, facebook solution for corporates. At this stage, we do not use any networking site, but maybe in some future;
- **Video Materials.** Video materials can provide messages to employees, which communicate the company's vision, goals, culture, etc.; as usual, such messages are given by executives; this is something we would like to try after launching an e-learning platform and video content becoming very popular in the last years.
- **Mentor:** it helps the newcomer to feel more connected to the company immediately, and provides an additional contact person for questions as they arise;
- **Employee Handbook:** this tool is helpful as quick reference guides for new employees to locate company policy and benefits information quickly.
- **Games and Activities:** a variety of activities for new employees to increase their interaction in the company, to enhance the learning process, to integrate the new employee into the culture, and to energize the new employee;
- **E-learning:** E-Learning course materials provide an easy and inexpensive way to train new employees across multiple geographic regions, presenting standard information.

The first step in the digitalization of onboarding we have made when start to use HRSI system- BambooHR. It allows us to send a customized and nice New hire Packs before the start, announce the beginning of the newcomer to the organization, etc. However, we also got interested in looking at e-Learning possibilities as see a great potential here which unlock our onboarding system to be more efficient.

2.3. Learning Management System

LMS (Learning Management System) becomes popular in the past few years even though the first LMS was developed in 1924 by Sidney Pressey.

LMS helps with delivering education course or training programs, organizing these courses (create them, change them, assign them to students, grade them, etc.) and create, manage and deliver eLearning courses. LMS is the driving force of e-learning. LMS can be used by anyone engaged in e-learning, incl. the business of all sizes. LMS can be used for all types of training activities. Some of the most spread cases are:

- **Employee Training.** The need to train a new employee or teach existing employee's unique skills is a fixed)/ The cost with using LMS can be cut down and eliminate business disruptions associated with traditional learning, by letting employee study the material online and at their place. With eLearning business not only spend less money and effort compared to bringing is specialized instructors, but also get a better idea of the progress of your employees with integrated monitoring and reporting tools.
- **Employee Orientation.** The tasks of onboarding new hires can be automated and handled quickly by an LMS. You still get them to greet and give an office tour, but all the rest they can study at their place (and refer back to it, where they need). Onboarding courses can include all stuff nobody pays much attention to (message from CEO, the company's history, etc.) as well as all critical detailing of their role and responsibilities, information about career advancement opportunities and benefits. It's also the right place to educate new hires with guidelines, policies, standards, etc.

- **Knowledge retention.** The knowledge preservation program ensures that valuable skills, methods, and information remain in the company when employees leave for any reason.
- **Education.** LMS is well suited for general educational needs. It stays here to the extent that it can be learning itself in the future.

In other words, LMS Portal is a customized Web site created specifically to welcome new employees and to provide an online newcomer learning and tracking tool. By providing a customized online portal for every new employee, we can provide information about the employee's job, as well as information about the corporate culture and corporate procedures early in the onboarding process. Online portals can also be created with a customized approach for any corporate life cycle event, such as onboarding, offboarding, project changes, and promotions, etc. So, our plan to use one of the open sources LMS for employees' orientation which helps us to create, organize, deliver, monitor and assess employee's success during onboarding and later on.

Among all LMS we got interested in **Talent LMS**. TalentLMS is a cloud-based LMS designed software to handle the training and educational requirements of organizations for their employees, partners, customers or students. The online solution removes the complexity of creating and delivering e-learning by simplifying and streamlining the process. With its extensive features and powerful capabilities, TalentLMS has emerged as our top LMS solution. Personalized new hire portals help with quick start of engagement and ease transitions by providing an easy access tool to:

- Immediately connect new hires to their new company's culture and talent brand;
- Deliver any dynamic, event-specific content;

- Provide new hires or project change employees with information that will help them acclimate to the organization's culture, new job, position, company, or employment situation;
- Minimize paper-based orientation or checklists;
- Complete all new-hire paperwork electronically before the first day on the job;
- Provide the new hire with a handbook with details on dress code, company hours, and benefits electronically;
- Provide a Welcome Letter with messages by Co-Founders or video with them;
- Provide new hire with access to a customized and secure new employee portal after offer acceptance and before the first day;
- Align portal's look and feel with your corporate and talent brand by using a template;
- Provide a 90-day new comer's survey to gather feedback on the process
- The Portal System also enables the HR team to view and track the progress of newcomers, helps to measure results and to identify areas of compliance and noncompliance as needed.

2.4. Learning strategies

Before creating our New Onboarding Program, it's also interesting to look at the existing learning strategies. Learning strategies with proven experience of providing better engagement and higher impact on learning:

- **Microlearning.** Microlearning (or traditional e-learning) and micro-learning (bite-size, short workout up to 2-7 minutes) go on. The fact is that the usage of Microlearning based training has revolutionized training delivery over the last two years, and there is a trend accelerating further in 2019. Its flexibility in the form of a single short picture to achieve a specific result in the learning path, which can have many training impressions, makes it an essential choice for corporate training.
- **Gamification.** The use of gamification for serious learning has risen in the last two years, and we see that this trend is intensifying in 2019. Applying Gamification (including a game-based approach) or partial Gamification will lead to increased use of corporate training in the various needs. With a decrease in development costs and over a shorter period, it is possible to see a higher value of this approach within the company. In the world, revenues for game-based learning were around \$2.6 billion in 2016. By 2021, those numbers are forecasted to climb dramatically to about \$7.3 billion. [13]
- **Video-Based Learning (Videos and Interactive Videos).** Video-based learning is fast becoming a standard part of online learning. This includes its use in traditional e-learning formats and its widespread use in micro-learning-based training. No less effective is the broader use of interactive videos, which overcome the passivity of popular videos and increase student engagement through interactivity and assessments. Employee engagement surveys bear that out — according to Forrester Research, employees are 75 percent more likely to watch a video rather than to read documents, emails or web articles. [13]

- **Mobile Apps for Learning.** Learning experiences on smartphones must be optimized for devices. Interactions should mimic the way we use these devices. Like applications that students use, mobile learning applications can provide a beneficial online learning strategy. Training can be personalized and updated easily. The cost and longer development time of mobile learning applications have led to its limited implementation.

