whippy.

ONBOARDING

TREND REPORT

2023 / 2024

REPORT CONTENT

INTRO

"New tech - such as VR, AI, gamification and Machine Learning - can all immensely enhance the onboarding experience. These are also what many global reports highlight when listing upcoming onboarding trends.

What has become clear to me throughout the course of the past four years though, working solely with onboarding, is that the most digitised employer doesn't necessarily provide the best digital onboarding. Neither does the most "analogue" business always provide a lousy digital experience. Like many things; The onboarding experience is more about content and leadership than it is about tech.

For this report, we've looked at our own data spanning over more than three years, combined with client insights, input from hundreds of meetings with employers as well as global studies. We've taken the liberty to draw a few conclusions of our own based on experience.. gut feeling.. perhaps intuition... Whatever you call it; We'd love for you to challenge us!"

Paulin Larsen Berglöf
CEO & Founder

MARKET TRENDS – FOUR HIGHLIGHTS

1

ONE SIZE DOESN'T FIT ALL
When employers now are starting to digitally transform their onboarding, many HR functions will become wary of the need for customisation depending on role/function/market/remoteness. Standardised journeys are combined with personalised content in 2024.

2

A SEAT AT HR'S TABLE
The market for onboarding is becoming mature and during 2024 it will to a wider extent become a given and integrated part in the employee life cycle. This shift will also make HR Managers stronger buyers of onboarding services. In 2024, they know what they want and they want it now!

3

DIGITAL WITH A HUMAN TOUCH
While more organisations move towards digitisation and automation, most leaders will find that no digital process works fully without a human touch. We welcome the hybrid onboarding model in 2024, where a digital employee-Manager-journey builds a strong relationship while minimising admin.

4

KNOWING WHAT TO MEASURE & HOW
People analytics is for many HR professionals key in 2024. In terms of onboarding metrics, research and employers have during 2023 started to navigate and investigate what to measure but have lacked know-how. In 2024, we see more organisations integrating onboarding KPI's in their HR analytics dashboard.
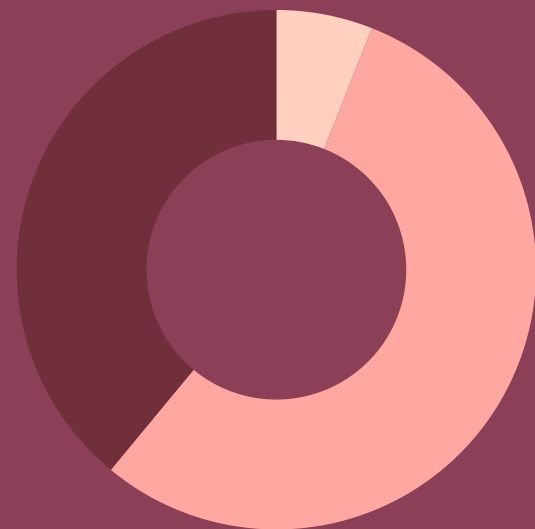
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ONBOARDING DATA
WHAT DOES GOOD LOOK LIKE?

What Whippy measures throughout the onboardee journey. KPI's are based on what global research addresses as key in order to secure good introduction.

