

Session 135

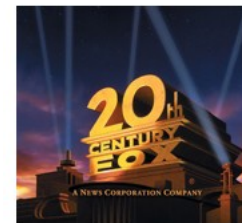
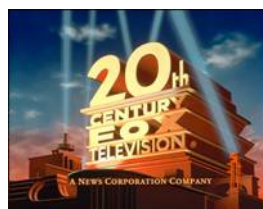
Why Web-Based Onboarding is HOT - Featuring a Fox Entertainment Case Study

Cindy McKenzie – Senior Vice
President IT, Fox Entertainment

DJ Chhabra – President, Enwise

Cindy McKenzie

- Responsible for Enterprise Applications Services for Fox Entertainment Group which is a shared services organization that supports the following entities:



DJ Chhabra

- President of Enwisen
- Noted industry onboarding speaker and author
- 20+ years HCM strategy experience – former SVP Global HCM Product Strategy for Oracle
- Enwisen – Booth 330:
 - Leading vendor of on-demand workforce communications technologies for:
 - Onboarding
 - Benefits Decision Support
 - Work/Life Events
 - Employee Portal
 - Total Rewards Statements
 - Manager Effectiveness
 - HR Shared Services



Agenda

- The business case for web-based onboarding
- What should you look for in an onboarding application?
- What does onboarding technology look like?
- Fox case study
- Q&A

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The Onboarding Numbers Game

- Average days to productivity
- Average numbers of steps involved
- Average number of systems involved
- Percent of compliance paperwork *not* collected
- Annual dollars spent on new hire orientation
- Percent of new hires that decide to stay with a company within the first six months
- 45 – goal: productivity day 1
- 30 if not orchestrated
- 14 separate systems, log-ins, etc.
- 8% – too much considering litigation costs
- \$4.3B – much lost after day 1
- 80% – turnover: new hire orientation + replacement = big bucks!

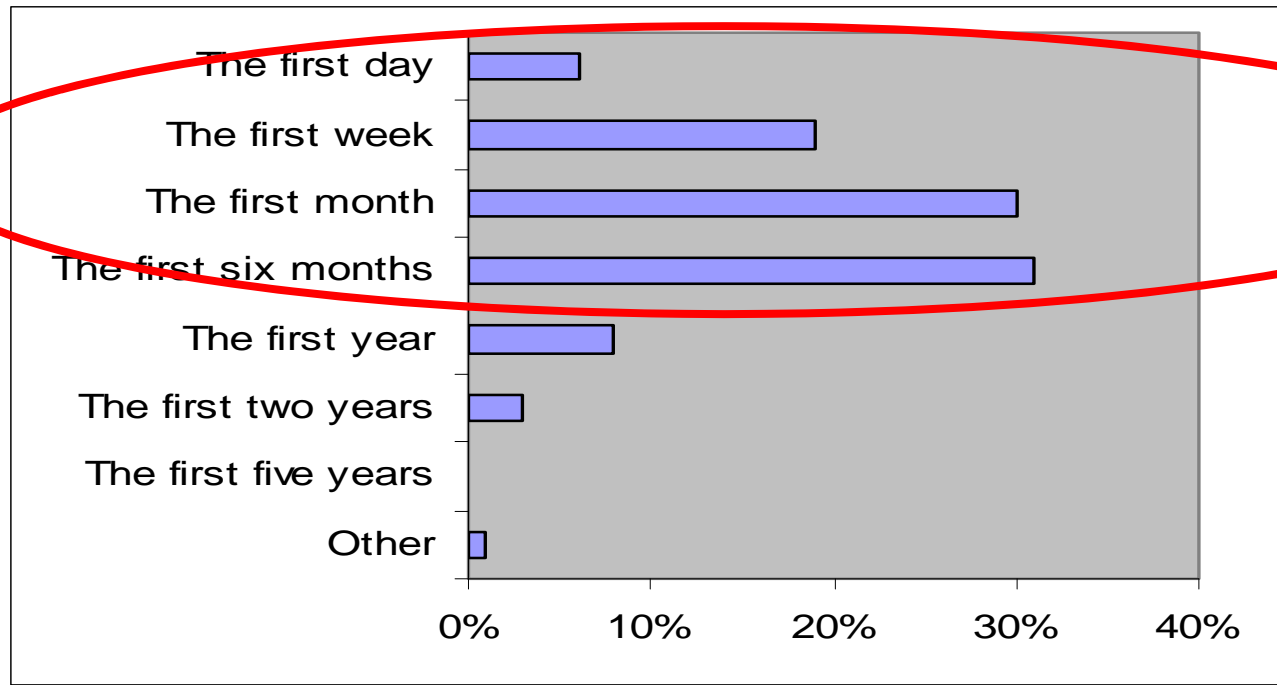
Sources: University of Michigan; Training Magazine; American Society of Training & Development; U.S. Dept of Labor

