

Report Title: An analysis of the current onboarding process at Tai Tarian for new starters. Evaluating the effectiveness and if required, making recommendations for enhancement to the Senior Management Team.

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By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

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Date: **11/11/2020**

Executive Summary

This report provides an analysis and evaluation of the current induction process at Tai Tarian, focusing on the employee experience from job offer to completion of the first 6 months of employment.

Secondary data was collected through a literature review on the topic, along with accessing information already available within the Organisation, for example, headcount data and the current induction process. Primary research was collected through a survey to eligible employees. The eligibility criteria were all new starters of Tai Tarian between the period 01/03/2019 and 01/03/2020.

The investigation highlighted a perceived lack of contact from the Organisation between job offer and day 1. The findings also showed large disparities on opinions in relation to receiving an effective onboarding programme and receiving relevant training to get up and running in the role. This highlights inconsistency in the process. Furthermore, employees felt the corporate induction day was beneficial, however lasted too long and was too power point driven.

Recommendations to the Senior Management Team will include:

- Introduction of a formal induction policy, clearly defining roles and responsibilities for all parties.
- A further review specifically on the Corporate Induction with an aim to move away from the traditional power point structure.

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1. Introduction

The aim of this research is to complete a critical evaluation of the current induction/onboarding process for all new starters at Tai Tarian. I will be focusing on the employee experience from job offer stage all the way through to completion of the first 6 months of employment.

A study carried out by IRS Employment Review (2003) found that most staff turnover occurs in the first 6 months of the employment relationship, causing a significant cost to the organisation in finding a suitable replacement. With staff turnover sitting at 12% (Tai Tarian, 2020), I hope for my research to, if required, help improve the current induction process, resulting in lowering the chance of staff attrition within early employment.

My findings and recommendations will be presented to the Senior Management Team.

1.2 Objectives

- 1) To critically analyse the current induction/onboarding process at Tai Tarian and conclude whether it is fit for purpose, based on research and best practise.
- 2) To make recommendations to the Senior Management Team at Tai Tarian in order to enhance the current process, if required.

2. Literature Review

The CIPD (2019a) break down the definition of 'induction' into 3 parts. 1) Induction, the process where employees acclimatise to their new job and working environment 2) Orientation, used to describe specific courses or training for new starters and 3) Socialisation, refers to the process of new employees building on working relationships and finding their role within the team.

Armstrong and Taylor (2017, P.281) provide a more basic definition, describing it as 'the process of receiving and welcoming employees when they first join a company, and giving them the basic information they need to settle down quickly and happily start work.'

Nowadays, the term 'onboarding' is also used to describe the process between employee's initial engagement with the organisation, right through to the point they are up to speed with their new job and the organisations way of working.

2.1 Benefits of a good onboarding process

There has been lots of research into this topic over the years, with many findings showing positive outcomes resulting from effective onboarding (Bauer et al, 2007; Cable & Parsons 2001; Fang, Duffy & Shaw 2011).

An employee's experience within the first 6 weeks will strongly influence their decision as to whether the job and organisation is a right fit for them, (Butler, 2008) therefore, it is important for a well-designed induction programme that provides a positive first experience of the organisation. (CIPDb, 2019).

Graybill et al (2013) agree with this, stating that not only will it ensure new employees are up to speed and performing as soon as possible, it will also increase engagement through enhancing an employee's transition into the organisation.

The onboarding process should start before Day 1 (Howlett, 2020) the time between a job offer and Day 1 can be referred to as Day Zero and is a great opportunity for new starters to complete relevant forms, evaluate benefit options and learn more about the culture and mission of the organisation. (Butler, 2008). It is important to note that it can also be a time of great risk, as a number of things could happen, the employees current employer could make a counter offer or the candidate may have applied and been successful for roles in other organisations, therefore, after spending time and money on a recruitment campaign, it is really important to keep new starters engaged throughout this notice period, ensuring they want to come and work for you. (Laghaney, 2017)

2.2 What does good look like?

Pret a Manager are a good example of a successful onboarding programme, resulting in high retention figures. (Marchington et al, 2016, P.234). Candidates are initially assessed on 3 desired behaviours, passion, clear talking, and teamwork. If all 3 behaviours are demonstrated, candidates are invited to an experience day where they can learn more about the company and work alongside existing team members. At the end of the day, the Team Members vote as to whether a job offer should be made, if successful the candidate then attends a 10-day induction course.