- **Personalization.** Personalization provides its learning path for employees. You can personalize learning based on the student's role, skill, area of interest, and so on. The growing importance of providing a customized experience on the Internet is highlighted in the new eConsultancy and Monette Survey, in which 94% of enterprises stated that personalization "is crucial for current and future success."

We got interested in Gamification as a powerful tool which can help to adjust our program and make it interesting.

2.5. eLearning Trends

Creating an effective onboarding program, we have become an interest in what is the eLearning trends nowadays. Among trends that help learners learn and apply this learning to show better performance or behavioral change, the most popular are:

- **Mobile Learning.** In the last 4-5 years, interest to mobile learning has increased due to the flexibility it provides (learning on the go, multi-device support—including smartphones, tablets or laptops/desktops, and anytime and anywhere access). From an organization’s perspective, this is an approach that resonates better with learners, offers higher engagement, and can be used to insist on both formal and informal training activities.
- **Digitization** (Partially or Fully Online). Even initial ILT delivery will be supported online resources including Pre- and Post-workshop material and Assessments. Companies using eLearning see a revenue per employee increase of 26%. eLearning can cover up to 5x the content of ILT in the same amount of time [12]. The triggers include pushing learners to reduced training budgets and shorter cycles to train employees. An assessment is that in 2019, we will see a higher percentage of programs is going to the entirely online format that you can use on the device of the learner’s choice (ranging from smartphones/tablets to laptops/desktops).
- **Performance Support Tools.** Performance Support Tools are tutorials or work aids designed to meet specific training needs. They are available to students as part of their workflow and, therefore, can be easily accessed and used without the need to log on to the LMS. On average, students forget about 70% of the content that we teach them within 24-48 hours after formal training. Performance support is one of the ways to extend formal learning to the workplace, reminding students about how to apply their knowledge to get results.

- **Informal Learning.** The fact that learning takes place through several channels (and not just through formal training) is well known. Many of us may know 70-20-10 model for learning and development where 70% of education happens during the practice (job); 20% is through social and collaborative learning, and 10% is through formal training programs. The model does affirm the need for organizations to create a support system and the opportunities to promote informal learning in their workplace.
- **Social Learning.** In our early years, our knowledge is based entirely on other people, and it is not surprising that this is also true for on-the-job training. Over the past 3-5 years, L & D teams have seen value in adopting and promoting social learning. Studies conducted by ATD claim that “social learning approaches have a return on investment of 75: 1 compared to training via the Internet.” [12]
- **Self-Directed Learning.** In general terms, Self-directed learning is an approach in which the responsibility for learning lies with the student, not the teacher. In the context of corporate learning, it allows the employee to choose how they want to learn. Unlike training programs that are “pushed” through the LMS, self-directed learning is the transfer of this control to students. They can decide what they want to study, how they want to study, when they want to study, how long they want to study, etc.

Based on the above clearly, we need to adapt our onboarding program to be in trends, and we need to aim our new program to be digital as much as possible. Strategic Onboarding helps employees by inspiring them and giving them the appropriate sense that they are performing meaningful work. Most employees today want more than a paycheck only. They want to be happy at work, realize a great future, and feel connected to something bigger. Onboarding’s strategic piece helps new hires connect their work with the organization’s broader objectives.

A reliable program holds the potential to remake the compact between employees and their organizations fundamentally. This compact, the agreement between employer and employee, has already changed in recent years—and not necessarily for the better. Employees are now asked to work harder, smarter, longer hours and give up cherished long-term benefits. The promise of “lifetime employment” has also been shattered. Employees today are far less loyal. As one study has shown, younger workers will change jobs an average of ten times before they turn forty. That’s why it is so important to adopt onboarding program to help the employee become a part of the company and see his importance faster. With global business moving ever deeper into a knowledge-based economy, the knowledge worker has become the company’s key asset—more important than production processes and traditional capital investments, especially given that it is the knowledge worker who will help drive the smart investments in new markets, customer service, improved production processes, and capital projects.

Part III. DEVELOPMENT AND IMPLEMENTATION OF NEW ONBOARDING PROGRAM

3.1. Goals and Activities before project implementation

Onboarding includes every experience that the new hire has in the first year, not just that owned and managed by the HR team. It is this complete set of skills to which new hire is getting and reacts. Almost all companies could benefit from the creation of program sets unite stakeholders from across the company, for developing integration into the company program and the solutions of both new hires are diverse needs and strategic goals of the company. New employees go through, the introduction of the company focuses on corporate history, compliance policies and employee benefits. They are given the main direction of work, colleagues and company executives were introduced, and the training resources. They also are provided with secure access and essential working tools (e.g., phone, computer, tools, etc.), time off and other stuff, however, the main issues with current onboarding program we determined are:

- There is a feeling that our regular onboarding program remains systemic, limited on a scale, and disconnected from the company's broader strategy. Onboarding is usually a bit more than orientation programs, sometimes featured with new ideas, but itself its traditional orientation program.
- Another issue is our onboarding program is not targeted for each new job, regardless of career, roles or responsibilities.
- In many cases, no other department involvement or retains responsibility for the process of boarding.
- We have little idea of how successful this process is, and which metrics exist.
- The onboarding program lacked buy-in from managers

So, we have decided to change our approach to onboarding to see what value it can bring. We hope that the line managers will support onboarding as a great initiative that can create new value for their subordinates. Our goals for onboarding are:

- Increase the initial productivity level of new talent by effective, well-structured online onboarding program;
- Increase in the retention of new employees in the first year due to the active participation of LM in the adaptation process, as well as the implementation of the mentoring program;
- Increasing the critical level of the involvement of new employees, primarily an exciting adaptation program with a gamification element;
- Enhancing our employee brand (through what new employees tell the network about their positive experience with the company)

Our research & calculations show that the average investment associated with finding, recruiting and up-skilling new talent to a minimum performance standard exceeds \$ 91,670 per new employee over their first three months of employment. That means that every time we bring a newcomer onboard, we are investing at least \$ 10k into the onboarding process plurally. While calculation, we took an average of five newcomers/per month and used the formula:

$$\text{Direct costs} + \text{indirect costs} = \text{total cost onboarding}$$
$$(6550 + 24000,00) * 3 \text{ months} = \$ 91,670$$

However, the risk associated with this investment can be managed. To understand the risk to the onboarding investment, calculate how long it takes to pay back this \$ 91,670 and achieve break even on your new employee. Calculate this figure based on the average profit contribution per employee. Our research indicates that an organization will take at least 12 to achieve a return on the onboarding investment.