Key Benefits Of Onboarding

- Engages employees via personalized experience
- Improves time to productivity
- Improves new hire retention
- Builds employer brand
- Reduces paper and administrative time
- Captures and routes new hire data
- Reduces legal exposure
- Promotes fair execution of company policies

Employee Retention Decisions

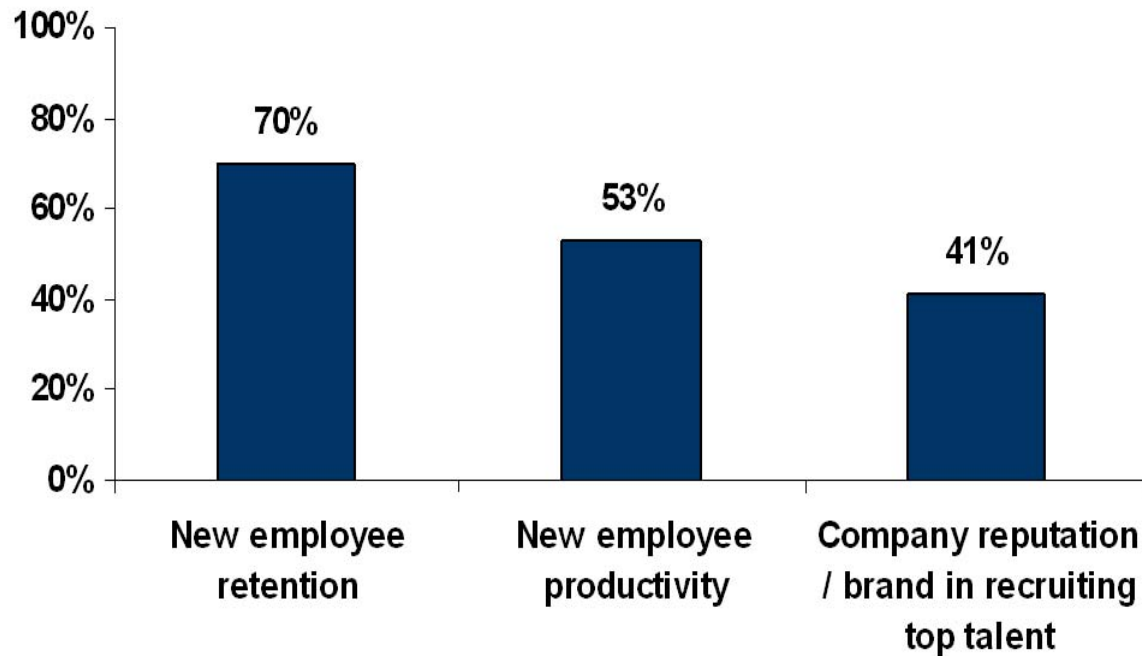
*The onboarding experience matters ...
or you could pay the price later*



Source: Aberdeen Onboarding Benchmark Report – August 2006

Top 3 Business Pressures for Formalized Onboarding Process

- From Aberdeen January 2008 Onboarding Benchmark



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Aberdeen *Group*
A Harte-Hanks Company

What Is Workforce Onboarding?

☒ What it is not:

