

Is more always better? Reducing to create a better onboarding experience

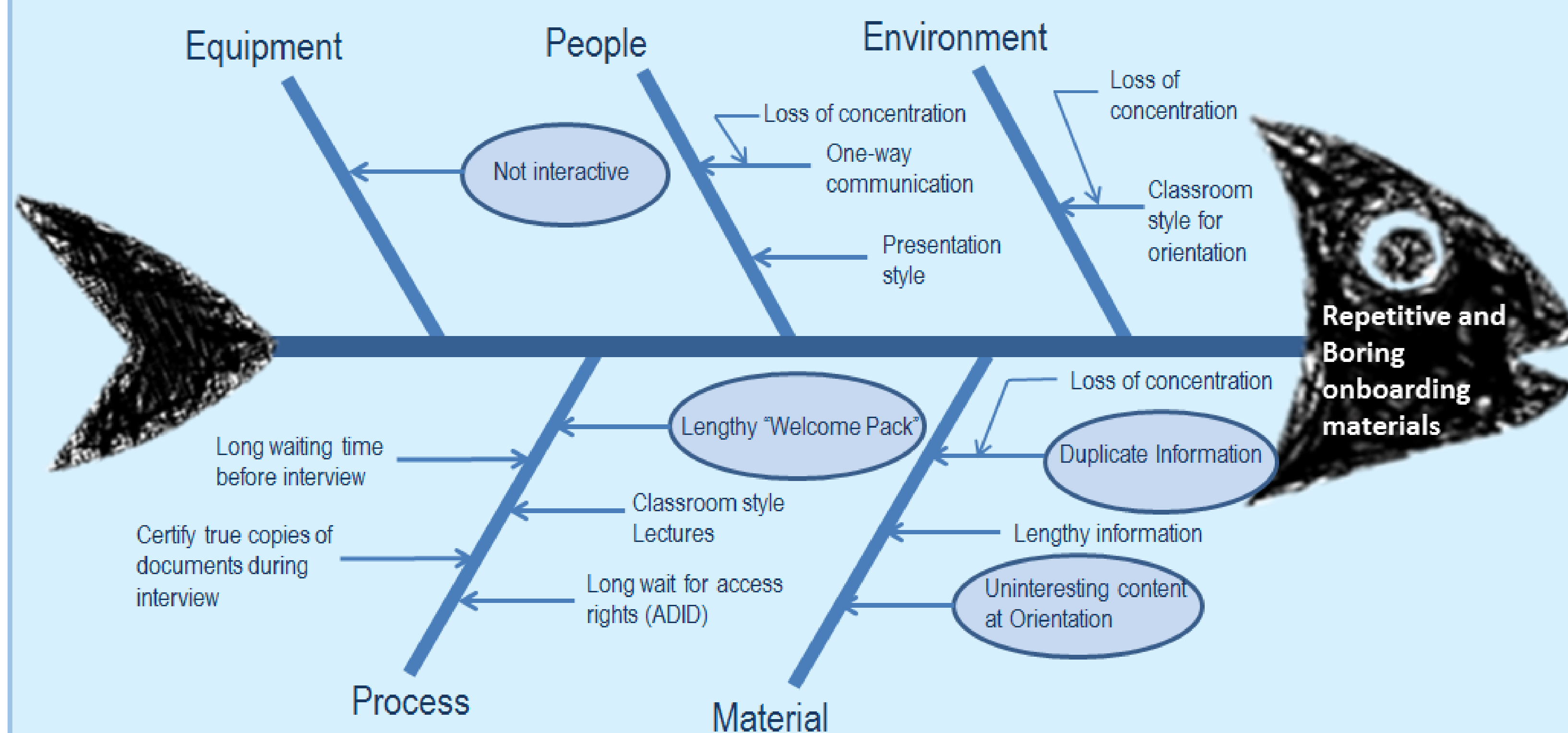
(i) Introduction

The Human Resource Business Partners (HRBPs) provides advisory and human resource services to employees in National Neuroscience Institute (NNI). They are also the first point of contact that a new employee engages at recruitment and subsequently through the cycle of work life stages of an employee's career in NNI. The Human Resource (HR) team recognises the importance of a positive onboarding experience for every new employee and aim to make the new staff feel welcomed, valued and supported.

The workgroup conducted a pre-survey to gather feedback from new staff on four aspects of on boarding : recruitment, making the offer & explaining the employment terms & conditions, welcome pack materials and general orientation programme. Using the fishbone diagram to analyse the root causes and the selection criteria : feasibility, cost of implementation, relevance to work and benefit, the team decided on the project "To review the General Orientation programme and materials in our Welcome Pack".