The picture could get very much worse if an employee leaves within the 12 months, add to any financial loss the replacement costs of hiring another employee.

To calculate the break-even point, we used below formula:

Direct costs + Indirect Costs = Total cost of onboarding
 Company Profit/FTE = Average Profit Per Person
 Average Profit Per Person/52 = Average Weekly Profit Per Person
 Total Costs/ Average Weekly Profit Per Person = number of weeks to achieve
 break even.

$$\begin{aligned} (6550+ 24000,00) &= \$ 30550 \\ \$/ppl. &=1.689 \\ 1.689/52 &=0.03 \\ 30550/0.03 &=1, 018 \end{aligned}$$

The average cost/per hire in both locations is \$4900. If to look at a number of people who are leaving the company within the first year, on average the number is six people/per annum (regrettable leave), which gives us \$29400/annually.

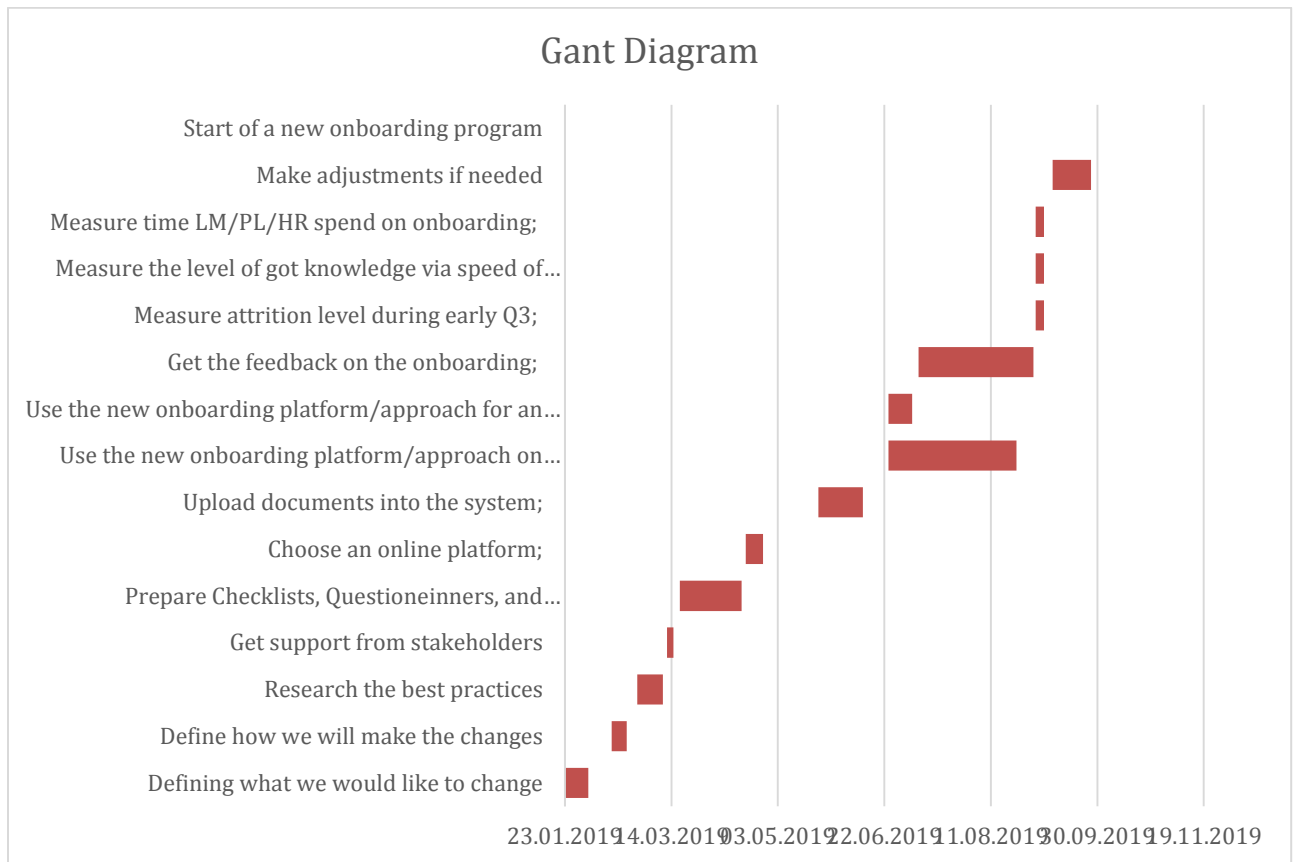
To calculate the cost of our project, we used such formula:

Average HR cost/hour*number of hours = Time to be spent by HR
 Average Leads cost/hour*number of hours = Time to be spent by LM
 Average employees' cost/hour*number of hours/per month= Time to be spent by
 the employee
 Cost of LMS+ HR cost to set up+ Cos for Piloting= Cost of implementation
 Time to be spent by HR + Time to be spent by LM + Time to be spent by the
 employee+ Cost of implementation=TOTAL COST

$$\begin{aligned} \$21.87*70h &= \$1531 \\ \$37.5*5 &= \$187.5 \\ \$18.75*1.5 &= \$28 \\ \$200+(\$21.8+176h) + (\$18.75*60h) &= \$5162 \\ \$1531+\$187.5+\$28+\$5162 &= \$6909 \end{aligned}$$

If we do create an effective Onboarding program which ensures people understand their roles, see development in the company and prevent people from leaving, we'll save the company around \$22,492/annually.

Before the start of development and implementation of our project “New Onboarding program,” we have defined our Project implementation plan reflected on Gant diagram.