2.3 Induction Planning and Content

An induction programme needs to be well planned and agreed through consultation with the relevant parties. E.g. Trade unions and others involved in the delivery of the programme. (ACAS, 2015). If not planned effectively, there is chance that a new starter may end up misinformed, or poorly trained in the organisations policies, procedures, and practices. (Xpert HR, n.d) According to Gallup (HR Magazine, 2020) a mere 12% of employees strongly agreed that their organisations onboarding experience was great, identifying the need for improvement.

Research highlights the importance of an Induction Checklist, this can support new employees as it breaks down what to expect and when, it is also a great tool for the Line Manager to ensure they have covered all the relevant points, allowing them to plan effectively. (Xpert HR, n.d; ACAS, 2015)

2.4 Summary of literature review

There is plenty of research that supports the need for an effective induction programme. However, as the induction should be specific to the Organisation there is not a one size fits all approach.

It is clear from the research that induction is not a 'one moment in time' action, and therefore needs to be well thought out and planned in order to gain early buy in from new starters. This in turn can lead to improved retention rates, engagement levels and productivity.

Throughout my research into this topic I have been unable to find any theory or thought pieces that criticise the need for an effective induction programme. However, what is clear, is the need to be able to adapt and continuously assess an organisations induction process, in order to keep up to date with external trends and changes, such as advances in technology, and increased agile working.

As a result of the recent COVID pandemic, those Organisations who have been lucky enough to recruit new employees have had to reassess how they effectively induct them into the organisation. (HR Grapevine, 2020)

3. Methodology

To achieve the objective as to whether the current induction process was deemed as effective. Primary research was required from within my organisation. I used the interpretivist research approach as I wanted to gain thoughts and opinions on the onboarding process from recent new starters.

After consideration of varied research methods (see table 1) I decided that an online survey would best suit the data outcomes required. The reasons behind my decision heavily weighted on the timescale I had to complete the research. Participants were able to complete the survey when it was convenient for them and due to giving the option for the survey to be anonymous, I believe participants were more likely to answer honestly. Using this method also meant I would be able to gather both quantitative and qualitative data. I considered the limitations of this method choice, for example, I would be unable to prompt participants for further details on their responses, I was also unable to predict the response level. However, when considering all methods, I believed this was the best way forward.

Table 1. Alternative research methods

Research Methodology	Strengths	Weaknesses	Reason discounted
Focus group	Promote dialogue and discussion, resulting in attitudes and opinions on a specific topic	Potential for one or two characters to dominate the conversation, not representing all opinions, can also be very time consuming. (Taylor & Woodhams, 2016, P.100)	Due to short timescale, not practical to use.
Observation	Provides observations on the reality of the workplace and can gather data on practical problems	Potential for individuals to change normal behaviour due to the knowledge of being observed	Being a new starter within the organisation myself, I have already observed the induction process
Interviews	Can gather a wealth of information on specific topics	Time consuming	Due to short timescale, not practical to use.

I considered the potential ethical issues within my research methodology, which highlighted the responsibility to ensure participant confidentiality was maintained, along with ensuring compliance with the Tai Tarian Data Protection Policy (Tai Tarian, 2019)

3.1 Survey Design

The aim of the survey was to gain feedback on the overall induction process, and enable easy analysis on the output data, this was considered when designing the survey questions. The survey was broken down into sections:

1. Experience prior to Day 1
2. Week 1 experience
3. Corporate Induction evaluation
4. Overall experience within first 6 months of employment

Smart Survey was the chosen software to generate the survey, it provided the option of a Likert rating scale and assisted in the data analysis. The survey questions can be found on Appendix 1.

As suggested by Saunders (2007, pg.439) the survey was piloted on members of the HR Team prior to being sent to research participants, to gather feedback on questions and ensure survey links were working.

3.2 Sample Choice

Due to the specific research topic of induction, I needed participants who had recently joined the Organisation and would have the process fresh in their minds. For this reason, the criteria for participation was employees who joined Tai Tarian between 01/03/2019 and 01/03/2020. 39 employees were highlighted (Tai Tarian, 2020) However, as I was one of those employees, I discounted myself, therefore my sample size was 38.

3.3 How the research data was analysed

The selected employees were sent an email, firstly explaining the research and why they had been chosen to participate, I also gave the option not to participate if they did not want to. The email contained a link to the live survey.