FIRST IMPRESSION

EXPECTATION MANAGEMENT

LEADERSHIP SUPPORT

SUPPORT FROM BUDDY
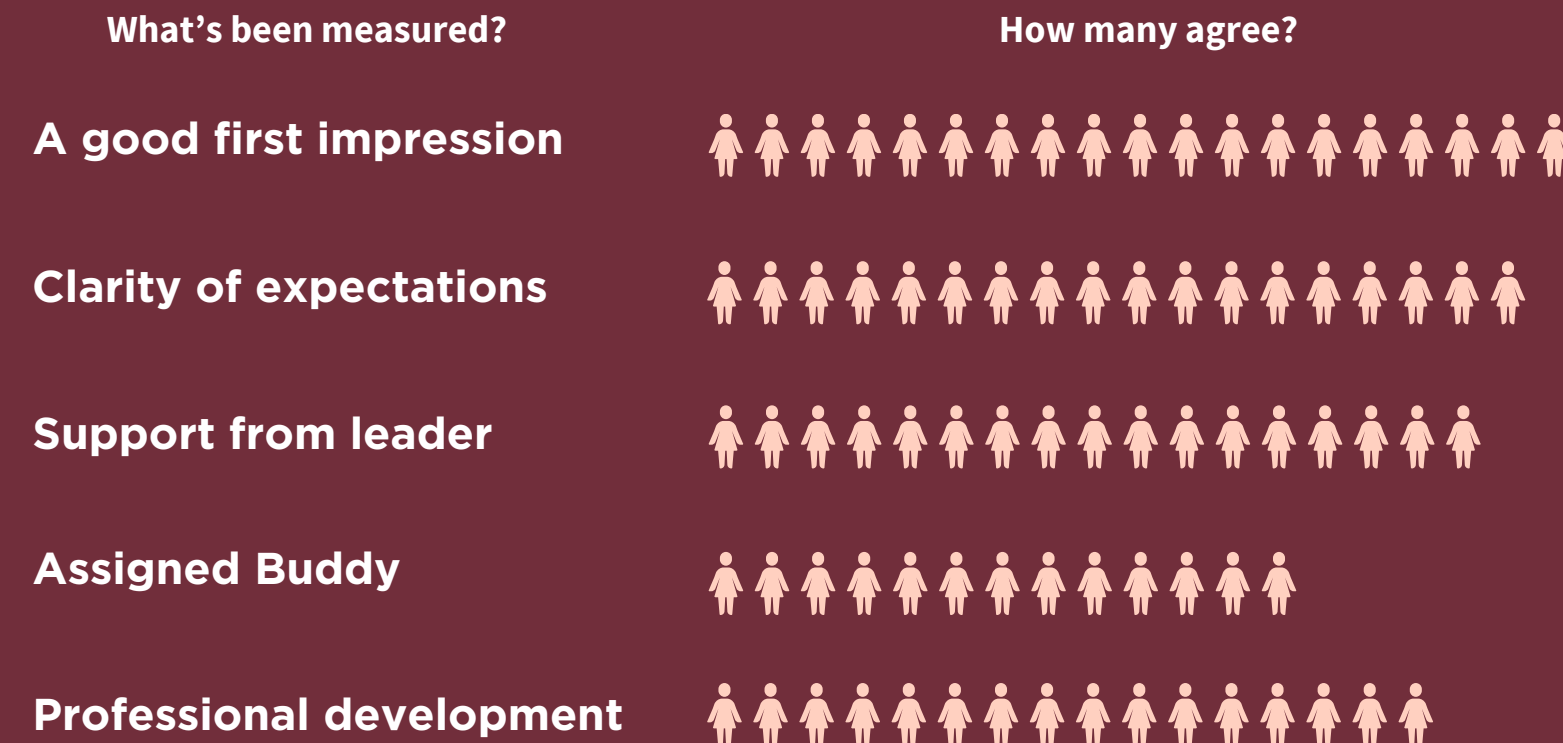
PROFESSIONAL DEVELOPMENT

TIME TO SPEED

- Not up to speed as expected
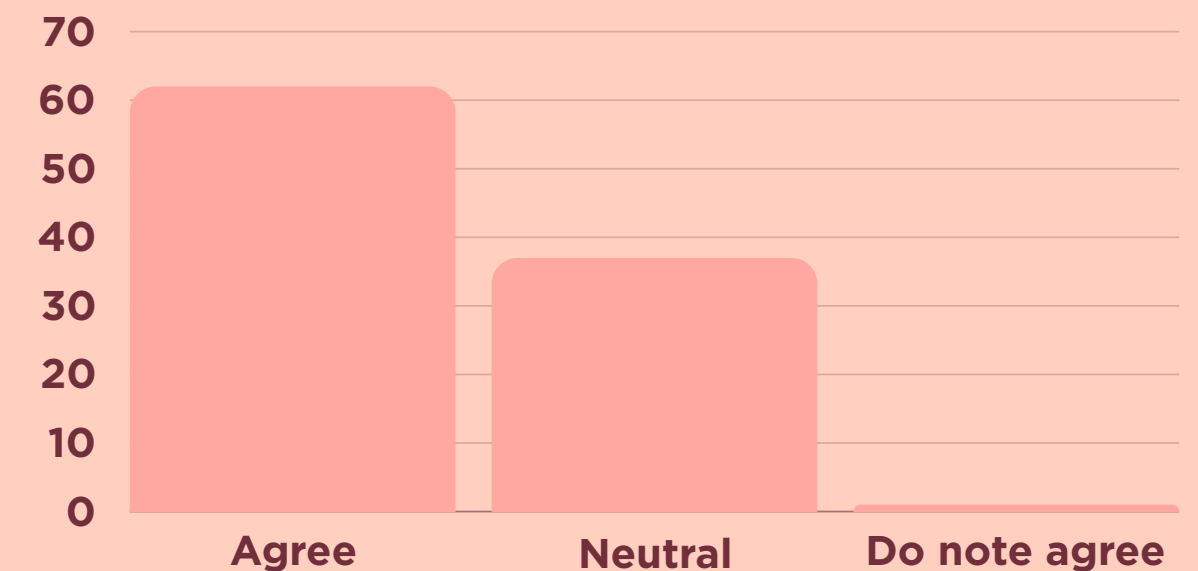- In line with expectation
- Above expectation

PERCENTAGE OF HOW WELL HIRING MANAGERS FIND THEIR ONBOARDEE TO BE UP TO SPEED IN THEIR ROLE WHEN FOLLOWING OUR STRUCTURED ONBOARDING PROCESS.

BENCHMARKS

What does good look like? We've summarized data from 645 employee evaluations, three months in their new role.

What's been measured?

How many agree?

A good first impression

Clarity of expectations

Support from leader

Assigned Buddy

Professional development

DOES ONBOARDING MAKE A DIFFERENCE?

70
60
50
40
30
20
10
0

Agree   Neutral   Do note agree

>330 Managers have been asked whether the structured employee-leader onboarding program has helped them secure a good introduction.

Onboarding data – key takeaways

Global standardised onboarding metrics needed

In lack of standardised KPI's to measure and evaluate onboarding, Whippy has created an own framework based on global research. Employers need to measure based on similar metrics. 2024 will hopefully be the year when employers can benchmark onboarding.

Good onboarding can (and should) boost productivity

Our data and client cases shows that onboardees who go through a structured onboarding program to a higher extent delivers above their hiring Manager's expectations.

No data? No insight. No improvement.

The data needs to be put into practice. Our KPI's are structured in a way to ensure processes are evaluated against what global research has definied as key in order to secure a solid introduction.

Don't underestimate a Buddy

According to a case study/Buddy pilot program at Microsoft (published in HBR), onboarding Buddies improve employee satisfaction with up to 36 %. The same study showed that Buddys also played a role in ensuring early productivity amongst new recruits.

"SUSTAINABLE ONBOARDING IS ALL ABOUT PEOPLE AND NUMBERS"

Deep dive: Sustainable onboarding on the rise

And it all starts with People analytics

From January 1st 2024 the new EU directive Corporate Sustainability Reporting Directive is put into practice. Even though this initiative isn't relevant to all employers, it is a signal towards where we may be heading. HR will now, to a larger extent, have to be ready to report on matters related to e.g. workforce and equality.

Research already shows that high engagement leads to higher productivity. And we can, from own data, see that great onboarding generates higher engagement. Onboarding should be seen as a good investment for any employer looking to build a sustainable organisation with low early turnover, high motivation, short time to speed and strong leadership.

