

MODULE 3

Onboarding and Employee Experience

Week 3 · 4 lessons · ~40 min

Lessons in this module:

- **Lesson 3.1** — Why Onboarding Matters
- **Lesson 3.2** — Designing an Effective Onboarding Program
- **Lesson 3.3** — Employee Engagement
- **Lesson 3.4** — Measuring Employee Experience

LESSON 3.1

Why Onboarding Matters

Onboarding is the process of integrating a new employee into the organization. It goes far beyond paperwork - it sets the tone for the entire employment relationship.

The cost of poor onboarding:

- Up to 20% of new hires leave within the first 45 days
- Replacing an employee costs between 50%-200% of their annual salary
- Employees who experience great onboarding are 69% more likely to stay for 3+ years
- Poor onboarding reduces productivity for up to 12 months

Onboarding begins the moment the offer is accepted - not on the first day. Pre-boarding (sending welcome messages, access details, and a first-week plan before day one) dramatically improves new starter experience.

LESSON 3.2

Designing an Effective Onboarding Program

A structured onboarding program covers the first 90 days of employment - often called the "probationary period." Great onboarding balances compliance, culture, and connection.

The 4 C's of onboarding:

- Compliance - legal requirements, policies, health and safety, data protection
- Clarification - role expectations, targets, reporting lines, ways of working
- Culture - values, behaviors, team norms, unwritten rules
- Connection - introductions to colleagues, team lunches, buddy programs

A typical 90-day onboarding plan:

- Day 1 - welcome, IT setup, meet the team, office tour, HR paperwork
 - Week 1 - department introductions, role overview, first tasks
 - Month 1 - 1-to-1 with manager, objectives set, initial training completed
 - Month 2-3 - increasing independence, progress reviews, feedback collected
 - Day 90 - probation review meeting, formal sign-off or extension
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LESSON 3.3

Employee Engagement

Employee engagement measures how emotionally committed an employee is to their organization and its goals. Engaged employees work harder, stay longer, and advocate for their employer.

Engaged vs disengaged employees:

Engaged	Disengaged
Goes beyond their job description	Does the minimum required
Speaks positively about the company	Complains internally and externally
Stays loyal even when headhunted	Actively looking for other jobs
Drives innovation and improvement	Resists change

Key drivers of engagement:

- Meaningful work - employees need to feel their work matters
 - Strong manager relationships - people leave managers, not companies
 - Growth opportunities - clear paths for development and promotion
 - Recognition - feeling valued and appreciated
 - Psychological safety - feeling safe to speak up without fear
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LESSON 3.4

Measuring Employee Experience

HR uses several tools to measure how employees feel and identify where improvements are needed before they result in turnover.

Key measurement tools:

- Employee Engagement Survey - annual or quarterly survey measuring satisfaction, engagement, and culture across the organization
- Pulse Surveys - short, frequent check-ins (3-5 questions) sent weekly or monthly
- eNPS (Employee Net Promoter Score) - "On a scale of 0-10, how likely are you to recommend this company as a place to work?" Simple, powerful, comparable over time
- Exit Interviews - structured conversations with departing employees to understand why they are leaving
- Stay Interviews - proactive conversations with current employees asking what keeps them here and what might make them leave

KNOWLEDGE CHECK

Which onboarding framework covers Compliance, Clarification, Culture, and Connection?

- A) The STAR method
- B) The Employee Lifecycle
- C) The 4 C's of onboarding
- D) The HR Business Partner model

✓ **Answer: C - The 4 C's of onboarding (Compliance, Clarification, Culture, Connection) is a widely used framework for designing effective onboarding programs.**