

# OnBoarder

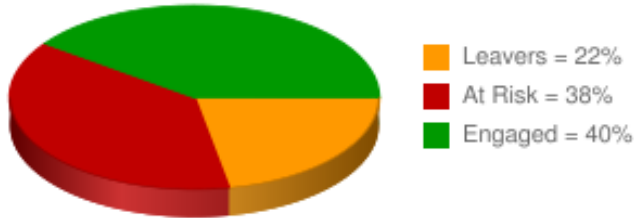
## New hires analysis report



<b>REPORT GENERATED:</b>	<b>19/07/2012</b>
<b>GROUP CATEGORY:</b>	<b>TOTAL GROUP</b>
<b>GROUP SIZE:</b>	<b>54 (RESPONSE RATE: 82%)</b>
<b>SENSITIVITY:</b>	<b>PRIVATE &amp; CONFIDENTIAL</b>

## Engagement profile

The number of new starters who are engaged, actively leaving (driven by factors outside of the business' control) and those who are not engaged / at risk of leaving.



## Turnover Drivers for 'At Risk' Employees

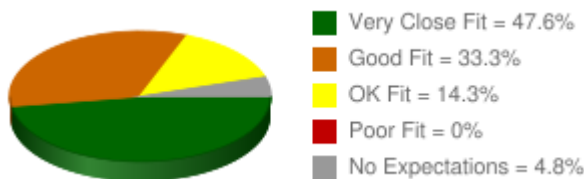
The pay & benefits package	36%
The nature of the work itself	69%
Relationship between employees and management	28%
The degree of autonomy in your role	31%
The match between your expectations and reality	33%

## Retention Drivers for 'Engaged' Employees

Relationships with your colleagues	78%
Relationships with your line manager	81%
Relationship between employees and management	81%
The degree of autonomy in your role	81%
The match between your expectations and reality	81%

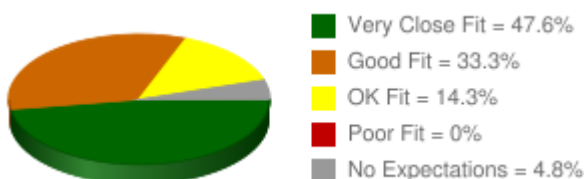
## Meeting of expectations: Job

The table below shows how closely people's expectations of the job are being matched by the day-to-day reality.



## Meeting of expectations: Company

The table below shows how closely expectations of working within your organisation have been matched by the reality.



## Performance profile

### Clarity

How clear new starters are in relation to what is expected of them and how their performance is measured.



### Confidence

The extent to which new starters feel they will be successful.



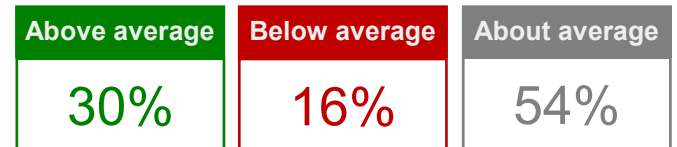
### Enablement

The extent to which new starters feel they have the necessary support to be successful.



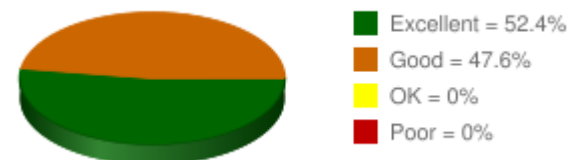
### Impact

How well new starters feel they are performing.



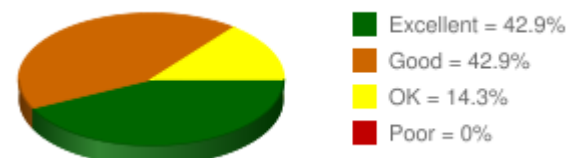
## Induction effectiveness

The table below shows an overall rating of the consistency and effectiveness of the induction process.



## Recruitment process

The table below shows an overall rating of the consistency and effectiveness of the recruitment process.



>> Breakdown Group: Total Group (n=54)  
>> Report Generated: 19/07/2012 14:25:15

This section sets out the extent to which the pre-joining expectations of your new starters have been met. **Table A** below will help you to understand how closely peoples' expectations of the job are being matched by the day-to-day reality. **Table B** looks at these expectations in relation to the organisation as a whole.