☒ Checklist

☒ Handshake from recruiting system

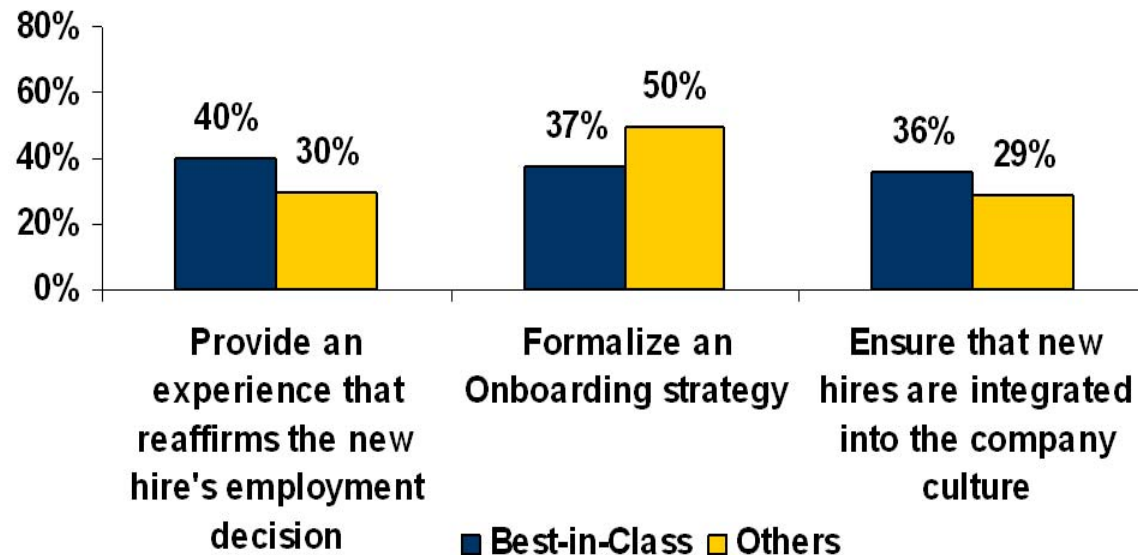
☒ New hire orientation

☒ Lunch with the ...

It's a guided process which effectively delivers – to the prospective employee, their manager and the HR/Payroll function – the necessary information, tasks and acknowledgements required to ensure a productive day-one start ... with continued momentum during the critical period when a new employee decides to stay at the job

Top Strategic Actions to Address the Pressures

- From Aberdeen January 2008 Onboarding Benchmark



Best-in-Class Onboarding

	Laggards	Industry Average	Best in Class
Process	<ul style="list-style-type: none"> Reactive; emergency driven; no or little planning 	<ul style="list-style-type: none"> An independent process, not aligned with the overall hiring management process 	<ul style="list-style-type: none"> A holistic approach to onboarding, a strategic plan that looks at onboarding as an experience for both the organization and the employee
Organization	<ul style="list-style-type: none"> Have not adopted a talent mindset and still do not view employees as assets 	<ul style="list-style-type: none"> Working on investing in strategies to view employees as assets 	<ul style="list-style-type: none"> View their employees as assets and adopted a talent mindset
Knowledge	<ul style="list-style-type: none"> Adopted only forms management 	<ul style="list-style-type: none"> Adopted a combination of forms management and tasks management 	<ul style="list-style-type: none"> Adopted a greater combination of forms management, tasks management and socialization
Technology	<ul style="list-style-type: none"> Paper-based process for forms management 	<ul style="list-style-type: none"> Paper-based process with some automation for forms management and tasks management 	<ul style="list-style-type: none"> Technology used for forms management, tasks management and socialization