(ii) Methodology

The Cause and Effect (Fishbone) Diagram was used to identify the key root causes for the team to work on



The team used the following method to select the key root causes and derive the solutions:

- Survey 
- Brainstorm 

Solution Development

| Problems | Selected Solution |
|--|--|
| Too much time spend on going through the Welcome Pack ¹ | <ul style="list-style-type: none"> The team realised that the Welcome Pack is quite thick Brainstorm and look through the various documents e.g. Appendix given to new hire to see if there is any information that is unnecessary and duplicate Conducted a survey with the new hires and gathered feedback on the information that could be removed or improved Simplify the content and reduce the wordiness in the Welcome Pack |
| Uninteresting content and one-way communication at General Orientation | <ul style="list-style-type: none"> Brainstorm to see if there is any information that is unnecessary and duplicate Conducted a survey with the new hires and sought feedback on the topics and presentation that receives low rating Discuss with the training team to identify areas for improvement Team revamped the programme content and mode of delivery, introduced new topics and for the HR segment, re-do the presentation slides and added a live demo on People Connexion to show new staff where they can obtain information readily. |

¹ an initial orientation and resource kit for settling in

(iii) Results

General Orientation

1. Revamped the content for the HR presentation
2. Introduced new presentation (i.e. Patient Safety and IT Security)
3. Introduced a live demo on People Connexion

Overall evaluation on knowledge before & after
↑ 23.4%

Queries from new staff to navigate
↓ almost 0

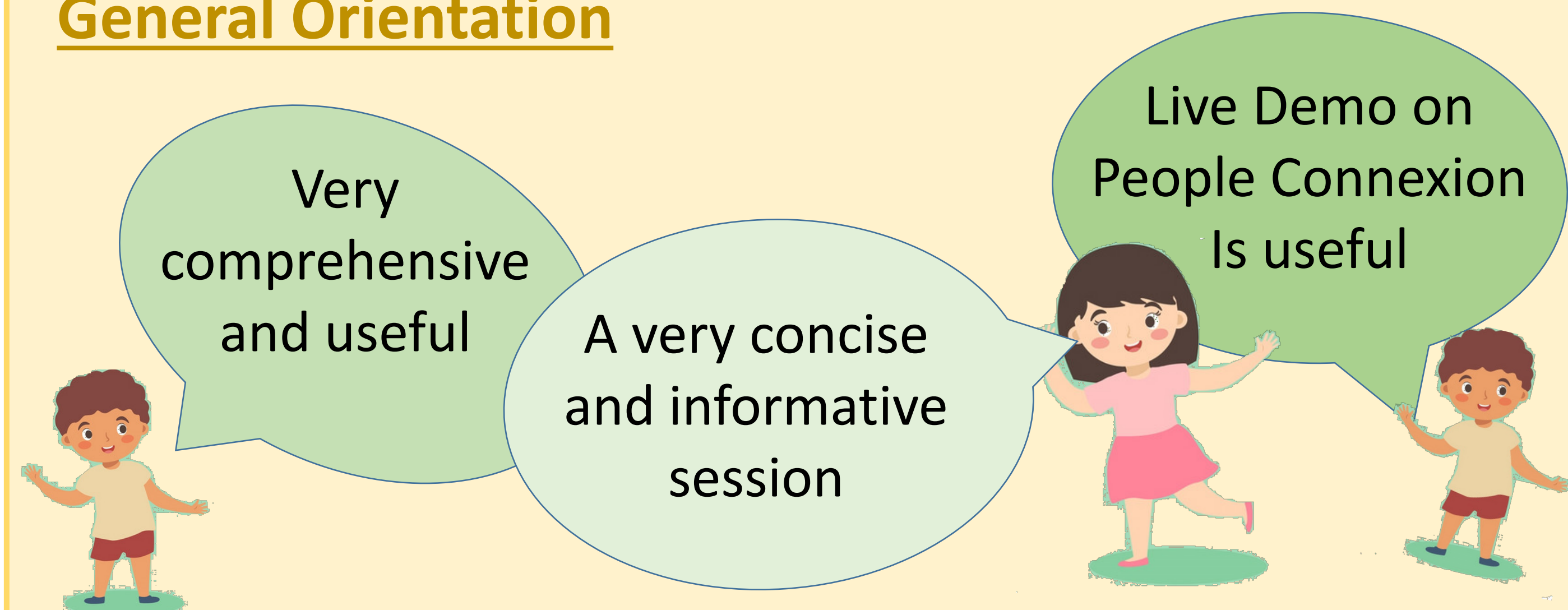
Welcome Pack

1. Took out the content that is repetitive, not necessary or score low rating during the earlier survey (E.g. benefits entitlement, staff welfare, telephone listing and gift declaration). 58 pages of content was removed and this resulted in a time savings of 20 minutes on each new staff.

↓ 58 PAGES

↓ 20 mins of time spent

Quotes from respondents after the change in the General Orientation



(iv) Conclusion

The revamped General Orientation Programme and revised content in the Welcome Pack greatly enhanced the on-boarding experience. With lesser time spend on the Welcome Pack and improved presentation and content in the General Orientation Programme, staff can understand, absorb and apply the information better, faster and has lesser queries. They also do not need to constantly seek help and hit roadblocks if the HRBP is not available.

Benefits

- ✓ Welcome Pack and General Orientation becomes more effective
- ✓ Increase productivity of HRBPs as there are reductions in the number of queries and time spent on going through
- ✓ Better job satisfaction for the HR presenter as it is not about regurgitating the same information
- ✓ Reduction in paper usage and material cost due to revision in Welcome Pack allow cost savings