The email and survey link were sent out on 09/03/2020, with a reminder email on 16/03/2020. The survey closed on 23/03/2020.

4. Findings

Of 38 potential respondents, 27 completed the survey, resulting in a response rate of 71%, much higher than the likely response rate of 30-50% as suggested by Saunders (2007, P.441). I believe the potential increase in responses may have been down to the increased number of employees working from home, enabling more time to complete.

I have broken the results down into the 4 separate sections.

Section 1 – Experience prior to Day 1

Table 2. Experience prior to Day 1

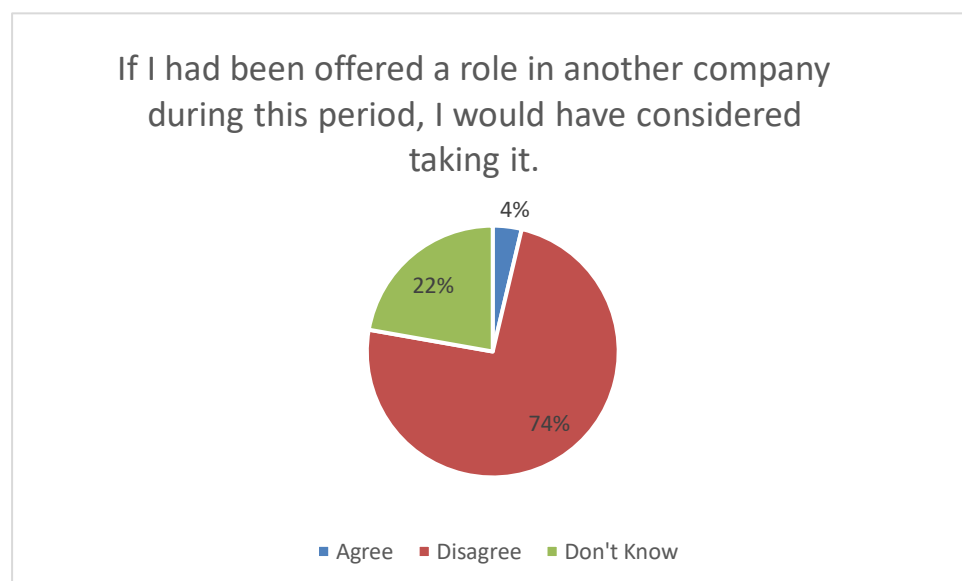
	Strongly Agree	Somewhat Agree	Neither Disagree nor Agree	Somewhat Disagree	Strongly Disagree
The amount of contact between the Organisation and myself during this period was sufficient.	3.7%	29.6%	11.1%	51.9%	3.7%
During this period, I felt comfortable to contact my new line manager with any questions I had about the new role. (If I had any)	11.1%	44.4%	14.8%	26.0%	3.7%
I was provided with the relevant important information about the Organisation, Mission, Culture and Benefits.	0.0%	44.4%	25.9%	29.6%	0.0%

Looking at the results in Table 2, the fact that only 33.3% of respondents agreed that the amount of contact between them and the Organisation during this period was sufficient, would identify a cause for concern that needs to be addressed. Keeping in contact during the notice period, helps a new starter feel welcome and excited to join. (Hays, n.d.)

A number of qualitative responses highlighted that new starters were not provided with their incoming managers contact details, which would account for the 3.7% response rate that strongly disagreed that they felt they could call their new line manager with any questions or queries.

44.4% of respondents agreed that they were provided relevant information about the Organisation prior to day 1. This highlights an area for improvement.

Figure 1. Being offered an alternative role.



The results in the above Figure 1, show that a high number of respondents would not have considered another role during this period.

Section 2 – Week 1 Experience

Table 3. Week 1 Experience

	Strongly Agree	Somewhat Agree	Neither Disagree nor Agree	Somewhat Disagree	Strongly Disagree
The informal induction with HR was useful	11.0%	74%	11.0%	4.0%	0.0%
My manager made it clear as to what was expected of me in my new role.	3.7%	66.7%	3.7%	25.9%	0.0%
I felt I was able to ask my team members for help if I needed it. .	14.8%	66.7%	11.1%	7.4%	0.0%

Table 3 shows that the majority of respondents found the HR induction a useful tool. This is a 20-minute informal meeting on day one to go through basics such as right to work documents, pay arrangements, annual leave, on site events and benefits.

