



Cornell's Center for Advanced Human Resource Studies

***Targeted Benchmarking on
Onboarding, Orientation, and HR Model***



CAHRS Partners have the opportunity to benchmark with other partner companies on HR topics of interest. The benchmarking is typically conducted with 5-7 other CAHRS Partners selected by the company that initiated the request. The CAHRS office identifies the appropriate connections at selected companies and the benchmarking company then schedules 1:1 phone calls to explore their questions.

Examples of recent requests include: Sponsorship Initiatives, Organization Designs and Structures, Diversity Metrics, Talent Management Practices, Competency Models and a variety of HR Policy Questions (i.e. Relocation, Cost of Living, Airline Mile Usage, etc.).

CAHRS partners find this more qualitative approach to benchmarking very valuable for revealing novel insights and practices, as well as for building their network. At the conclusion of the process, the benchmarking company shares an anonymized summary of their findings with the participating companies and CAHRS, who then makes them available so all partners can benefit from the learning.



CAHRS Benchmarking Summary

Employee Engagement – Onboarding, Orientation, and HR Model

(Benchmarked with a Aerospace and Conglomerate Company)

1) Tell me about your company's onboarding and orientation processes.

Across conversations with companies that have digital, robotics, software, and/or hardware capabilities, it was clear that attracting and retaining top talent is a priority. As companies and capabilities continue to grow, an increasing importance is placed on onboarding talent to effectively orient them to the company from Day 1, and in most cases even before. Communication materials are frequently updated and aligned to companies' value propositions and tailored based on what is top of mind for candidates (i.e., career/growth opportunities, mission-related work, DE&I). Day 1 Orientations are mostly focused on company history, brand, mission, strategy, values, DE&I/culture, while information on HR-related topics (i.e., benefits, payroll) is most disseminated electronically and employee-led. Where team-specific training is needed, a separate Day 2 Orientation is held that more closely orients new hires to specific programs and stakeholders. Some companies also include asking candidates why they joined during a new hire's first week, which is a creative way to get feedback early-on versus in a traditional exit survey.

2) Describe your HR model/ways of working. Would you consider it to be more self-service (i.e., driven by technology that lets employees handle many HR, IT and administrative needs without human HR support) or high-touch (i.e., HR, IT and other administrative needs are processed mostly by HR employees)?

Companies are transitioning to Workday to streamline and automate processes in an effort to support both employees and managers. While people leaders are still responsible for triggering specific activities (i.e., reporting employees to work, reporting a job change, etc.) technology is replacing previously rote tasks. However, some CHRO's are pushing to have HR become more visible, and so this means that external talent will come in with a variety of experiences with HR, and additional training may be necessary to develop a common understanding of the company's model.