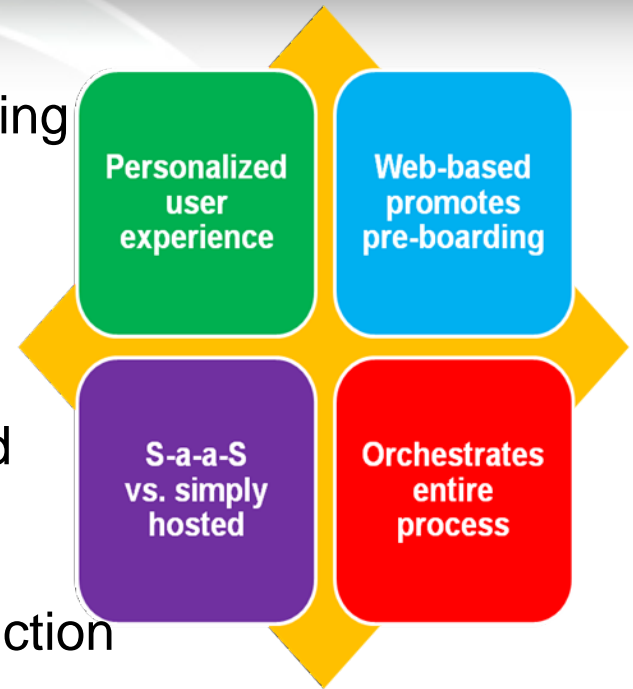
Source: AberdeenGroup, August 2006

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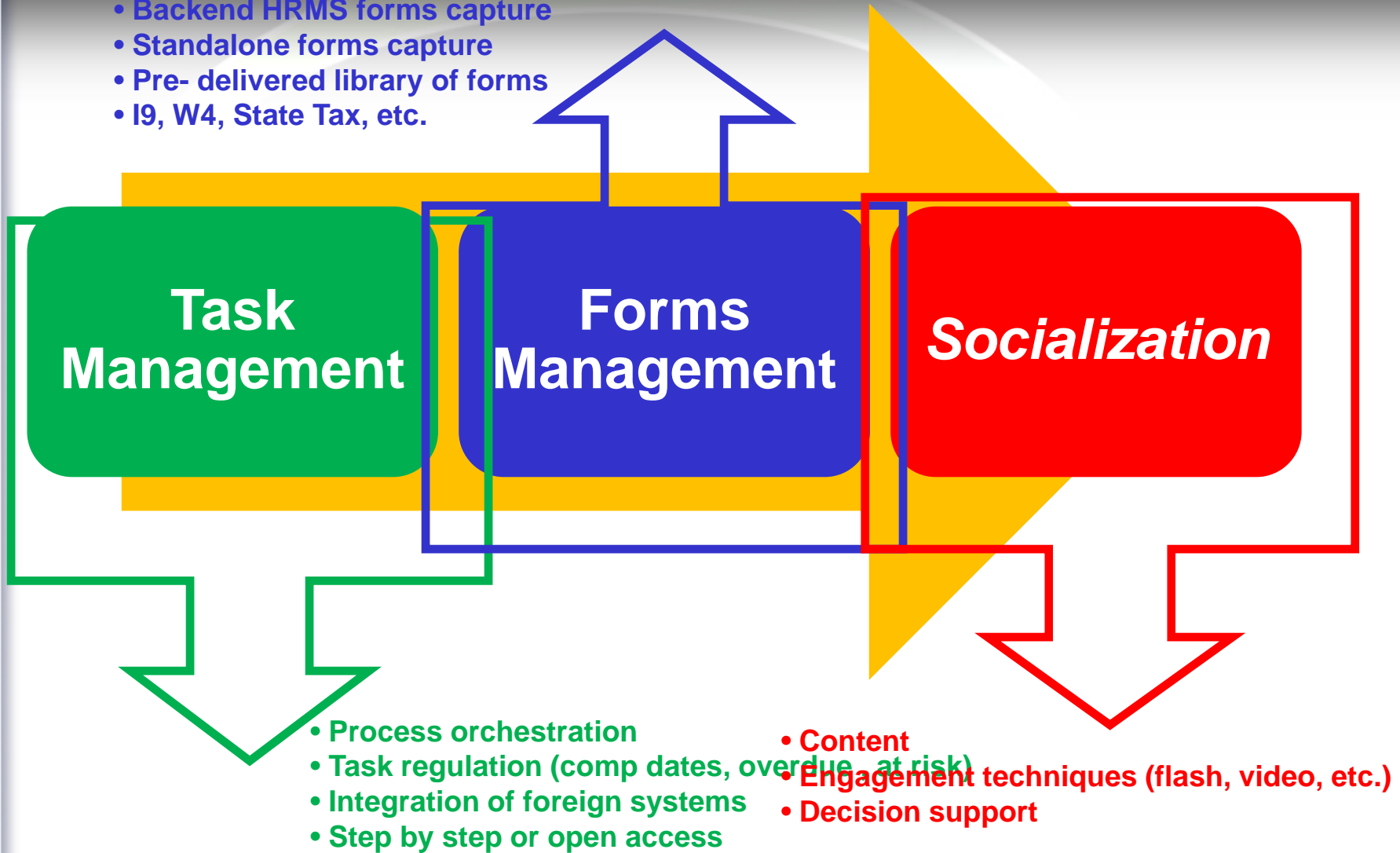
Key Onboarding Requirements

- Day “zero” through “post start” onboarding
- Covers all components of effective onboarding
 - Task management
 - Forms management
 - Socialization
- Personalized, branded user experience
- Agnostic to client applications (standardized interfaces through services)
- Notifications, workflow, acknowledgements, reporting for new hire, manager and HR function
- Full cycle management
 - Onboarding
 - Workforce Communications
 - Offboarding



The Three Main Components of Effective Onboarding

- Backend HRMS forms capture
- Standalone forms capture
- Pre-delivered library of forms
- I9, W4, State Tax, etc.



Typical New Hire Package

1. Welcome and introduction to the company
2. Mission, goals, objectives, products of the company
3. What to do, where to be
4. Forms to complete (I-9, W4, Direct Deposit, Personal Info, etc.)
5. Services to set up (e-mail, systems accounts, computer procurement)
6. Policies and Compliance (company policies, harassment, code of conduct, confidentiality, electronic communication, conflict of interest, insider trading, vacation, etc.)
7. Benefit evaluation and elections (medical, dental, vision, Insurance, DC/DB plans, ESPP & SO, other voluntary plans, etc.)
8. Training and Development
9. Other services (cafeteria, discount programs, dry cleaning, holidays, employee referrals, etc.)
10. ...