## Overall ratings

### a. The job

N		%
15	Very close fit between expectations and reality: no real difference	27.8
17	Close fit between expectations and reality: some minor differences	31.5
12	Okay fit between expectations and reality: some differences	22.2
9	Poor fit between expectations and reality: some major differences	16.7
1	Did not have any pre-joining expectations	1.9

### b. The organisation

N		%
15	Very close fit between expectations and reality: no real difference	27.8
17	Close fit between expectations and reality: some minor differences	31.5
12	Okay fit between expectations and reality: some differences	22.2
9	Poor fit between expectations and reality: some major differences	16.7
1	Did not have any pre-joining expectations	1.9

## Attraction factors vs meeting of expectations

Expectations Well Met	Expectations Not Well Met	Majority Held No Expectations
<ul style="list-style-type: none"> <li>Training and development opportunities</li> <li>The calibre of our people</li> <li>The nature of the work itself</li> <li>Image/profile of the organisation</li> <li>The physical working environment</li> <li>Mentoring from your line manager</li> </ul>	<ul style="list-style-type: none"> <li>There are no items</li> </ul>	<ul style="list-style-type: none"> <li>Our reputation as an employer</li> </ul>

## Meeting of expectations: total

Expectations Well Met	Expectations Not Well Met	Majority Held No Expectations
<ul style="list-style-type: none"> <li>The nature of the work itself</li> </ul>	<ul style="list-style-type: none"> <li>The pay and benefits package</li> <li>Work-life balance on offer</li> <li>Our reputation as an employer</li> <li>Mentoring from your line manager</li> </ul>	<ul style="list-style-type: none"> <li>Potential for progression through the organisation</li> </ul>

The effectiveness of your induction process is evaluated in this section, looking at both the consistency of the process and the effectiveness (i.e. how satisfied starters are). Provided is an overall rating and a rating for each step of the induction process **but only** if the step described formed part of their induction programme.

## Overall ratings

N		%
10	Excellent: no real room for improvement	18.5
21	Good: small room for improvement	38.9
16	OK: some room for improvement	29.6
7	Poor: big room for improvement	13.0

## Induction process evaluation

What We Do Well	Need to Improve
<ul style="list-style-type: none"> <li>▪ Overview of corporate strategy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Registration for benefits (e.g. pension, private healthcare)</li> <li>▪ Registration on appropriate training courses</li> <li>▪ Explanation of performance review process (timing, your objectives, etc)</li> <li>▪ Explanation of postal system</li> <li>▪ Explanation of phone system</li> <li>▪ Explanation of necessary ordering systems (e.g. stationary)</li> <li>▪ Explanation of travel policy and procedure (e.g. breakdown, mileage)</li> </ul>

This section describes how your new starters evaluated all elements of your recruitment process. Provided below is an overall rating and a rating for each step of the recruitment process **but only** if the step described formed part of their recruitment.

## Overall ratings

N		%
16	Excellent: no real room for improvement	29.6
19	Good: small room for improvement	35.2
16	OK: some room for improvement	29.6
3	Poor: big room for improvement	5.6

## Recruitment process

### Information evaluation

What We Do Well	Need To Improve
<ul style="list-style-type: none"> <li>There are no items</li> </ul>	<ul style="list-style-type: none"> <li>There are no items</li> </ul>

### Stage evaluation

What We Do Well	Need To Improve
<ul style="list-style-type: none"> <li>'Face-to-face' interview (<b>Agreeable</b>)</li> <li>'Face-to-face' interviewer(s) (<b>Knowledgeable</b>)</li> <li>'Face-to-face' interviewer(s) (<b>Professional</b>)</li> <li>'Face-to-face' interviewer(s) (<b>Enthusiastic</b>)</li> </ul>	<ul style="list-style-type: none"> <li>Telephone interview (<b>Unstructured</b>)</li> <li>Telephone interview (<b>Unrelated to the job</b>)</li> <li>Telephone interviewer(s) (<b>Uninformed</b>)</li> <li>Telephone interviewer(s) (<b>Unprofessional</b>)</li> <li>Telephone interviewer(s) (<b>Uninspiring</b>)</li> </ul>

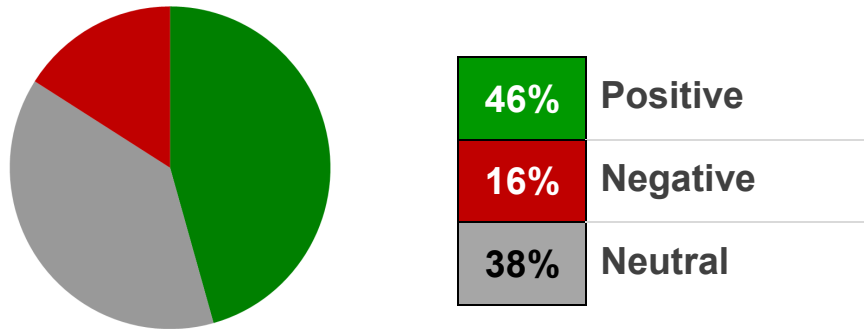
### Overall

What We Do Well	Need To Improve
<ul style="list-style-type: none"> <li>There are no items</li> </ul>	<ul style="list-style-type: none"> <li>Our communications with you (<b>Slow</b>)</li> <li>Our communications with you (<b>Unclear</b>)</li> <li>Our communications with you (<b>Unresponsive</b>)</li> <li>Feedback on your performance (<b>Sparse</b>)</li> </ul>