70.4% agree their Manager made clear the expectation within the new role. A lack of clear expectations can impact performance, engagement levels and relationships, therefore the aim should be for this figure to be higher. (Brook, 2016)

Section 3 – Corporate Induction Experience

Table 4. Corporate Induction Experience

	Strongly Agree	Somewhat Agree	Neither Disagree nor Agree	Somewhat Disagree	Strongly Disagree
I am aware of Tai Tarian's main policies and procedures.	7.4%	63.0%	14.8%	14.8%	0.0%
I found the Corporate Induction beneficial as a new start to Tai Tarian	3.7%	70.4%	18.5%	7.4%	0.0%

The results on Table 4 show that the majority of respondents agreed they were made aware of Tai Tarian's policies and procedures and that they found the Corporate Induction beneficial.

The qualitative data gave the below majority responses:

Benefit of Induction - Opportunity to meet other new starters and department heads around the Organisation.

Improvements for Induction – Went on too long and was fully powerpoint driven.

Section 4 – Overall experience in first 6 months

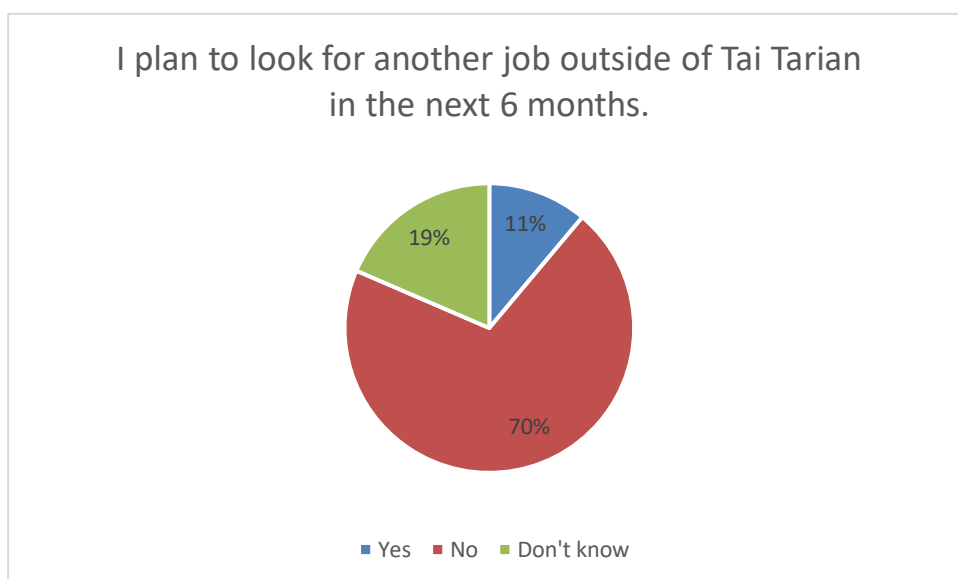
Table 5. Overall experience in first 6 months.

	Strongly Agree	Somewhat Agree	Neither Disagree nor Agree	Somewhat Disagree	Strongly Disagree
I feel engaged within the Organisation	7.4%	51.9%	33.3%	7.4%	0.0%
I received relevant training to help me get up to speed with my new role	3.7%	51.9%	22.2%	22.2%	0.0%
There was a structured onboarding plan in place to enable me to integrate into the organisation and get up to speed with my new role.	0.0%	37.0%	14.8%	48.2%	0.0%

Table 5 indicates that the majority of new starters feel engaged within the organisation, however there is still 7.4% claiming they are not, and a further 33.3% neither agree nor disagree. These figures need to be investigated as research has indicated that 50-60% of new hires resign within the first year of employment (Inc., 2017) therefore early intervention may prove to be beneficial. Furthermore, with 11% of respondents agreeing that they plan to look for new employment in the next 6 months, and 19% unsure if they will stay (Figure. 2), there is definitely further research to be done to understand the reasons for the decisions.

The findings in Table 5 also show that there is disparity in what employees understand to be a structured onboarding plan, with 37% agreeing they had one and 48.2% disagreeing to this statement. As another important factor to retaining employees (SHRM, 2018) further review is required in relation to consistent onboarding plans.

Figure 2. Looking for another job



5. Conclusions

The main aim of the research was to critically evaluate the current induction process and if it is fit for purpose based on research.