But it all starts with data. One must measure in order to improve. And we need to start by knowing what to measure. So far there has been a lack of standardised global metrics for onboarding. Therefore, Whippy has created its own framework, based on what studies around the world have highlighted as key in order to provide good onboarding.

In a perfect world, we combine onboarding data with recruitment data to understand more of what can drive efficiency and development in the hiring and preboarding stage. Whippy is also trialing to harmonise on- and offboarding evaluations to gain insight and measurable KPI's linked to leadership support, expectations management and development in the first and last part of an employment.

By doing so we can activate and invest more sustainably throughout the entire employee lifecycle in order to minimise risk of of drop-of and increase the chances of high productivity and motivation post three months employment; A time when honeymoon periods often ends and "hangover" periods kick in.

Having measured, evaluated and tweaked onboarding like no other supplier for the past years, we would like to share three major learnings:

- Better to measure something than nothing. We see that many companies spend time discussing the "perfect" metrics. For every month you are losing valueable data. Run and learn in parallel.
- Choose metrics that gain usable insight. No data should just be presented in a nice power-point. It needs to work for you! An example of this is a client of ours who saw that leadership support decreased six months in the onboarding process. They therefore invested in leadership training via their L&D budget.
- Last, it's easier to have quick impact if you gain data from a specific process. Example: if you measure employee loyalty or leadership in general and don't get the response you were hoping, it will require resources to investigate where to make improvements. If you see that loyalty is low amongst new employees three months on the job, you know where to put the shovel.

Contact emma@whippy.se to learn more on onboarding data!

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FROM TREND TO TACTIC

A SEAT AT HR'S TABLE

Become a strong buyer of qualitative onboarding services

We suggest:
Looking for onboarding platforms that support a synchronised Manager-employee-journey; enables evaluation/analytics; has a technical and logical structure from first day; can be integrate towards other HR systems. Allocate resources equivalent to approx 150 working hours to build a pre-, on- and postboarding journey.

DIGITAL WITH A HUMAN TOUCH

Ensure the onboarding journeys facilitates the human relation between new employee and hiring Manager

We suggest:
Create templates for all relationship building activities - such as meetings and follow-ups between Manager and employee. Make sure templates aren't perceived as forced, but rather support and guide with a large proportion to put one own's twist.

KNOWING WHAT TO MEASURE & WHY

Set standardised KPI's to measure and evaluate onboarding journeys for employee and Manager

We suggest:
Measuring and evaluating your onboarding process at 3 and 6 months based on our proven metrics listed on previous page "Onboarding data".

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EXTERNAL VIEW: WHAT'S KEY TO ENSURE A GOOD AND SUSTAINABLE ONBOARDING IN 2024?

"Attractive content, present leadership, and team-support"

Johan Westberg, Nordic Culture & People Manager, SATS

"To establish a positive feeling that creates long-term commitment and motivation"

Karin Gerken, HR Director, School & Leisure Administration, City of Helsingborg

"Encourage engagement and learning but also visualize future opportunities within the company"

Carolina Emanuelson, Talent Acquisition & Employer Branding Lead, Apoteket AB

"Tailored, personalized, and yet automated, embracing smart and streamlined approaches"

Linnea Martinelle, Global Director Talent Acquisition, Fenix Outdoor

"Easy access to internal networks, and early integration to cultures and values - remote or onsite"

Magnus Friborg, Managing Director, QRIOS HR Solutions, PION Group

"More see the value of preboarding. Overall more focus on onboarding with the help of AI"

Bettina Jensen, Nordic HR Director, Intertek

"Support and engagement from the whole organization, from top to bottom"

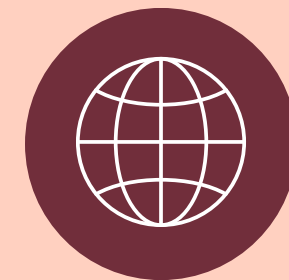Anna Carlsson, HR Tech Analyst, HR Digi

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Join our onboarding community with over
2,000 HR Professionals!

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We'd be happy to connect!

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