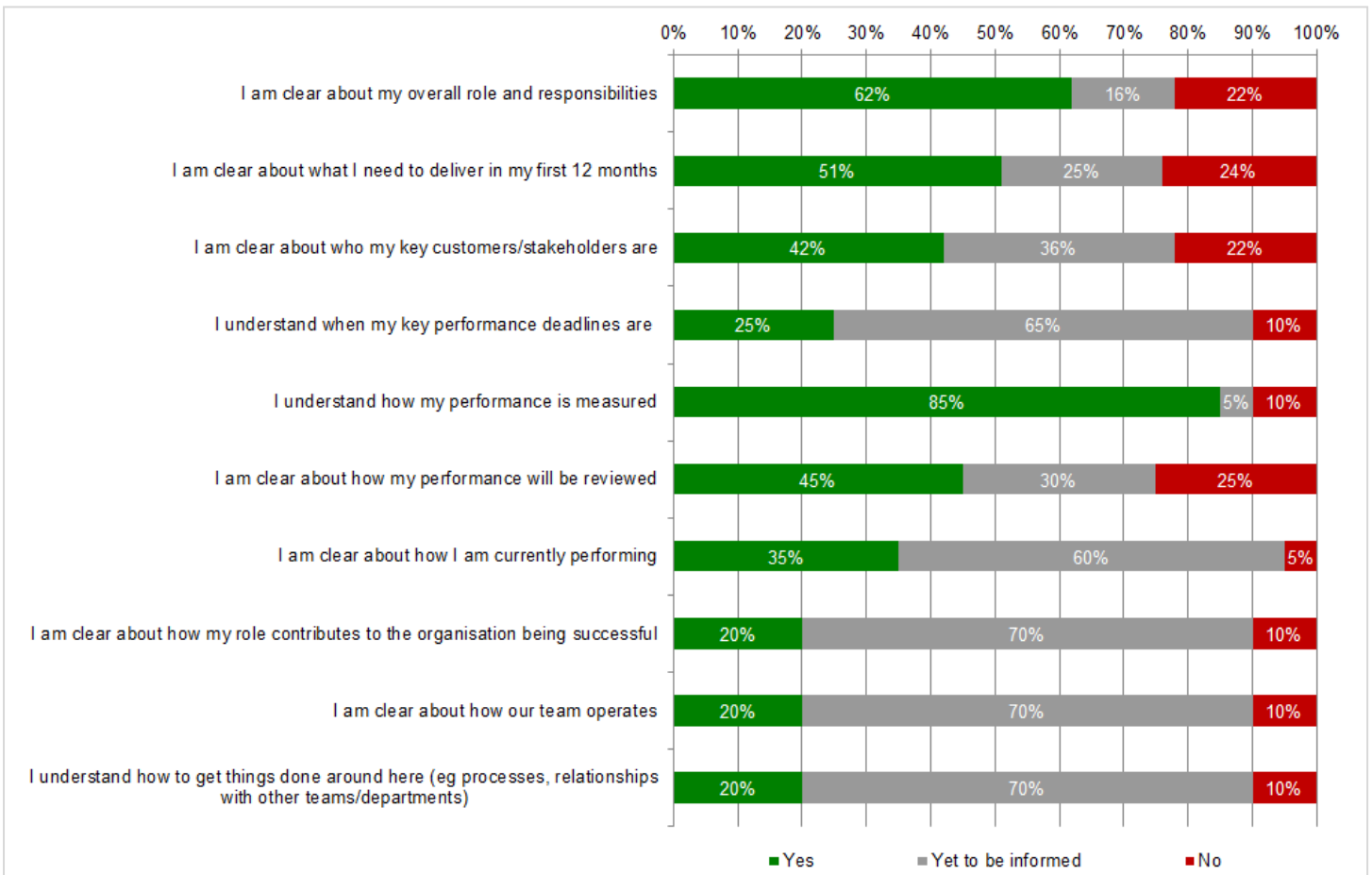
This section looks at how clear new starters are in relation to what is expected of them and how their performance is measured. High negative scores are likely to indicate a lack of focus and mean they are “busy being busy” rather than performing.