Tai Tarian does not currently have a formal policy outlining the procedural actions and responsibilities within the induction/onboarding process, and what is available for new starters is pretty basic. Therefore, realistically the success of the induction period is down to the experience and capability of the line manager. With this in mind, I would conclude that the current process is not fit for purpose and Tai Tarian should look to adopt the framework provided by bodies such as ACAS and CIPD.

The survey findings show a difference in opinion in the majority of questions, therefore highlighting the fact that new starters are potentially receiving different onboarding experiences. This would fit with my rationale that the individual experience is down to the capability of the specific line manager, which in my opinion is unfair. Furthermore SHRM, (Cited in Hart, n.d.) state that *'Organisations with a standard onboarding process experience 50% great new hire productivity'* which is a further benefit to the Organisation.

The two questions with the highest negative response were in relation to contact between job offer and day 1 and receiving a structured onboarding plan. Again, in my opinion these two concepts are potentially down to lack of planning and responsibility in the process. HR are expecting the line manager to maintain contact however, the manager may think it should be HR picking this up.

6. Recommendations for change

Recommendation 1

Following on from my conclusions, I would recommend that a formal induction policy that outlines roles and responsibilities for all parties is introduced. This could be as simple as utilising an induction checklist. Some of the key elements I would include on the checklist are:

- Send out a welcome pack, including a video about the Organisations mission, culture and values.
- Put together a contact plan for the period between job offer and day 1.
- Ensure all equipment is ordered ready for Day 1, along with permissions to relevant systems.
- Assign a buddy for each new starter.
- Draft an onboarding plan, booking in introduction meetings with the relevant people.
- Arrange a team get together on Day 1.
- Liaise with L&D to book in relevant training.
- Book in the calendar monthly 121s for at least the duration of the probation period.

Recommendation 2

Review the current Corporate Induction session. This is currently a 5-hour session which includes breakfast with the CEO and powerpoint presentations from a number of departments around the Organisation.

I would suggest taking a similar approach to the Co-Op whereby they revamped the whole process and reaped the benefit of a more engaged workforce, (Pollitt, 2013) rather than maintaining the current traditional day full of PowerPoint slides.

Both recommendations should include Managers, Trade Unions and employees as part of the working group discussions. This will ensure the new processes are relevant and fit for purpose. (ACAS, 2015).

7. Limitations

The survey questions covered job offer to completion of first 6 months, however some of the participants were very new to the Organisation so were not able to answer the final section of the survey.

In relation to the sample size, only 39 out of 517 employees were eligible to take part which is 7.5% of the workforce. This is an extremely small sample size, however due to the specific aim of the research I needed newer employees to take part.

The survey was sent out just as the UK was put into lockdown due to the COVID pandemic. As this was a very worrying time for everyone, the state of mind employees were in when answering questions may have been affected.

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9. Appendices

Appendix 1. Survey Questions and Responses.

Tai Tarian Induction Evaluation

1. Introduction
2. Experience Prior to Day 1

1. The amount of contact between the Organisation and myself during this period was sufficient.			Response Percent	Response Total
1	Strongly Agree		3.70%	1
2	Somewhat agree		29.63%	8
3	Neither agree nor disagree		11.11%	3
4	Somewhat disagree		51.85%	14
5	Strongly Disagree		3.70%	1

1. The amount of contact between the Organisation and myself during this period was sufficient.

									Response Percent	Response Total
Statistics	Minimum	1	Mean	3.22	Std. Deviation	1.03	Satisfaction Rate	55.56	answered	27
	Maximum	5	Variance	1.06	Std. Error	0.2			skipped	0

2. During this period, I felt comfortable to contact my new line manager with any questions I had about the new role. (If I had any)

									Response Percent	Response Total
1	Strongly Agree								11.11%	3
2	Somewhat agree								44.44%	12
3	Neither agree nor disagree								14.81%	4
4	Somewhat disagree								25.93%	7
5	Strongly Disagree								3.70%	1
Statistics	Minimum	1	Mean	2.67	Std. Deviation	1.09	Satisfaction Rate	41.67	answered	27
	Maximum	5	Variance	1.19	Std. Error	0.21			skipped	0

3. I was provided with the relevant important information about the Organisation, Mission, Culture and Benefits.

									Response Percent	Response Total
1	Strongly Agree								0.00%	0
2	Somewhat agree								44.44%	12
3	Neither agree nor disagree								25.93%	7