...Content IS Crucial

The Flexible & Scalable Framework

- **Infrastructure**

- Interface constructions
- Task (step) management
- Workflow & notifications
- Task attribution (dates, completion times, constraints, etc.)
- Import/export
- Data management, saving and return states

- **Branding (Onboarding, Offboarding, New Manager, etc.)**

- Defined steps
- Flow conditions (start dates, term dates, completion dates, etc.)
- Content and help conditions
- Localized tour validations
- Dashboards & metrics
- Library of forms, content and steps

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Onboarding – Fox's Vision

The Onboarding process should increase the new hire's excitement about joining the Fox Team and should be easy, fun and informative. Included in this process are:

- A new **Onboarding portal** that will allow a new hire to take a virtual tour of Fox's benefits, services and policies as well as complete their new hire paperwork before their first day of work
- **Provisioning** that will notify the hiring manager to provision all new hire assets prior to the new employee's first day of work
- Revamped **employee orientation**, that includes speakers, film and TV clips and a lot tour (for on-lot employees)

Background

In 2006, Deloitte was contracted to provide talent management research for Fox. Findings included:

- Competition for top talent will become more fierce
- Fox's current 'employment brand' may be undermining its attempts to attract top performers
- Our ability to attract and retain talent may impact the company's ability to sustain profitable growth

Background

- **A Recruiting and Retention Task Force was created. Task force initiatives included:**
 - Corporate Intranet redesign and re-launch
 - Onboarding
 - Provisioning
 - Revamped employee orientation
 - Revamped Benefits, HR and Payroll Portal
 - Revitalized Fox branding
- **Key Concept – Capitalize on Fox as media company**

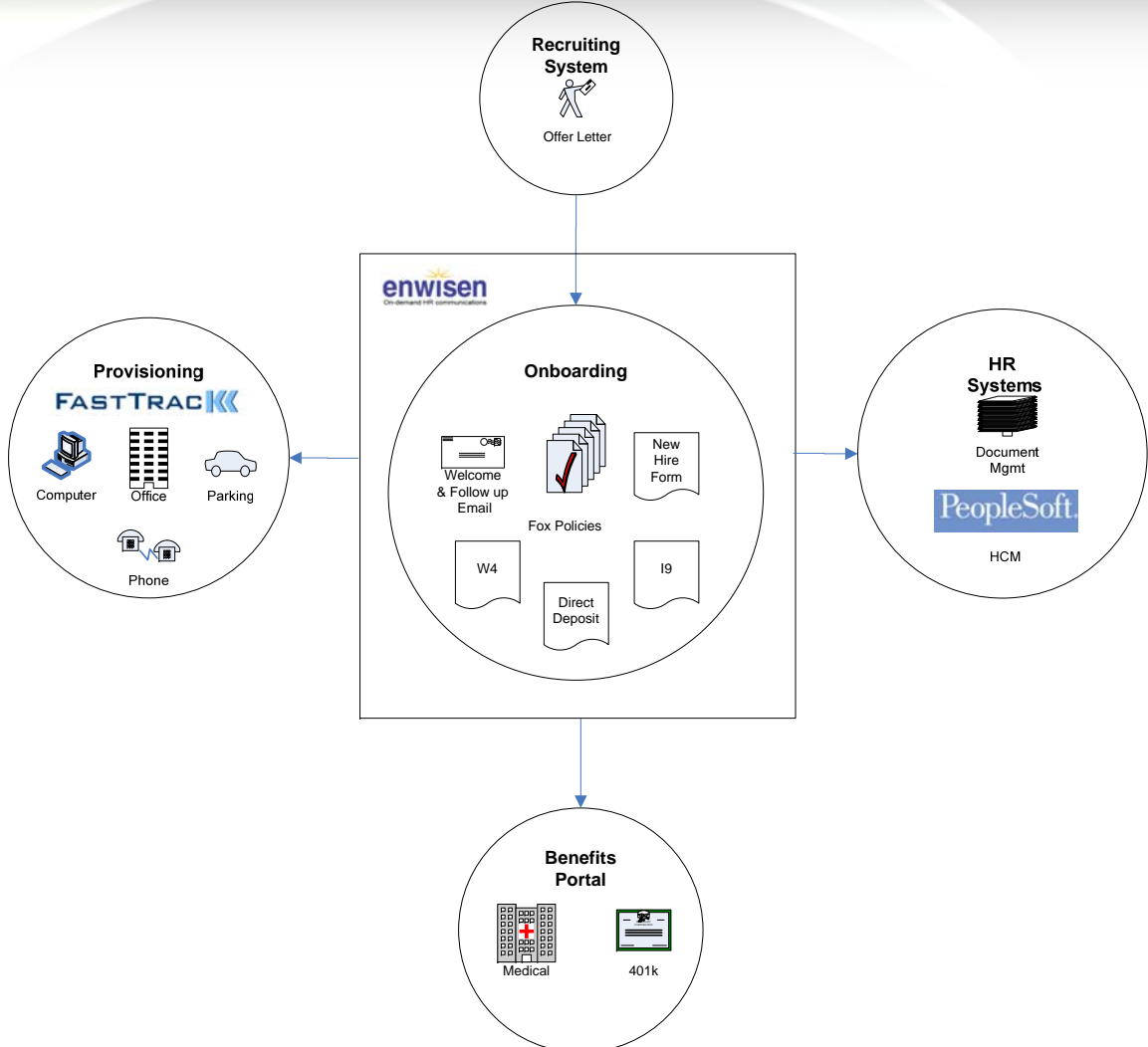
Onboarding

- Scope:

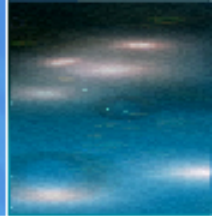


- Approximately 2,500 new hires per year at 5 companies at 36 locations.
 - Includes all new hire forms, policies, training and descriptions of services.
 - The system knows:
 - Who you are
 - What company you work for
 - What job you have
 - What benefits you are eligible for
 - Where you work
- ...And only shows you those items that pertain to you

Onboarding - Automated End to End



Onboarding – Welcome Page



MyFox4ME

BENEFITS, HR & PAYROLL

BENEFITS, HR & PAYROLL

Welcome to the Fox Onboarding Tour

You now have special access to the Fox orientation site! On this site you will complete your employment forms, review some important Fox policies and get a sneak peek at just a few of the many benefits you may soon receive as a new Fox employee.

For your convenience, we offer two versions of this program. While both versions offer the same basic content, the video version also includes a host to help guide you through the tour, as well as some fun video clips of Fox products. The video tour will work best for those of you with high-speed internet connections, such as DSL or a Cable Modem. If you have a low bandwidth connection, such as Dial-Up, you may desire to take the "text only" version of the tour.

Please click below to let us know which connection you would like to select:

Preferred Bandwidth	<input checked="" type="radio"/> Video Tour
	<input type="radio"/> Text Only Tour

[Continue Fox Networks Group - Cable](#)

[Continue Fox Networks Group Tour](#)

System Requirements:

To begin, make sure you are using one of the browsers listed below.

- Internet Explorer 6
- Internet Explorer 7
- Mozilla Firefox 2.0
- Safari 2.0

Adobe Acrobat reader version 6 or higher is required for some printable documents. [Click here](#) to download the free version 8 reader.

Adobe Flash player version 8 or higher is required to optimally view multi-media content. [Click here](#) to download version 9 for free.

Onboarding – Video Segments

FOX FORWARD ONBOARDING
Welcome Edison Ellis

Title: Testing
Company: FNG
Start Date: 03/31/2008
Orientation Date: 03/31/2008
Supervisor: Test Test
HR Contact: Shobana Ranganathan

INTRODUCTION

- Welcome to Fox!
- Getting Started

FORMS

- Employment Forms
- Employee Record
- Personal Information Confirm
- Emergency Contact
- Telephone Release
- I-9 Eligibility
- Form W-4
- State Tax Withholding
- Self-Identification
- Direct Deposit
- Forms Complete

TIME KEEPING

- Kronos Review

SAFETY and SECURITY

- Safety at Fox
- Safety Video
- Employee Safety
- Ergonomics
- Security

POLICIES

- Fox Policies
- Policy Review
- Equal Employment Opportunity

Status

- Completed
- Remaining

Help

- [Ask a Question](#)
- [Print this...](#)

What is this?

This on-boarding tour has been created to collect the information required for your employment and to introduce you to FOX and to review and acknowledge important

< Previous Next >

Onboarding – New Hire Information

FOX FORWARD ONBOARDING
Welcome Edison Ellis

Title: Testing
Company: FNG
Start Date: 03/31/2008
Orientation Date: 03/31/2008
Supervisor: Test Test
HR Contact: Shobana Ranganathan

TRAK# 1860

Personal Information

Information

Legal First Name *	Edison	Must match Social Security card
Middle Initial	P	
Legal Last Name *	Ellis	Must match Social Security card
Preferred First Name	Eddie	
Preferred Last Name	Ellis	
Social Security Number *		eg. xxx-xx-xxxx or xxxxxxxx
Street Address *	Microsoft Internet Explorer	Boxes
Apt. Number		
City *		
State *		
Zip Code *		
Country *	USA	
Home Phone Number *	704-451-2252	555-555-5555
Cell Phone Number		555-555-5555
Primary Phone Type *	<input checked="" type="radio"/> Home <input type="radio"/> Cell	
Birth Date *	09/27/1979	mm/dd/yyyy
Home Email	Shobana.Ranganathan@fox.com	

Microsoft Internet Explorer [X] Boxes

! Social Security Number cannot be empty

OK

Status

Completed	12
Remaining	36

Help

[Ask a Question](#)
[Print this...](#)

What is this?

Please verify the information is correct and complete all required and applicable blank fields.