## Clarity

### Overall



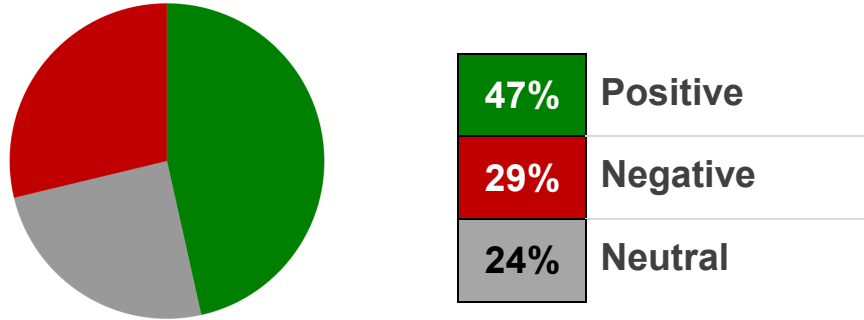
### Detail



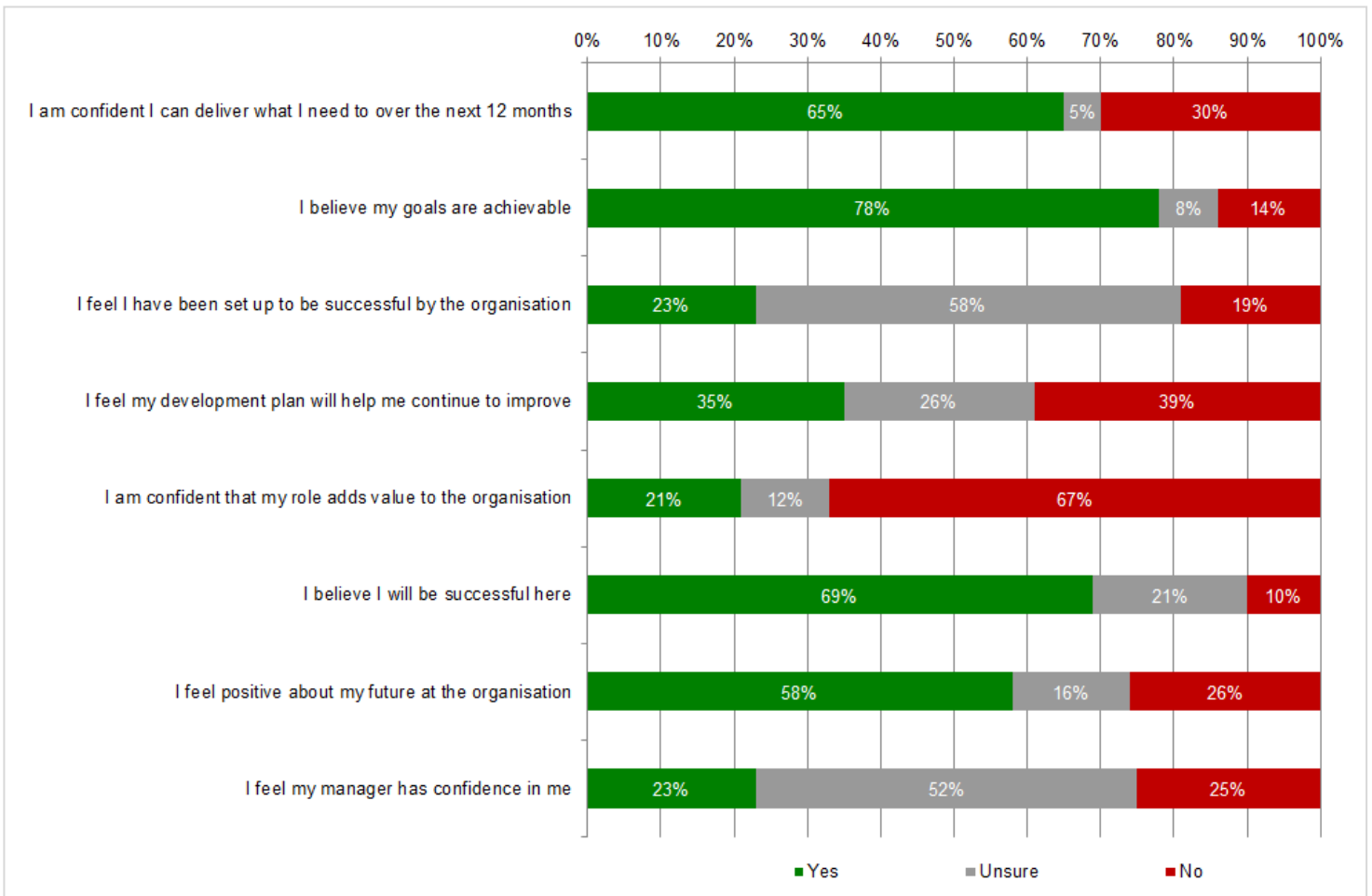
This section looks at the extent to which new starters feel they will be successful. High negative scores here are likely to indicate people don't believe they will be successful going forward, and likely to lead to a decline in effort and ultimately dis-engagement.