3. I was provided with the relevant important information about the Organisation, Mission, Culture and Benefits.

									Response Percent	Response Total
4	Somewhat disagree								29.63%	8
5	Strongly Disagree								0.00%	0
Statistics	Minimum	2	Mean	2.85	Std. Deviation	0.85	Satisfaction Rate	46.3	answered	27
	Maximum	4	Variance	0.72	Std. Error	0.16			skipped	0

4. If I had been offered a role in another company during this period, I would have considered taking it.

									Response Percent	Response Total
1	Agree								3.70%	1
2	Disagree								74.07%	20
3	Don't Know								22.22%	6
Statistics	Minimum	1	Mean	2.19	Std. Deviation	0.47	Satisfaction Rate	59.26	answered	27
	Maximum	3	Variance	0.22	Std. Error	0.09			skipped	0

5. Please provide any further comments in relation to any of your answers above, or other thoughts on your experience prior to Day 1.

									Response Percent	Response Total
1	Open-Ended Question								100.00%	6
1	01/11/2020 14:13 PM ID: 151459439	My new manager verbally offered me the job, I didn't get my contract until a week later and no one got in touch until I started on my first day.								
2	01/11/2020 14:20 PM ID: 151460088	Didn't have any contact before I started apart from my job offer.								

5. Please provide any further comments in relation to any of your answers above, or other thoughts on your experience prior to Day 1.

			Response Percent	Response Total
3	02/11/2020 19:24 PM ID: 151543713	nobody contacted me after i was offered the job and before i started		
4	02/11/2020 19:31 PM ID: 151544144	Regular contact with HR and my new manager		
5	03/11/2020 17:52 PM ID: 151622519	Didn't have any contact details for my manager		
6	03/11/2020 17:56 PM ID: 151622861	I didn't have my new managers phone number, only the hr email		
			answered	6
			skipped	21

3. Week 1 Experience

6. The informal induction with HR was useful.

									Response Percent	Response Total
1	Strongly agree								11.11%	3
2	Somewhat agree								74.07%	20
3	Neither agree nor disagree								11.11%	3
4	Somewhat disagree								3.70%	1
5	Strongly disagree								0.00%	0
Statistics	Minimum	1	Mean	2.07	Std. Deviation	0.6	Satisfaction Rate	26.85	answered	27
	Maximum	4	Variance	0.36	Std. Error	0.12			skipped	0

7. My Manager made it clear as to what was expected of me in my new role.

									Response Percent	Response Total
1	Strongly agree								3.70%	1
2	Somewhat agree								66.67%	18
3	Neither agree nor disagree								3.70%	1
4	Somewhat disagree								25.93%	7
5	Strongly disagree								0.00%	0
Statistics	Minimum	1	Mean	2.52	Std. Deviation	0.92	Satisfaction Rate	37.96	answered	27
	Maximum	4	Variance	0.84	Std. Error	0.18			skipped	0

8. I felt I was able to ask my team members for help if I needed it.

									Response Percent	Response Total
1	Strongly agree								14.81%	4
2	Somewhat agree								66.67%	18
3	Neither agree nor disagree								11.11%	3
4	Somewhat disagree								7.41%	2
5	Strongly disagree								0.00%	0
Statistics	Minimum	1	Mean	2.11	Std. Deviation	0.74	Satisfaction Rate	27.78	answered	27
	Maximum	4	Variance	0.54	Std. Error	0.14			skipped	0

9. Please provide any further comments in relation to any of your answers above, or other thoughts on your week 1 experience.

			Response Percent	Response Total
1	Open-Ended Question		100.00%	4
1	01/11/2020 14:13 PM ID: 151459439	It was difficult because it was virtual due to COVID		
2	02/11/2020 19:24 PM ID: 151543713	team were welcoming		
3	02/11/2020 19:49 PM ID: 151545125	everyone was nice and welcoming		
4	03/11/2020 17:56 PM ID: 151622861	Team were welcoming		
			answered	4
			skipped	23