3.2. Development of New Onboarding Program

The first step in developing our new adaptation program we start with is creating an **Onboarding Project Team**. The organization's program for a new employee should be strengthened by a team consisting of human resources and business leaders. We determined that our project team is consisting of participants such as:

- A group of employees with high potential from various departments of the company, which gives an additional advantage in the development of employees with high potential when they are working on a cross-functional project. There are six departments, so we took one representative from each team. Six people in a total;
- A group of employees who worked for the company for one year, which allowed them to look back to the past year and see what helped them when they joined the company and what could be improved. We took four people, three from Kyiv team and one from the Spanish office.
- Head of PMO and JS Practice Lead who will be as a strategic supporter of the initiative;

The second step is to **Gather Information**. First, we needed to review the current processes in the company used to onboard new employees:

- How we get a job application. The process during which we interact with applicants, from providing info about the company, continue with the Job Offer letter, documenting the employee's consent to the position, notifying other candidates that the vacancy was filled, etc.
- Current employee configuration process. The process of setting up employee into HRSI management system, company security system, etc.
- The process of welcoming a new employee. Review the welcome letter, the package sent to the new employee, to make sure they know where to go on the first

day, where to have lunch, etc., as well as any information about materials and sent to employees before their first day.

- Orientation Programs and processes targeting the first day/ week/ month;
- Implement training programs and take care of resources available for new employees, checklists, tools and online resources available for new employees the same as for managers and mentors;

To determine our current situation, the strengths, and weaknesses of our current program, our goals, and actions necessary to achieve goals. We have done an analysis “as is,” reflected on **Pic.7**. After collecting all the information shown above, we thought what can be done better to plan our adaptation strategy (**Pic. 8**).

The third step is to **Define the goals of the new employee's adaptation process**. This is an interesting- how many people need to participate in new employee orientation. We determined the role that each department played in the adaptation process and started to schedule a meeting with a representative from each department:

- HR (to cover compliance, benefits, Confluence, etc.);
- Finance (to cover payroll and related);
- IT (Information systems, Security, etc.);
- AD (Administrative assistance, travel support, etc.);

We aim to avoid major issues companies as usual, and we have:

- Providing too much information from the start, in other word overload by details in the first working day;
- Providing a “minimal” program that only provides tactical information
- Build Onboarding as a lecture of one speaker;
- Failing to prepare basic things such as the employee’s workspace, computer, account, and accesses are not set up for the first day;
- Saying to the employees “I hope our orientation program is not too boring.”

In opposite, we aim our Onboarding Program to be:

- A pleasant introduction to the company;
- Smooth onboarding to the team;
- Efficient knowledge transfer;
- Keep and use “excitement” after the job starts;

Step Four - Planning an Adaptation Scheme. Ideally, an adaptation plan should match the business needs, size, and level of employment. We analyze the idea, needed actions and choose who is responsible for performing this action. The outcome reflected in **Pic.9**. At the end of the first working day, we are making check-in to allow the newcomer to tell us what he liked on that day and ask if there is anything else that he/she thinks he/she needs. It is necessary to repeat and confirm our expectations that newcomer can start on his own - a sense of autonomy can increase the level of his future in your company. During the first week, each day may ask during the first week includes a simple checklist.

In a four to five weeks after the start date, there is a need to check with newcomer, mentor, and manager how things are going with adaptation. The timeline could be slightly adjusted, but following “best practice,” as a rule, around this time, an employee can give honest feedback on how he feels. This meeting should include the exchange of information with feedback that is available from both the employee and the trainer. Such questions should be answered:

Questions for the Employee

- Do you have any concerns or issues currently?
- Do you feel there is anything additional you might need and if yes, in what areas?

Questions for Manager:

- What is your feedback on the progress so far?
- Do you need newcomer requires additional training or help?

Step five: Identify our Audience. Our audience could be divided for four main groups:

- Technical employees
- Managers
- Interns
- Admin employee

The basic introduction which includes administrative, HR, finance are similar for each group. However, the rest of onboarding is specific and contains unique knowledge transfer. If for example tool the most spread audience in It company- technical employees, the deviation from the standard program will include such knowledge:

- SDLC toolset
- Team Roles
- Project Governance
- Project Estimation
- Skill Matrix
- Practice knowledge library

So, while implementing onboarding for each of the above roles, we should specify the difference each of them.

Step sixth is to determine the process for Virtual New Employees Onboarding. A limited number of organizations can offer newcomers onboarding workshops in one location- the majority reach out to newcomers in multiple cities and countries, and our company isn't an exception. Check with new employees in an organization that they feel welcome and receive the information they need is an essential and sometimes challenging part of creating a compelling new employee

adaptation program. Virtual onboarding is a weak side of us now, and with perspective to the potential new offices in different countries, we might strength us here. Some ideas here are:

- Use the online platform for orientations program;
- Design new employee e-learning modules;
- Connect newcomer with “people around.”
- Use such tools as guides, videos, checklists;
- Establish more significant periodic employees’ welcome sessions;
- Hold each department orientation;
- Evaluate onboarding success;

Our company has offices in Ukraine and Spain, and it plans to open a new office this year. But this is the problem, how to ensure that each location uses the same processes and the same training requirements in the appropriate time frame? It is recognized that taking office is the first point of contact with each new employee, and thus he determines how this person looks at the company — successful adaptation benefits from lower employee turnover rate and shorter time to become productive for each new recruitment. Few organizations can offer new workshops or training courses for employees in one place - most of them have to turn to new employees in different cities and countries. Some employees work alone outside the home office, while others work in remote offices.

However, each new employee must complete the relevant documents, select work options, and specific training modules in each location, each time, without exception. The failure of this part of onboarding can lead to doing the gaps in compliance, safety training and unforeseen difficulties in operations such as wage problems. Achieving all new employees in an organization and ensuring that they feel welcome and receive the information they need is an essential and sometimes challenging part of creating a compelling new employee adaptation program.