## Confidence

### Overall



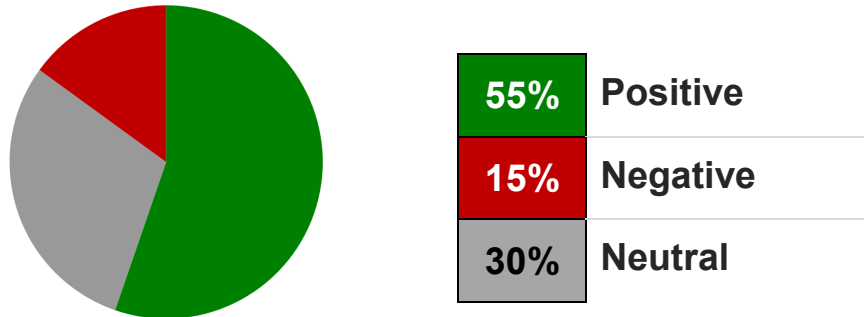
### Detail



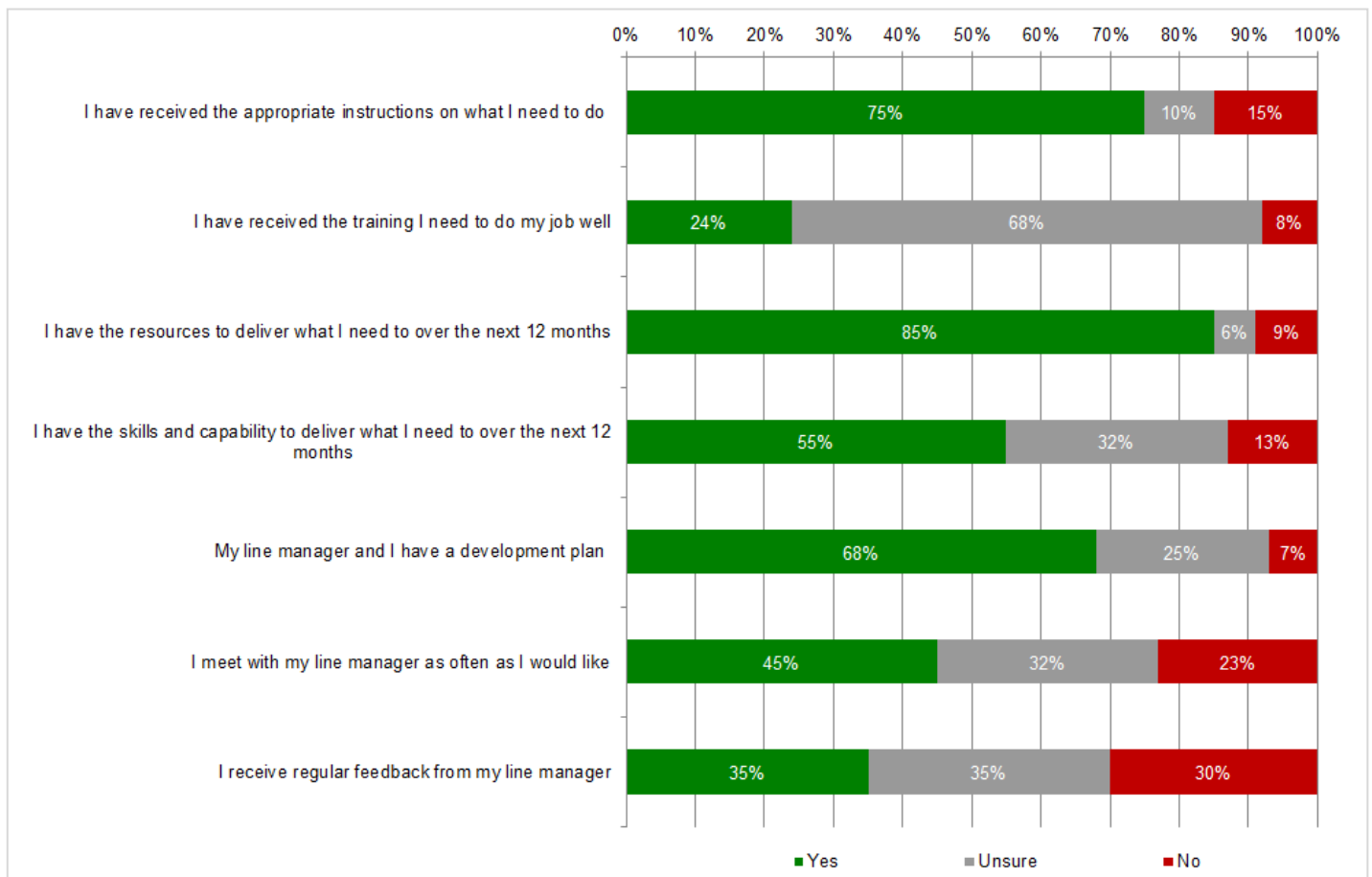
This section looks at the extent to which new starters feel they have the necessary support to be successful. High negative scores indicate that your people feel they are not being set up for success, likely to lead to a lack of trust and commitment.

## Enablement

### Overall



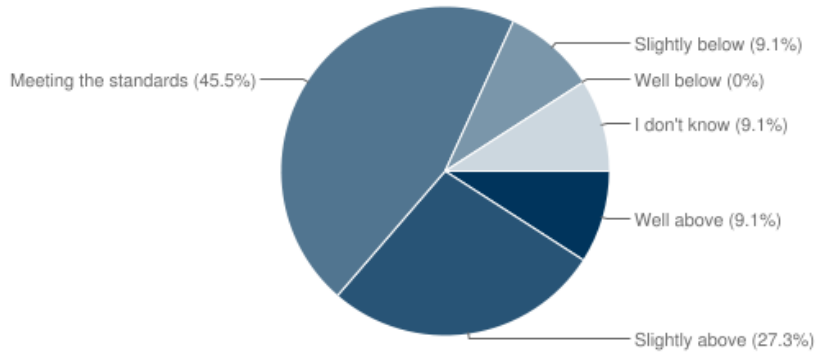
### Detail





This section looks at how well new starters feel they are performing, providing you with insight into what level of performance feedback they have had to date.