4. Corporate Induction Experience

10. I am aware of Tai Tarian's main policies and procedures.										
									Response Percent	Response Total
1	Strongly agree								7.41%	2
2	Somewhat agree								62.96%	17
3	Neither agree nor disagree								14.81%	4
4	Somewhat disagree								14.81%	4
5	Strongly disagree								0.00%	0
Statistics	Minimum	1	Mean	2.37	Std. Deviation	0.82	Satisfaction Rate	34.26	answered	27
	Maximum	4	Variance	0.68	Std. Error	0.16			skipped	0

11. I found the Corporate Induction beneficial as a new starter to Tai Tarian.

									Response Percent	Response Total
1	Strongly agree								3.70%	1
2	Somewhat agree								70.37%	19
3	Neither agree nor disagree								18.52%	5
4	Somewhat disagree								7.41%	2
5	Strongly disagree								0.00%	0
Statistics	Minimum	1	Mean	2.3	Std. Deviation	0.66	Satisfaction Rate	32.41	answered	27
	Maximum	4	Variance	0.43	Std. Error	0.13			skipped	0

12. What did you find most beneficial?

				Response Percent	Response Total
1	Open-Ended Question			100.00%	27
1	01/11/2020 14:13 PM ID: 151459439	I have not had a corporate induction yet			
2	01/11/2020 14:18 PM ID: 151459961	Meeting different departments			
3	01/11/2020 14:20 PM ID: 151460088	Meeting other people around the company			
4	02/11/2020 19:11 PM ID: 151542889	Meeting other new starters			
5	02/11/2020 19:13 PM ID: 151543045	Free breakfast			
6	02/11/2020 19:19 PM ID: 151543374	Visits from departments across the company			

12. What did you find most beneficial?

			Response Percent	Response Total
7	02/11/2020 19:22 PM ID: 151543615	Understanding the history of Tai Tarian		
8	02/11/2020 19:24 PM ID: 151543713	other people		
9	02/11/2020 19:28 PM ID: 151543955	employee benefits session		
10	02/11/2020 19:31 PM ID: 151544144	basic information		
11	02/11/2020 19:33 PM ID: 151544307	meeting others		
12	02/11/2020 19:35 PM ID: 151544417	meeting the CEO		
13	02/11/2020 19:37 PM ID: 151544514	not sure		
14	02/11/2020 19:39 PM ID: 151544668	Everyone was really welcoming		
15	02/11/2020 19:45 PM ID: 151544771	introduction to heads of departments		
16	02/11/2020 19:49 PM ID: 151545125	the OD powerpoint		
17	03/11/2020 17:48 PM ID: 151622104	Learning about what benefits are available		
18	03/11/2020 17:49 PM ID: 151622297	Meeting people		
19	03/11/2020 17:52 PM ID: 151622519	Learning about the company		
20	03/11/2020 17:56 PM ID: 151622861	It was a standard induction		
21	03/11/2020 21:53 PM ID: 151638009	Introductions		

12. What did you find most beneficial?

			Response Percent	Response Total
22	04/11/2020 19:47 PM ID: 151711662	Being told the location of important documents		
23	04/11/2020 19:48 PM ID: 151711729	N/A - Not yet had the induction.		
24	04/11/2020 19:49 PM ID: 151711798	Demo of the intranet		
25	04/11/2020 19:50 PM ID: 151711856	met others		
26	04/11/2020 19:50 PM ID: 151711902	All of it		
27	04/11/2020 20:08 PM ID: 151713310	Learning more about Tai Tarian		
			answered	27
			skipped	0

13. What suggestions would you have to improve the session? (If none, please type N/A)

			Response Percent	Response Total
1	Open-Ended Question		100.00%	27
1	01/11/2020 14:13 PM ID: 151459439	N/A		
2	01/11/2020 14:18 PM ID: 151459961	It was too long		
3	01/11/2020 14:20 PM ID: 151460088	N/A		
4	02/11/2020 19:11 PM ID: 151542889	not sure		
5	02/11/2020 19:13 PM	N/A		