We see the **goals of an onboarding program for virtual employees** are:

- Ensuring that each new employee performs all the necessary documents accurately and efficiently.
- Ensuring that all employees in all places meet the requirements for training, compliance action, certification, etc.
- To achieve security requirements, legal requirements and customer satisfaction.
- Preventing each office starting to create its adaptation program, which leads to a loss of time and resources, as well as an inconsistent (and undocumented) adaptation process.
- Providing tools and resources that new employees can access in all places;
- Reducing the time that local managers spend to ensure that new employees, again and again, submit the same information as new employees;
- Reducing the time required to bring a new employee to full performance;

When developing or updating an onboarding program for a company with many virtual employees throughout the country or around the world, there should be special considerations and tools to achieve success. Among tools that should be considered for a virtual adaptation program, such as:

- **Use Internet access to registration forms and information.** The Internet has become the basis for keeping employees in touch with their companies. This link must begin with the hiring process. Companies can easily set up secure web pages to help people in hiring documents and enable them to perform most of the process on the Internet.
- **Use an online learning activity tracking system.** With today's online tools and resource options, there is no reason not to include online tools in the process of adopting a new employee. Even small companies can afford to have one training computer at each location so that new employees can use it to access, track and

complete training programs. These types of computer tutorials are also welcomed and expected by the new workforce, which continually uses the computer and portable devices.

- **Use online video.** Help employees to virtually get to know the company's management and learn about the company's vision and values through online video, which can be accessed at every store or office.

- **Develop a useful platform for new employees.** When employees are distributed across many geographic locations, the company's intranet becomes an even more valuable tool. Centralized secure websites make it easy to keep up to date, provide frequent updates and create branding and messages that you want to report. Bright internal support sites support employee interest and develop a sense of community. The creative use of internal websites to help employees can strengthen and improve the public website so that it attracts customers and creates a company brand.

- **Develop new e-learning modules for employees.** In conjunction with an online tracking system for new employees, create e-learning modules for training that focus on actual, procedural, and company-oriented processes or culture. Include modules before and after testing to add a second-level assessment component so that each employee is trained and studied the content.

- **Do not lose sight of “communication with people.”** Despite the importance of all the online tools discussed in this chapter, it is crucial to set up methods to ensure that new employees communicate well with their manager and colleagues at the location and throughout the organization. Visits of the manager on the spot, structured training between new employees and managers, setting up a system of friends and/or peer surveillance sessions, etc. - all this improves learning and builds relationships.

- **Develop several auxiliary facilitators.** When a company has several significant sites in different cities, the best approach is to create standardized materials, supplemented by online programs, as well as a “train instructors” approach to engaging HR partners in these places to facilitate a mini-orientation program and more significant events.
- **Create manuals, flip-flops, and checklists.** Use tools that match the moment and place. Sometimes the “high-tech” tool used in conjunction with an online training and tracking program can serve as an additional reminder to employees about work. An example of this type of tool is a laminated, fast-growing handbook of tools provided next to the new employee's phone or cash register.
- **Use modern communication tools** — web phones, iPods, and so on. Current employees are often already well “trained” in the use of networked gaming devices, phone apps, social networking sites, and so on. Over the past years, the cost of development and deployment has dropped dramatically, making this mobility technology realistic even for small companies.
- **Set periodic welcome sessions for employees.** Many companies satisfy the need for personal contact with employees, including when they are located in several offices, conducting first quarterly meetings or introductory training at the regional office. In this situation, the local manager or personnel specialist is responsible for the initial connection of the new employee, the employee undergoes additional training online, and then the new employee can also meet with others and establish personal relationships (and learn more about the company's values and culture) at the regional live event
- **Evaluate Onboarding Success.** When the onboarding process is implemented with multiple tools, in various locations, and by various orientation facilitators and partners, the evaluation of the program must be thorough, and the data and feedback provided by new employees must be reviewed frequently to

update and enhance the program continuously. If to use an online orientation and tracking tool, this evaluation process can be built right into the new employee online program, and compliance reports can be accessed easily by business leaders and the HR team. Over time, the onboarding assessment data can be correlated to the long-term success of employees in the organization and used as another form of feedback to improve the onboarding process.

Step Seven: Design Live Orientation Workshop and Portal.

The organization conducts one or more seminars under the leadership of HR and Practitioners to provide new employees with more information about the company's culture, values, products, and services. Besides, this type of event (which may be offered monthly, quarterly, or even annually) works to attract new employees and provides an opportunity to build company loyalty and relationships between new employees, which in turn increases retention. Best practice adaptation programs also serve to continue the “employment branding,” which begins with the recruitment process.

To create a customized portal for a new employee, the HR team determines the content that will be included on the site. Content may consist of any form that must be filled out electronically, company information, personalized content depending on location, position, department, or something unique to the organization. Content may also include (but not limited to) verbiage, photos, videos, and links to other websites to perform the necessary adaptation tasks. The time for setting up a new employee's portal may vary depending on the complexity and detail of the content, forms, and responsibilities. The average implementation time is eight to 12 weeks, including the design, development, testing, and deployment of an automated adaptation solution. Quite often, organizations can use their existing new checklists and hiring reference materials as critical components of the New Portal for

employees. There may be room for improvement in processes that may be included, but as a rule, there is no need to recycle or start from scratch completely.

Our chosen e-learning platform-Talent LMS open us the possibility:

- to create our program with elements of gamification, which is a trend in education; and additionally has a mobile application which makes the platform more comfortable to get;
- set up the rules for training, easy to track the progress and number of completed courses;
- sharing of corporate information throughout the organization;
- unified program for any location which opens new possibilities for onboarding new offices;
- to avoid overload with details on the first day;
- the employee can learn the information in a suitable time and can review it when is needed to refresh knowledge;
- the efficient way of knowledge transfer;
- easy to adjusted;
- easy to complete with forms, checklists;
- reducing double work;
- potentially reducing training time for new employees
- user-friendly interface;

Some samples on **Pic 10- 12.**

Step eights: Piloting new program.

Like any important program rolled out across a large organization, a strategic onboarding initiative should roll out after the design team sure it's operational and ready to be live. These pilots can take place concurrently with ongoing content development to allow some time to collect feedback and make changes before broad-

scale implementation. An organization can choose to pilot in selected regions or business units, by phase or new hire type.

