



10 INTEGRATION MISTAKES

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MISTAKE n° 1

Dropping the candidate after the offer is accepted

While many recruiters consider their job done once a candidate accepts an offer, they should instead help prepare their candidates for the first few days of their new job and share information such as dress code, internal policies, parking and any other relevant information.

In addition, it is a good idea for recruiters to do a "check-in" with the new employee on the first day, and a few times during the first few weeks, to make sure they are settling in well and that the integration process is clear. This follow-up ensures a smooth start-up and better support in this crucial phase.

MISTAKE n° 2

Neglecting pre-integration activities

Pre-integration begins with the acceptance of the offer and continues through the employee's first day. This step can be done by sending information about the organization, its culture, its products, the team members, the benefits and other first day logistics. It also helps to alleviate the large amount of information and first day stress often experienced by the new employee. Most importantly, the pre-induction helps generate enthusiasm, commitment and a sense of belonging to the organization.

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MISTAKE n° 3

Orientation and Integration are not the same!

Onboarding is a process while orientation is an event. The goals of orientation are relatively specific: to add new employees to the payroll department, enroll them in benefits, and provide basic information about the organization. Onboarding, on the other hand, conveys your organization's brand and values, explains the organization culture, aligns expectations and performance, and provides the tools for the employee to be properly integrated into their position. Onboarding can take weeks or even months and should reinforce everything the new employee was told during the recruiting phase.

MISTAKE n° 4

Overloading new employees with too much information

How many times have you started a new job and immediately felt overwhelmed by all the new information? New employees can be stressed and it is unlikely that they will remember most of the information. The best induction programs limit the amount of information. The priority should be to make a new hire feel welcome and satisfied with their decision to join your organization.

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MISTAKE n° 5

Not making the integration digital or mobile

The best onboarding experiences put all the required information online where it is more easily accessible to new employees. Beyond the traditional forms and policies, the best onboarding experiences also include team profiles, organizational charts, information about upcoming organization events and showcase unique aspects of the culture. Make sure you have a dedicated new hire portal, ideally available on mobile, so that everything a new hire might need is always at their fingertips.

MISTAKE n° 6

Having integration teams who are not organized

Most orientation and integration programs are not designed as standard organizational processes. Few companies have outcome measures or even a specific resource dedicated to producing measurable impacts. Remember to seek input from everyone involved - to continue to improve and document the onboarding process. It is important to include metrics that cover the time it takes for a new employee to be productive, retention and turnover rates (voluntary and involuntary) of new employees, error rates, and the return on investment of the onboarding program. Hiring managers must also be held accountable by including their onboarding success rates in their performance reviews.

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MISTAKE n° 7

Disregard feedback and comments

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MISTAKE n° 8

Not offering integration processes for each organizational level

Organizations are complex and it is very important to enable new employees to understand what is critical at each level of the organization in terms of strategic direction, key challenges, emerging opportunities, top priorities, etc. The five organizational "levels" of onboarding include: organization, location, department, team and individual. This information gives new employees a roadmap of the organization's structure and how their role fits into the larger strategic framework.

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MISTAKE n° 9

Having the integration too late

Organizations frequently delay most onboarding elements until a large group of new employees can attend a single session. Any delay can have a negative impact on new employee productivity and provide an opportunity for mistakes to be made. As a result, effective programs offer an online onboarding or do not delay onboarding beyond the first week after the employee is hired. An alternative approach, which works well for many companies, is to start batches of new employees on a Monday morning so they can be onboarded as a group, maximizing your resources and time.

MISTAKE n° 10

The absence of the immediate manager

The most common mistake that has the most negative impact on the integration of a new employee is the absence of the immediate supervisor during the first few days. With the manager absent, new hires often feel unimportant and frustrated. Invariably, in the absence of the supervisor, new employees are shown their workspace, given a "manual" to read and must be patient until their manager returns. The best onboarding programs do not allow a new hire to start without their manager present and include a plan of action for the first month. The supervisor's role is to share the organization's measures of success, the department's strategies and goals, how that person's performance will be evaluated, and specifically what is expected of them in their first weeks and months on the job.