< Previous Next >

Onboarding – Health and Safety Tutorial

FOX FORWARD ONBOARDING
Welcome Edison Ellis

Title: Testing
Company: FNG
Start Date: 03/31/2008
Orientation Date: 03/31/2008
Supervisor: Test Test
HR Contact: Shobana Ranganathan

Direct Deposit
Forms Complete
TIME KEEPING
Kroner Review
SAFETY and SECURITY
Safety at Fox
Safety Video
Employee Safety
Ergonomics
Security
POLICIES
Fox Policies
Policy Review
Equal Employment Opportunity
Harassment
Fox Facts
Confidentiality
Trade/Baiter
Conflicts of Interest
Electronic Communication
Standards of Business Conduct
Insider Trading
Records Management
Security Agreement

FNG EHS Frequently Asked Questions (FAQ)

Click Arrows or Questions to Advance

- What the heck does EHS mean anyway?
- How do I create my EHS web site account?
- Is there an EHS policy statement signed by Tony Vinciguerra?
- What are FNG's key Safety Principles?
- Has FNG established EHS policies and procedures?
- How do I report a workplace hazard or unsafe condition?
- What should I do if someone is injured or is involved in an EHS incident?
- Where can I find information on Ergonomics?
- Where do I find EHS Bulletins?
- What are these "energy initiatives" all about?
- Who can I call for assistance?

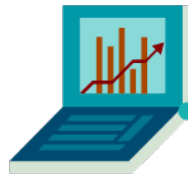
Provisioning

FASTTRAC 

- **FastTrack is an automated workflow system that gives managers and others the ability to provision the equipment, supplies and services their new employees will need to get to work. Services in scope include:**



Phone



Computer



Email/Network ID



Badge



Parking



**Business
Cards**



**Corporate
Card**



Office Space

IBM WebSphere Portal - Microsoft Internet Explorer provided by 20th Century Fox

File Edit View Favorites Tools Help

Address <http://sopa.foxinc.com/wps/myportal/fasttrack>

Cindy McKenzie | Change My Password | Help | Log out

FOX FORWARD FASTTRACK

corporate search welcome wpr fasttrack

My FastTrack

-- Other Forms --

My Group Members [Edit](#)

Click on a name to start the provisioning process

[Refresh](#)

Current Group Members		
Aboites, Robert	(310)369-2692	2121 FOX PLAZA [2121 Ave of the Stars], 15th Floor, Room 1513
Bhardia, Manish	(310)369-5014	FAB Pico [10301 Pico Blvd.], 2nd Floor, Room 209a
Bunin, Nicholas A	(310)369-7233	2121 FOX PLAZA [2121 Ave of the Stars], 15th Floor, Room 1510
Cattledge, Tambra R	(310)369-1065	2121 FOX PLAZA [2121 Ave of the Stars], 15th Floor, Room 1504a
Dahl, Gitte	(310)369-1912	FAB Pico [10301 Pico Blvd.], 2nd Floor, Room 2022
Fennema, Peter S	(310)369-3093	2121 FOX PLAZA [2121 Ave of the Stars], 15th Floor, Room 1568
Goetz, Doug	(310)369-2974	FAB Pico [10301 Pico Blvd.], 2nd Floor, Room 209a
Gonneville, Kristen F	(310)369-4259	2121 FOX PLAZA [2121 Ave of the Stars], 15th Floor, Room 1514
Gutierrez, Claudia	(310)369-3919	FAB Pico [10301 Pico Blvd.], 2nd Floor, Room 2028 FAB Pico [10301 Pico Blvd.], 2nd Floor, Room 210a
Huckleberry, Stefanie L	(310)369-1480	2121 FOX PLAZA [2121 Ave of the Stars], 15th Floor, Room 1570f 7441 Lincoln Way, 1st Floor
Kreader, Ben C	(310)369-7663	FAB Pico [10301 Pico Blvd.], 2nd Floor, Room 212a
Levin, Matt	(310)369-1976	FAB Pico [10301 Pico Blvd.], 2nd Floor, Room 210
Lou, Greg	(310)369-5012	FAB Pico [10301 Pico Blvd.], 2nd Floor, Room 209a
Magana, Evelien	(310)369-4737	2121 FOX PLAZA [2121 Ave of the Stars], 15th Floor, Room 1509
Mason, Dave	(310)369-2143	FAB Pico [10301 Pico Blvd.], 2nd Floor, Room 201 Dsk By Door
McKenzie, Cindy	(310)369-5511	2121 FOX PLAZA [2121 Ave of the Stars], 15th Floor, Room 1503
Mohsen, Marsous	(310)369-2772	2121 FOX PLAZA [2121 Ave of the Stars], 15th Floor, Room 1513b
Palaganas, Gerry	(310)369-2690	2121 FOX PLAZA [2121 Ave of the Stars], 15th Floor, Room 1515a
Rathinam, Muthu	(310)369-3325	FAB Pico [10301 Pico Blvd.], 2nd Floor, Room 210a
Strav, Paul	(310)369-4134	2121 FOX PLAZA [2121 Ave of the Stars], 15th Floor, Room 1515
Vainqankar, Sameer	(310)369-3928	2121 FOX PLAZA [2121 Ave of the Stars], 15th Floor, Room 1514a
Vasquez, Lisa S	(310)369-3387	FAB Pico [10301 Pico Blvd.], 2nd Floor, Room 210.2

