



## **Improve New Hire Productivity - Set Expectations Early**

**“Organizations with a standard onboarding process experience 54% greater new hire productivity” Urbanbound**

There are millions who are making the switch between jobs every year and with every appointment comes the responsibility of HR to onboard and assimilate them into the organizational culture. Apart from making them comfortable with the organization culture, it's very important to set their expectations in terms of organizational goals and that can be further cascaded to the department and team goals.

### **Candidate's Expectations**

When a candidate looks for a job change, he has a certain set of expectations in terms of his new company, salary package, role, location etc. During the recruitment phase, he tends to match his expectation with what is offered by the company. As per his expectation, he evaluates the different offers. Recruiter's try to meet both candidate and organization expectations.

Research from Aberdeen Group shows that employees make a decision to work with a company long-term within 3 months of joining an organization! They are asking, "Is this

consistent with my expectations?” They are comparing your organization’s values to their world view and value system.

## Organization Expectations

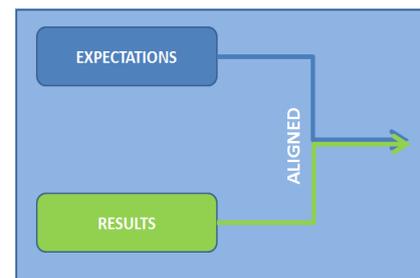
One of the most important phases in Onboarding is often the most neglected, defining the new hire’s purpose in the organization. This goes beyond a job description and starts with expectation-setting. Some of the areas include but are not limited to

- Clarity on Role and Responsibility
- KRA’s and KPI’s should be linked and in-sync with organization goals
- Candidate should be well versed with the organization code of conduct

It is very important to set expectations right from the beginning. So, why to wait for a new hire to onboard when the expectation setting process can begin from the day he accepts the offer.

## Onboarding & Expectation Setting

*In the Employee Experience, researchers Tracey Maylett and Matthew Wride uncovered a game-changing discovery about employee satisfaction. “Engagement, satisfaction, and happiness often depend less on the conditions in which one works and more on whether expectations are aligned and met.”*



Pre-Onboarding is a phase between the offer letter acceptance and joining date. Now a day’s organizations are using this phase to engage and ramp their candidates right after they accept the offer. It’s a crucial time for the new hire where he might be contemplating multiple options.

Apart from just assimilating them into the organizational culture, it’s time for the organization to set expectations in terms of their roles and responsibility. Every individual contribution will add value to organizational success. Before they are onboard, they should be well versed with the organization’s expectations. The candidate should be able to answer the following with confidence

1. What am I here to do?
2. What do I have at my disposal to do it?
3. What do I need to know to succeed?
4. Who are my key stakeholders?
5. How am I being measured?
6. What behaviours are rewarded in this culture?
7. What behaviours are looked down upon in this culture?

## How to Structure Expectation Setting Before Onboarding?

There are many tools and documents used to set the expectation early on. While some organizations have used confirmation on job responsibilities to set expectations, while some have used the Mentor's to set up expectations early on.

A graphic with a pink background and white text that reads "30 60 90 DAY PLAN".

To make it more structured, organizations have taken initiatives to implement a 30-60-90 days program for a new hire. Many HR leaders believe that 30-60-90 days plan is the most powerful tool in the process, as it lays down clear guidelines for an employee for his first 90-100 days.

Before joining or a few days before joining, an organisation can share these plans with the new hire, so that he ramps up for day one of joining.

### Benefits of Adopting the 30-60-90 Plan

1. Will help to new hire to understands their roles and responsibility
2. Will help organization to set the right expectations
3. Will help to reduce attrition
4. Will help to increase new hire productivity
5. Create standardization in the On-boarding process.

Expectation setting goes a long way in terms of benefitting both the New Hire as well as the Organization. While the new hire feels invested in their success, the organizations reap benefits in terms of higher retention and increased productivity. This also creates a sense of belongingness amongst Employees and supports Employer Branding initiatives as well as Employee Referral initiatives.