## Impact



	N	%
I don't know	1	9.1
Well below	0	0
Slightly below	1	9.1
Meeting the standards	5	45.5
Slightly above	3	27.3
Well above	1	9.1

The following table summarises the **Turnover Factors** that the 'At Risk' group has identified. Numbers shaded red and outlined represent **25%** or more of respondents.

## Turnover factors

		N	%
1	The pay & benefits package	14	36.1
2	Potential for progression through the organisation	5	13.1
3	Training and development opportunities	8	21.3
4	Work-life balance	2	4.9
5	Relationships with your colleagues	1	2.5
6	The nature of the work itself	26	68.9
7	Confidence in the organisation	0	0.0
8	The physical working environment	6	16.4
9	Relationship between employees and management	11	27.9
10	What we do as an organisation	5	13.1
11	The degree of autonomy in your role	12	31.1
12	Relationship with your line manager	6	16.4
13	The match between your expectations and reality	12	31.1
14	Harassment / bullying	1	2.5
15	Your vocational choice (made a mistake)	5	13.1
16	None of the above	5	13.1
17	Other	6	16.4

 **Score above 25%**

This group of people currently have a high level of commitment and engagement. These **Retention Drivers** are summarised in the following table. Numbers shaded green and outlined represent **75%** or more of respondents.

### Retention drivers

		N	%
1	The pay & benefits package	5	12.5
2	Potential for progression through the organisation	4	10.1
3	Training and development opportunities	14	34.4
4	Work-life balance	18	45.3
5	Relationships with your colleagues	31	78.1
6	The nature of the work itself	2	4.9
7	Confidence in the organisation	12	31.3
8	The physical working environment	6	15.6
9	Relationship between employees and management	8	20.3
10	What we do as an organisation	1	2.5
11	The degree of autonomy in your role	3	7.6
12	Relationship with your line manager	32	81.0
13	None of the above	2	4.9
14	Other	6	15.6

 **Score above 75%**

All data for Meeting of Expectations is shown below.

## Meeting of expectations: attraction factors

		Acting as an Attraction Factor		No pre-joining expectations		Expectations not well met		Expectations well met	
		N	%	N	%	N	%	N	%
1	The pay and benefits package	25	46.3	6	24.0	4	21.1	15	78.9
2	Potential for progression through the organisation	19	35.2	6	31.6	3	23.1	10	76.9
3	Training and development opportunities	22	40.7	7	31.8	1	6.7	14	93.3
4	Work-life balance on offer	22	40.7	4	18.2	3	16.7	15	83.3
5	The calibre of our people	15	27.8	4	26.7	1	9.1	10	90.9
6	The nature of the work itself	23	42.6	7	30.4	1	6.2	15	93.8
7	Image/profile of the organisation	11	20.4	4	36.4	1	14.3	6	85.7
8	The physical working environment	15	27.8	3	20.0	1	8.3	11	91.7
9	Our reputation as an employer	15	27.8	8	53.3	1	14.3	6	85.7
10	What we do as an organisation	12	22.2	3	25.0	2	22.2	7	77.8
11	The degree of autonomy in your role	18	33.3	5	27.8	3	23.1	10	76.9
12	Mentoring from your line manager	11	20.4	4	36.4	0	0.0	7	100



**Undesirable score below 25%** (valid percentage – i.e. of those who did have an expectation)



**Desirable score above 85%** (valid percentage – i.e. of those who did have an expectation)

## Meeting of expectations: total ratings

		No pre-joining expectations		Expectations not well met		Expectations well met	
		N	%	N	%	N	%
1	The pay and benefits package	15	27.8	12	30.8	27	69.2
2	Potential for progression through the organisation	29	53.7	9	36.0	16	64.0
3	Training and development opportunities	25	46.3	7	24.1	22	75.9
4	Work-life balance on offer	16	29.6	13	34.2	25	65.8
5	The calibre of our people	18	33.3	7	19.4	29	80.6
6	The nature of the work itself	13	24.1	5	12.2	36	87.8
7	Image/profile of the organisation	24	44.4	7	23.3	23	76.7
8	The physical working environment	18	33.3	7	19.4	29	80.6
9	Our reputation as an employer	27	50.0	7	25.9	20	74.1
10	What we do as an organisation	22	40.7	8	25.0	24	75.0
11	The degree of autonomy in your role	15	27.8	7	17.9	32	82.1
12	Mentoring from your line manager	15	27.8	16	41.0	23	59.0



**Undesirable score below 25%** (valid percentage – i.e. of those who did have an expectation)



**Desirable score above 85%** (valid percentage – i.e. of those who did have an expectation)

>> Breakdown Group: Total Group (n=54)

>> Report Generated: 19/07/2012 14:25:15


This section describes how your new starters evaluated all elements of your induction process.