13. What suggestions would you have to improve the session? (If none, please type N/A)

			Response Percent	Response Total
	ID: 151543045			
6	02/11/2020 19:19 PM ID: 151543374	N/A		
7	02/11/2020 19:22 PM ID: 151543615	More breaks		
8	02/11/2020 19:24 PM ID: 151543713	n/a		
9	02/11/2020 19:28 PM ID: 151543955	less powerpoints		
10	02/11/2020 19:31 PM ID: 151544144	A separate Manager session.		
11	02/11/2020 19:33 PM ID: 151544307	N/A		
12	02/11/2020 19:35 PM ID: 151544417	N/a		
13	02/11/2020 19:37 PM ID: 151544514	n/a		
14	02/11/2020 19:39 PM ID: 151544668	N/A		
15	02/11/2020 19:45 PM ID: 151544771	It was a lot of sitting and listening		
16	02/11/2020 19:49 PM ID: 151545125	N/A		
17	03/11/2020 17:48 PM ID: 151622104	N/a		
18	03/11/2020 17:49 PM ID: 151622297	Was too long		
19	03/11/2020 17:52 PM ID: 151622519	N/a		
20	03/11/2020 17:56 PM	Na		

13. What suggestions would you have to improve the session? (If none, please type N/A)

			Response Percent	Response Total
	ID: 151622861			
21	03/11/2020 21:53 PM ID: 151638009	N/a		
22	04/11/2020 19:47 PM ID: 151711662	N/A		
23	04/11/2020 19:48 PM ID: 151711729	N/A		
24	04/11/2020 19:49 PM ID: 151711798	N/A		
25	04/11/2020 19:50 PM ID: 151711856	Went on too long		
26	04/11/2020 19:50 PM ID: 151711902	N/A		
27	04/11/2020 20:08 PM ID: 151713310	N/a		
			answered	27
			skipped	0

14. Please provide any further comments in relation to any of your answers above, or other thoughts on the Corporate Induction session.

			Response Percent	Response Total
1	Open-Ended Question		0.00%	0
No answers found.				
			answered	0
			skipped	27

5. Overall experience during first 6 months

15. I feel engaged within the Organisation.										
									Response Percent	Response Total
1	Strongly agree								7.41%	2
2	Somewhat agree								51.85%	14
3	Neither agree nor disagree								33.33%	9
4	Somewhat disagree								7.41%	2
5	Strongly disagree								0.00%	0
Statistics	Minimum	1	Mean	2.41	Std. Deviation	0.73	Satisfaction Rate	35.19	answered	27
	Maximum	4	Variance	0.54	Std. Error	0.14				
										skipped

16. I recieved relevant training to help me get up to speed with my new role.										
									Respos e Percent	Respos e Total
1	Strongly agree								3.70%	1
2	Somewhat agree								51.85%	14
3	Neither agree nor disagree								22.22%	6
4	Somewhat disagree								22.22%	6
5	Strongly disagree								0.00%	0
Statistic s	Minimum	1	Mean	2.63	Std. Deviation	0.87	Satisfaction Rate	40.74	answered	27
	Maximu m	4	Varianc e	0.75	Std. Error	0.17			skipped	0

17. There was a structured onboarding plan in place to enable me to integrate into the Organisation and get up to speed with my new role.

									Response Percent	Response Total
1	Strongly agree								0.00%	0
2	Somewhat agree								37.04%	10
3	Neither agree nor disagree								14.81%	4
4	Somewhat disagree								48.15%	13
5	Strongly disagree								0.00%	0
Statistics	Minimum	2	Mean	3.11	Std. Deviation	0.92	Satisfaction Rate	52.78	answered	27
	Maximum	4	Variance	0.84	Std. Error	0.18			skipped	0

18. I plan to look for another job outside of Tai Tarian within the next 6 months.

									Response Percent	Response Total
1	Yes								11.11%	3
2	No								70.37%	19
3	Don't Know								18.52%	5
Statistics	Minimum	1	Mean	2.07	Std. Deviation	0.54	Satisfaction Rate	53.7	answered	27
	Maximum	3	Variance	0.29	Std. Error	0.1			skipped	0

19. Please provide any further comments in relation to any of your answers above, or other thoughts on your overall experience within your first 6 months of employment.

									Response Percent	Response Total
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19. Please provide any further comments in relation to any of your answers above, or other thoughts on your overall experience within your first 6 months of employment.

			Response Percent	Response Total
1	Open-Ended Question		100.00%	4
1	01/11/2020 14:13 PM ID: 151459439	I am only one month into employment so not able to answer all the questions accurately.		
2	02/11/2020 19:28 PM ID: 151543955	my only training was shadowing a team member		
3	02/11/2020 19:31 PM ID: 151544144	Lack of people management training for new managers		
4	03/11/2020 17:52 PM ID: 151622519	I don't feel there was a structured plan for everything I had to learn		
			answered	4
			skipped	23