We decided to when the second stage of redesigned program rollout, we'll pilot new program elements with three separate groups of about 5-7 new hires each; each group spaced a month apart. The first group received the company's new, week-long orientation (including e-learning activities), the second will receive the new direction plus a new pre-boarding experience, while the last group will gain new iterations of both these program elements. During and after pilots, the design team should gather feedback not only from new hires but from all relevant stakeholders. The design team, and ideally the stakeholders, should observe and analyze all onboarding activities delivered in the pilot and converse with process owners and new hire support personnel. They should also conduct surveys and focus groups with new hires and new hire managers. By observing the pilots, New Onboarding Project team can determine what works and what doesn't, what delivers the most considerable excitement and offers the most significant educational value, and what elements are not being delivered as intended. New Onboarding Project team can also use the pilots as a chance to provide feedback to and mentor individuals responsible for delivering the program. Many of these individuals will continue to play a role in the onboarding process after implementation, so engaging with them now can enable them to develop better delivery expertise. Piloting in Kyiv first or among specific new hire, segments can allow teams to benchmark pilot performance for the enhanced program relative to areas of the organization that still receive the old program. Consider whether new hire satisfaction is higher or whether specific program elements can be improved to increase new hire satisfaction. Pilots enable us to test not only content but also those operational processes that will support the program over the long term.

During the pilot stage's second half, New Onboarding Project team should begin preparing to implement the program operationally across the broader organization. Before the full rollout, we need to create an implementation task force to help coordinate change management and training for process owners (e.g., recruiters, hiring managers, mentors, etc.) and support personnel. The implementation task force should begin pre-implementation activities during the pilot phase to ensure that no momentum is lost between the pilot stage and implementation. As pilots are concluding and the implementation team is rolling out the program, it's critical to again return to the task of change management. For this purpose, the implementation task force includes a communications leader who can educate the organization about the program. This person should maintain secure connections with senior management, since ensuring the support of organizational leadership is vital to success. Many communications leaders choose to adopt a top-down approach, communicating the onboarding message to senior leaders in business units or functions who then pass on information about onboarding to program managers, role players, and other experienced employees. One of the possible approaches is the "road show" presentation that will bring the message to critical local offices once the team had secured buy-in from the organization's key stakeholders.

3.3 Evaluation of the effectiveness of the design approach and plan for further steps

The last, but not the least important step is to Obtain Feedback on the new program and Measure Results. Typical indicator to measure the success of a New Employee Onboarding program include:

- The retention rate of new employees after three months;
- The retention rate of new employees at the end of the first year;
- Increase in productivity for new employees who have completed all the components of adaptation, compared with employees who did not participate in adaptation activities;
- The engagement level of the recently joined employee;
- Time and cost savings achieved through standardized onboarding processes;
- Reduced employee questions or complaints to the human resource team;
- Measurement of in time- readiness with all legal requirements and paperwork required from all new employees;

We are currently on the stage when it's early to calculate any of the above results. However, we are confident we'll see progress in the next quarter. After four months from the start of the investigation stage, the program now is in active development and is preparing to be run in the nearest time. We have managed to develop the context to be uploaded onto a new online portal the same as to choose the platform to foster pre-arrival activities, revamped the orientation, and initiated internal efforts to get diverse stakeholders behind onboarding. With these results in place, the program is in a step to meet several of its goals and business objectives.

The quality of orientation and onboarding programs can be correlated to the probability that the employee will remain with the organization, especially during the first year of employment. The programs facilitate the initial adjustment by

providing a better understanding of the organization, introducing new employees to others, lessening the potential sense of isolation, and aligning expectations with future opportunities for personal growth and development. Knowledge management support systems make it easy for employees to access organizational information. Taking into account the daily experience of new employees during their first anniversary, strategic adaptation can provide more satisfied employees and a more productive workforce better suited to the company's goals. In the process, it can give a stronger, more dynamic, more profitable organization.

CONCLUSIONS

Throughout our research, we have proof the statement that the onboarding process is an experience for the newcomer, hiring manager, and for the company, in general, more broadly and play a critical role. We are confident that this experience generates results, and it is in the interests of all parties that the experience is handled with great skill. To use this experience for optimum results, it should be adopted through design principles, be strategic, and be a systemic way. Successful adaptation is much more than the traditional orientation; this is an innovative strategic program that can enhance and improve the company's prospects.

In this diploma, we have tried to establish a program covering early career support, strategic insight, and integrating onboarding into the infrastructure and processes of a company which allows to reduce time to be productive, increase the level of productivity, and decreases attrition level (specifically, regrettable attrition). These measures, for sure, lead to an apparent financial gain. At this stage is a too early judge on the success of our project, the first data for analysis will be gathered in a few months, so then we can evaluate if the time to productivity increase or level of attrition is decreased. However the several learning we already gained.

The most meaningful learning and in the same time failing point as of today is that hiring managers the same as the rest stakeholders need to treat onboarding as a real chance to help an organization create the quality workforce it wants and needs. As of now, we cannot boast that all stakeholders are aligned with our vision of improving the onboarding process and is thinking of onboarding in new ways. As an example, due to high load and absence of idle time, Practice Leads are passive in providing input to the new program, and we spend extra time to get the required information. We believe that once we pilot the project and get the first results, we'll gain their interest and input for further improvement of the onboarding process as

its process is not one time; it remains ongoing. Also, an additional challenge is to create a unified program for all the locations based only on the role. Dues to different legislation, cultural differences, we struggle to use proper messages.

We are in the middle of our project implementation and the most intensive and at the same time more exciting stage is in perspective; however it's clear that onboarding is the neglected stage in the employee life cycle, and it is the most critical area deserving of the attention today. By pushing intelligent and well -a designed program based on proper analysis, the company can turn relations with the employee on the new level that supports the company's needs in our current economy that demands flexibility, responsiveness, and continuous improvement at ever-increasing rates.

Our next step is to finalize modules building on the online platform and to pilot them. The programs need to be focused on far more than efficient administration of paperwork, compliance, and demonstration of the tools; it is a year-long investment in one of a company's greatest assets—human capital—with raised expectations for return on investment.