## Induction process step evaluation

### Day 1 experience

	Included *		Satisfied **	
	N	%	N	%
Preparation of work area before your arrival (desk, chair etc.)	44	81.5	37	84.1
Provision of appropriate equipment (phone, computer etc.)	49	90.7	43	87.8
Registration on payroll (tax, bank details etc.)	54	100.0	48	88.9
Registration for benefits (e.g. pension, private healthcare)	39	72.2	27	69.2
Registration on IT systems (password, intranet etc.)	53	98.1	44	83.0
Provision of staff handbook or similar information online	53	98.1	44	83.0
General introduction to the department	54	100.0	42	77.8
Introduction to appropriate colleagues	54	100.0	45	83.3
Orientation to facilities (conference rooms, toilets, office supplies, drinks machine etc.)	53	98.1	43	81.1
Security arrangements (pass, door codes etc.)	54	100.0	41	75.9
Explanation of procedure in case of fire	54	100.0	41	75.9
Explanation of other relevant safety procedures	54	100.0	42	77.8

 Score below 75% (Satisfaction only)

 Score above 90% (Satisfaction only)

\* Proportion of new starters who went through each step. This represents consistency in the induction process. A high score may or may not be desirable, depending upon the group focus of the report.

\*\* Proportion of new starters who were satisfied with each step. This is calculated as a percentage of those who actually experienced the step.


## Getting started (weeks 1 – 4)

	Included *		Satisfied **	
	N	%	N	%
Instruction on how to carry out the role	53	98.1	45	84.9
Visit to other appropriate departments	44	81.5	33	75.0
Provision of necessary information to do the job	52	96.3	41	78.8
Registration on appropriate training courses	43	79.6	31	<b>72.1</b>
Explanation of performance review process (timing, your objectives etc.)	49	90.7	27	<b>55.1</b>
Introduction to IT systems	52	96.3	44	84.6
Explanation of postal system	39	72.2	24	<b>61.5</b>
Explanation of phone system	50	92.6	34	<b>68.0</b>
Explanation of necessary ordering systems (e.g. stationery)	34	63.0	20	<b>58.8</b>
Notification of parking rules	44	81.5	36	81.8
Explanation of travel policy and procedure (e.g. breakdown, mileage)	29	53.7	19	<b>65.5</b>
Explanation of mobile phone policy and procedure (billing etc.)	26	48.1	19	<b>73.1</b>
Explanation of expense claims procedure	29	53.7	17	58.6
Explanation of holiday-booking procedure	51	94.4	41	80.4
Introduction to extra-curricular activities (sports, social etc.)	34	63.0	31	<b>91.2</b>

## Organisational understanding

	Included *		Satisfied **	
	N	%	N	%
Feedback on how you did during the recruitment process	52	96.3	43	82.7
Overview of the organisations history and story	46	85.2	34	<b>73.9</b>
Introduction to organisational vision and mission	46	85.2	34	<b>73.9</b>
Introduction to organisational culture and values	52	96.3	40	76.9
Overview of corporate strategy	53	98.2	33	<b>62.3</b>
Orientation to the organisation (structure, departments, processes)	51	94.4	48	<b>94.1</b>
Understanding this year's corporate goals	44	81.5	36	81.8

 Score below 75% (Satisfaction only)

 Score above 90% (Satisfaction only)

\* Proportion of new starters who went through each step. This represents consistency in the induction process. A high score may or may not be desirable, depending upon the group focus of the report.

\*\* Proportion of new starters who were satisfied with each step. This is calculated as a percentage of those who actually experienced the step.


This section describes how your new starters evaluated all elements of your recruitment process.

## Recruitment process step evaluation

### Sources of information

	N/A		D1	<<		<>		>>		D2
	N	%		N	%	N	%	N	%	
Careers Website 1	26	48.1	Limited	0	0.0	11	39.3	17	60.7	Comprehensive
Careers Website 2	26	48.1	Unclear	1	3.6	4	14.3	23	82.1	Clear
Careers Website 3	26	48.1	Misleading	0	0.0	7	25.0	21	75.0	Accurate
Recruitment Pack 1	10	18.5	Limited	1	2.3	7	15.9	36	66.7	Comprehensive
Recruitment Pack 2	10	18.5	Unclear	1	2.3	8	18.2	35	64.8	Clear
Recruitment Pack 3	10	18.5	Misleading	1	2.3	8	18.2	35	64.8	Accurate
Job Description 1	8	14.8	Limited	1	2.2	10	21.7	35	76.1	Comprehensive
Job Description 2	8	14.8	Unclear	1	2.2	10	21.7	35	76.1	Clear
Job Description 3	8	14.8	Misleading	1	2.2	14	30.4	31	67.4	Accurate
Person Specification 1	8	14.8	Limited	3	6.5	9	19.6	34	73.9	Comprehensive
Person Specification 2	8	14.8	Unclear	1	2.2	7	15.2	38	82.6	Clear
Person Specification 3	8	14.8	Misleading	2	4.3	8	17.4	36	78.3	Accurate

 Undesirable score below 10%


 Desirable score above 90%

This section describes how your new starters evaluated all elements of your recruitment process.

## Recruitment stages

	N/A		D1	<<		<>		>>		D2
	N	%		N	%	N	%	N	%	
Application Form 1	20	37.0	Poorly designed	2	5.9	5	14.7	27	79.4	Well designed
Application Form 2	20	37.0	Unrelated to the job	2	5.9	5	14.7	27	79.4	Job related
Telephone Interview 1	35	64.8	Unstructured	2	10.5	2	10.5	15	78.9	Structured
Telephone Interview 2	35	64.8	Unrelated to the job	2	10.5	3	15.8	14	73.7	Job related
Telephone Interviewer(s) 1	36	66.7	Uninformed	2	11.1	3	16.7	13	72.2	Knowledgeable
Telephone Interviewer(s) 2	36	66.7	Unprofessional	2	11.1	2	11.1	14	77.8	Professional
Telephone Interviewer(s) 3	36	66.7	Unenthusiastic	2	11.1	1	5.6	15	83.3	Enthusiastic
Face-to-face interview 1	4	7.4	Intimidating	0	0.0	3	6.0	47	94.0	Agreeable
Face-to-face interview 2	4	7.4	Unrelated to the job	0	0.0	6	12.0	44	88.0	Job related
Face-to-face interview 3	4	7.4	Uninformed	1	2.0	6	12.0	43	86.0	Knowledgeable
Face-to-face interviewer(s) 1	2	3.7	Unprofessional	0	0.0	3	5.8	49	94.2	Professional
Face-to-face interviewer(s) 2	2	3.7	Unenthusiastic	0	0.0	3	5.8	49	94.2	Enthusiastic
Face-to-face interviewer(s) 3	2	3.7	Unrelated to the job	0	0.0	3	5.8	49	94.2	Job related
Selection Tests / Questionnaires 1	20	37.0	Unrelated to the job	3	8.8	2	5.9	29	85.3	Job related
Selection Tests / Questionnaires 2	20	37.0	Unfair / biased	3	8.8	2	5.9	29	85.3	Fair
Role-play Exercise(s) 1	34	63.0	Poorly designed	2	10.0	5	20.0	13	65.0	Well designed
Role-play Exercise(s) 2	34	63.0	Unrelated to the job	3	15.0	4	20.0	13	65.0	Job related
Role-play Exercise(s) 3	34	63.0	Unfair / biased	3	15.0	5	25.0	12	60.0	Fair
Team Exercise(s) 1	33	61.1	Poorly designed	1	4.8	5	23.8	15	71.4	Well designed
Team Exercise(s) 2	33	61.1	Unrelated to the job	2	9.5	5	23.8	14	66.7	Job related
Team Exercise(s) 3	33	61.1	Unfair / biased	2	9.5	4	19.4	15	71.4	Fair
Work Sample(s) / Simulation(s) 1	29	53.7	Poorly designed	3	12.0	2	8.0	20	80.0	Well designed
Work Sample(s) / Simulation(s) 2	29	53.7	Unrelated to the job	0	0.0	2	8.0	23	92.0	Job related
Work Sample(s) / Simulation(s) 3	29	53.7	Unfair / biased	2	8.0	1	4.0	22	88.0	Fair
Assessment Centre 1	19	35.2	Poorly designed	2	5.7	6	17.1	27	77.1	Well designed
Assessment Centre 2	19	35.2	Unrelated to the job	1	2.9	9	25.7	25	71.4	Job related
Assessment Centre 3	19	35.2	Unfair / biased	1	2.9	8	22.9	26	74.3	Fair

 Undesirable score below 10%


 Desirable score above 90%




This section describes how your new starters evaluated all elements of your recruitment process.

## General aspects

	N/A		D1	<<		<>		>>		D2
	N	%		N	%	N	%	N	%	
Our communications with you 1	2	3.7	Slow	14	26.9	7	13.5	31	59.6	Prompt
Our communications with you 2	2	3.7	Unclear	10	19.2	8	15.4	34	65.4	Clear
Our communications with you 3	2	3.7	Unresponsive	9	17.3	8	15.4	35	68.3	Responsive
Our recruiters 1	4	7.4	Uninformed	5	10.0	5	10.0	40	80.0	Knowledgeable
Our recruiters 2	4	7.4	Unprofessional	4	8.0	3	6.0	43	86.0	Professional
Our recruiters 3	4	7.4	Uninspiring	4	8.0	3	6.0	43	86.0	Enthusiastic
The online application 1	27	50.0	Confusing	1	3.7	9	33.3	17	63.0	Easy to use
The online application 2	27	50.0	Unreliable	2	7.4	11	40.7	14	51.9	Reliable
The online application 3	27	50.0	Boring	0	0.0	9	33.3	18	66.7	Engaging
Feedback on your performance 1	6	11.1	Sparse	5	10.4	18	37.5	25	52.1	Plentiful
Feedback on your performance 2	6	11.1	Simple	4	8.3	22	45.8	22	45.8	In-depth
Feedback on your performance 3	6	11.1	Critical	0	0.0	19	39.6	29	60.4	Constructive

 Undesirable score below 10%

 Desirable score above 90%