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APPENDIX

Pic. 7

Orientation Stage	Actions	Resources Available
PREPARATION STAGE	<ul style="list-style-type: none"> ▪ Send Newcomer Notification ▪ Agree with the newcomer the start date and time ▪ Create “New Hire Pack” ▪ Agree on start details ▪ Request documents for Contract preparation ▪ Agree on workplace ▪ Send Welcome Letter ▪ Set up Job expectations, incl. expectations for the probation period ▪ Review and prepare the scope of tasks; ▪ Set up workstation and related; ▪ Create Introduction plan for the first week; 	<ul style="list-style-type: none"> ▪ Recruiter; ▪ HRM; ▪ System Administrator; ▪ Office Manager; ▪ Line Manager
ONBOARDING STAGE	<ul style="list-style-type: none"> ▪ Activate account and all related software; ▪ Meets the newcomer and conduct the office overview; ▪ Conduct Introduction Meeting (incl. Its history, operating conditions, social package; ▪ Sign the Contract ▪ Clarify questions around payment ▪ Conduct the introduction of a newcomer to the project; ▪ Discuss the goals for the trial period. ▪ Describe available work resources and tool; ▪ Discuss Mentoring options; ▪ Include newcomer to the team’s activities/discussions etc. 	<ul style="list-style-type: none"> ▪ HRM; ▪ System Administrator; ▪ Office Manager; ▪ Line Manager

<p>PROBATION STAGE:</p>	<ul style="list-style-type: none"> ▪ In 3 weeks, make a short check if the onboarding goes smooth; ▪ In 2 months appoints HR meeting with a newcomer to discuss work progress, arisen problems and difficulties ▪ In 3 months of holding a Summary conversation on work results ▪ Makes necessary changes in BambooHR about compensation level, status, position if needed. ▪ During 1st working week, set up clear goals for 3months, forecast expected results. Create a clear action planning ▪ For three months, pay special attention to professional and personal qualities of the newcomer, his/her attitude to work and team; provides the individual help in mastering the profession, by providing practical recommendations, examples, pointing the mistakes out and getting them over in cooperation ▪ Conduct performance progress checks periodically. ▪ In 3 months, conduct End of Probation/or Prolonging Trial Period with clear set goals and milestones for the next 6-12 months; 	<ul style="list-style-type: none"> ▪ HRM ▪ Line Manager
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Pic. 8

<p style="text-align: center;">The Goals of New Employee Onboarding Process</p>	
<p>The overall current state of Newcomers Onboarding Strategy</p>	<ul style="list-style-type: none"> ▪ To use newcomer potential and “excitement” period as much effective as possible;
<p>How many employees do we plan to hire annually?</p>	<ul style="list-style-type: none"> ▪ Recruit 67 new employees until April 2020

<p>Where will new employees be located? Do we need onboarding process for virtual employees?</p>	<ul style="list-style-type: none"> ▪ 55 new employees will be in Ukraine, 12 in Spanish office; potentially will be opened one more location, remote office;
<p>What issues have we uncovered during our data-gathering processes that need to be addressed?</p>	<ul style="list-style-type: none"> ▪ Preparing the well-structured way of knowledge transferring; ▪ Developing a Mentorship program; ▪ Check List for Onboarding software Engineer; ▪ Developing Virtual Onboarding procedure;
<p>What strengths were discovered about our program that we want to continue?</p>	<ul style="list-style-type: none"> ▪ Great “Onboarding Package” send before the start; ▪ Well designed and informative Welcome Letter; ▪ Nice stationery;
<p>What does a “best practice” new employee onboarding program look like in our organization?</p>	<ul style="list-style-type: none"> ▪ The employee provided and well instructed with Information on the orientation process before the start; ▪ At the first working day employee welcomed by manager and colleagues; ▪ Employee introduced to his Mentor who supports him from the first day; ▪ Employee got a plan and expectations for the first three months; ▪ Employee got all needed information quickly and understandably; ▪ All got knowledge checked naturally; ▪ In three months to discuss the results and plan the goals for the period; ▪ Support from mentor, manager, and organization keeps for the first year;
<p>How will we measure our results?</p>	<ul style="list-style-type: none"> ▪ Attrition rate within the first three months; ▪ Attrition rate within the first year; ▪ Speed of start on the commercial project; ▪ Positive feedback from Manager and mentor;

	<ul style="list-style-type: none"> ▪ Level of completed quizzes on e-learning platform; ▪ Readiness to recommend the company to the friends;
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Pic. 9

Before the employees First Day

Action	How we will customize this	Who is responsible
Send a New Hire Pack through BambooHR;	Customized our message in the system	Recruiter
Ask documents for contract preparing;	Personalized message to be sent automatically through HRSI system	Recruiter
Send a Welcome Letter	Personalized message to be sent manually	Recruiter
Activate the process of workplace set up	To be activated by notification “Newcomer Notification.”	Recruiter
Activate the internal security processes (User legal documents, security badge, security entrance requirements, parking, etc	To be activated by notification “Newcomer Notification.”	Recruiter
Set up the employee on the HRSI and payroll system	Based on the notification “Newcomer Notification.”	HR
Send “Onboarding New Employee” information to the new employee’s manager		Recruiter

At First working Day

Action	How we will customize this	Who is responsible
Greet new employees and accompany him/her to the workplace	<ul style="list-style-type: none"> ▪ To greet new employee, and help to adapt to the unknown environment; ▪ Make sure the manager is there and introduce to the team; 	Recruiter as a known person;
Conduct office tour	<ul style="list-style-type: none"> ▪ Provide the employee with a small office and workplace tour 	Recruiter
Meet new work peers	<ul style="list-style-type: none"> ▪ Introduce the employee to other colleagues; ▪ Introduce the new employee to the mentor; 	Recruiter
Set up workplace	<ul style="list-style-type: none"> ▪ Review computer sign-on, password set-up, etc.; ▪ Assist the employee in navigating the company's intranet site and accessing e-mail for the first time; 	System Administrator
Security access to the building; Provide any safety training;	<ul style="list-style-type: none"> ▪ Make an introduction to security in the office and access to the office; 	Office Manager; System Administrator
Onboarding session	<ul style="list-style-type: none"> ▪ Company Overview (Who We Serve? Where We Are? What our Services?) ▪ History and Values ▪ Review the schedule for the first week. ▪ Review what the business connections are (for instance, which the clients are, what community involvement the company has). ▪ Review expectations concerning attendance, communication, and routines to be followed. ▪ Performance Management; Career Roadmap; ▪ Policies and Ethics ▪ Useful Documents ▪ Useful Intranet site (Confluence) 	HR

Sign the contract	<ul style="list-style-type: none"> Provide any legal documentation and policies that must be completed (income tax forms, the offer of employment letter, procedures for sign off). 	Financial Manager
Take the new employee to lunch and provide other ways to help the employee feel welcome within the new workgroup	<ul style="list-style-type: none"> Plan a lunch with colleagues or mentor; 	HR though Mentor or colleagues

In the First weeks of the Orientation program

Action	How we will customize it	Who is responsible
Provide an Orientation workshop	<ul style="list-style-type: none"> Together with new employee review the discussion of the previous day and answer all remaining questions. Make sure that goals for the first three months are ready; Make sure that some work assignments are prepared for the new employee so that he can feel productive, and the mentor can see how he is coping with the tasks assigned. 	HR; Mentor; Manager;
Provide specific training (e.g., customer service, systems, etc.)	<ul style="list-style-type: none"> Familiarize information with job responsibilities and explain it; Conduct cybersecurity training; 	Mentor Sysadmin
Provide a mentor, or buddy for the new employee	<ul style="list-style-type: none"> Assist the employee in building his own ‘how to’ manual (this can be something as simple as note taking during training sessions). Share unwritten rules, traditions, and practices with an employee 	
Provide the structure for the new employee to meet	<ul style="list-style-type: none"> Arrange meetings with key people within the organization 	HR

with key people within the organization		
Provide a management focus (or manager adaptation) for new employees in senior positions	<ul style="list-style-type: none"> ▪ An emphasize on business needs; ▪ Coach if needed; 	CTOO and/or CCO
Set the performance goals and familiarize the new employee with the performance evaluation process and philosophy.		Line Manager With/without Practice Lead help

In the first three month

Action	How we will customize this	Who is responsible
Get feedback from a new employee what to improve the adaptation process.	<ul style="list-style-type: none"> ▪ Consider having lunch together for at least one day, as an opportunity to discuss something other than work (this indicates the employee's interest and helps build relationships). 	Mentor HR
Provide a new employee 90-day feedback on performance	<ul style="list-style-type: none"> ▪ Send a Questioner before the official meeting ▪ Discuss the details during the meeting ▪ Get the informal input before the meeting 	Mentor Line Manager
Ensure all 90-day training requirements are met.		HR Mentor

In the first year

Action	How we will customize this	Who is responsible
Receive feedback from the employee on an anniversary to measure the level of involvement of these employees		HR Line Manager
Provide additional professional training for employees as needed		Line Manager HR
Ask a year-long employee to act as a mentor for newly hired employees.		HR Delivery Manager

Pic. 10

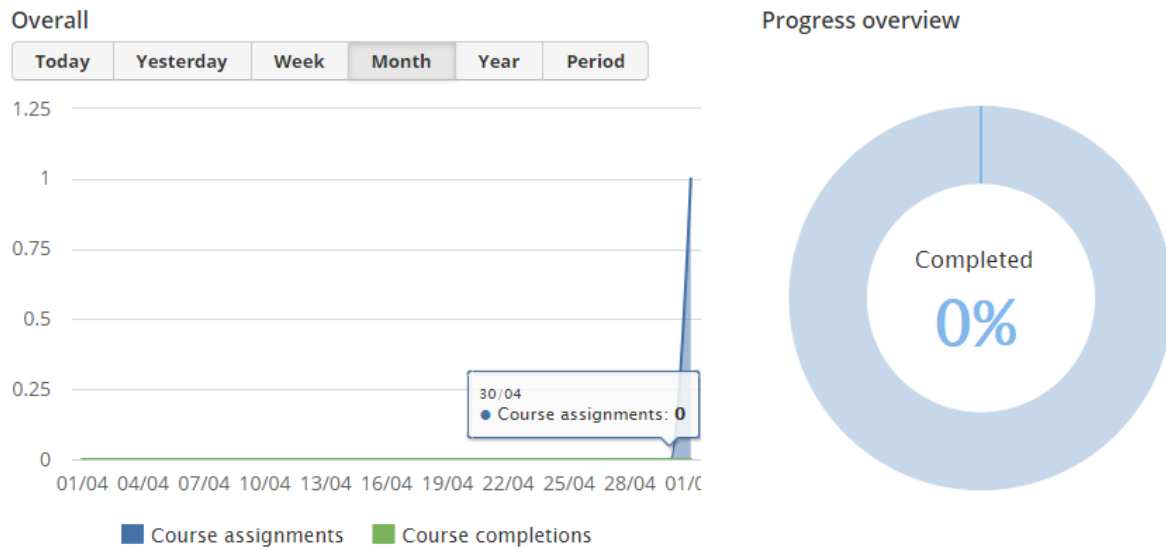
POINTS ON

- Each login gives points
- Each unit completion gives points
- Each course completion gives points
- Each certification gives points
- Each successful test completion gives points ?
- Each successful assignment completion gives points ?
- Each successful ILT completion gives points ?
- Each discussion topic or comment gives points
- Each upvote on discussion comments gives points

BADGES ON CUSTOMIZE BADGES

- Activity badges (4, 8, 16, 32, 64, 128, 256, 512 logins)
- Learning badges (1, 2, 4, 8, 16, 32, 64, 128 completed courses)
- Test badges (2, 4, 8, 16, 32, 64, 128, 256 passed tests)
- Assignment badges (1, 2, 4, 8, 16, 32, 64, 128 passed assignments)
- Perfectionism badges (1, 2, 4, 8, 16, 32, 64, 128 tests or assignments with score 90%+)
- Survey badges (1, 2, 4, 8, 16, 32, 64, 128 completed surveys)
- Communication badges (2, 4, 8, 16, 32, 64, 128, 256 topics or comments)
- Certification badges (1, 2, 4, 8, 16, 32, 64, 128 certifications)

Pic. 11



Pic.12

TRAVERSAL RULES

Units must all be seen and completed sequentially

COMPLETION RULES

All units must be completed

LEARNING PATH

To access this course, learners will need to complete these prerequisite courses:

SCORE CALCULATED BY

Average over all tests & assignments