One Time Provisioning - Search Directory

Name: Search

To Do List

No Tasks Require Your Approval.

Work In Progress

Type	Status
Gitte Dahl	
>> Security Parking Request	Submitted to Fox Security

Powered by **FRCDI**

Internet

IBM WebSphere Portal - Microsoft Internet Explorer provided by 20th Century Fox

Address: http://sopa.foxinc.com/wps/myportal/!ut/p/!kxcm/!04_5j95Pykssy0x:PLMnMz0vMMOY_QjzKLN4g3tAgESUGYPvqRaGLGphhCjgRIH1VfV-P_NxU_QD9gtzQ0IhyROUAXM-W-w!!/delta/base64xml/LOIDUONUTzdvSko3dWF

Cindy McKenzie | Change My Password | Help | Log out

FASTTRAC

corporate search | welcome | wpr | fasttrack

My FastTrack

[Back to List](#)

Provision for: Fennema, Peter S

Click on the resource item you would like to provision.

Resources Available For Provisioning	
Telecommunications Change Request	Request Fox managed Desk Phone. This request will be routed through the Telephone Service Request (TSR) system.
Network & Email Access Request	Request access to FOX network and set up email account.
Security Badge & Parking Assignment Request	Request Security Badge and Parking.
Parking Assignment Request	Request For On Lot Parking in Pico Lot.
Corporate & Purchasing Card Request	Request Amex Corporate Card or Purchasing Card.
Print Services Request	Request Business Cards. Please note, these require HR Approval.
Computer Equipment & Software Request	Request Desktop/Laptop.

Current Workflows
No workflows in progress for this employee.

[Back to List](#)

IBM WebSphere Portal - Microsoft Internet Explorer provided by 20th Century Fox

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites Refresh Print Mail Bluetooth

Address http://sopa.foxinc.com/lwps/myportal/tut/p/foxml/Zc3RCoiWGAvgZ_EB4fMmsuZuMCN1ELdbmSRyNTpxBLx6Uu6COrunO_HODAgHdikpV4yL4T7buzfWEWFrYhWKKWSi7Ha6Qm9vILpuakrGjy-EckWMdEncvRp7VZPp Go Links

Cindy McKenzie | Change My Password | Help | Log out

FOX FORWARD FASTTRAC

corporate search welcome wpr fasttrack

My FastTrack

My Group Members Edit

PRINT SERVICES REQUEST

Please complete the form below to request Business Cards or other Stationery.

Requested By

Name: Cindy McKenzie
 Title: SVP, Information Technology
 Email: cindy.mckenzie@fox.com
 Department: IT Enterprise Technical Svcs
 Phone: (310)369-5511
 Location: 2121 FOX PLAZA, 15th Floor, Room 1503
 Charge Code: 2525

Request Detail

*The following Stationery Types require Supervisor Approval and will be automatically routed:

Memo Pads Envelopes
 Routing Slips Other (specify below)
 Note Cards/Buck Slips

*The following Stationery Types also require HR Approval and will be automatically routed:

Business Cards

Done Internet

Communication

- Creation of an overall campaign outlining the initiatives
- Use of ePostcards, Flash tutorials, web-based training, and new hire survey



COOL NEW MOVES AT FOX.

AT FOX, WE GET IT.

We know you've got what it takes to go places. That's why we're introducing several exciting new tools to help keep you on top of your game and moving ahead.

For new hires we've developed **Onboarding**. This cool new system lets a new employee take a virtual tour of Fox's benefits, policies, and more, even before their first day of work. And hiring managers will flip over **FASTTRACK**. This streamlined process lets you get everything a new hire needs — from a computer to a security badge — all online.

And soon InsideFox and Inside FNG will be transformed into **FoxForward**, an ultra-personalized intranet that gives you access to important Fox info, and stuff like new films, events at your location, weather, traffic and more.

So keep watching your email to find out more, and keep making those big strides forward. With cool new technology, we can do more than keep up. Fox can lead the way.

FOXFORWARD
What moves *you*?



Lessons Learned

- Detailed requirements and RFP a MUST!
- Do as much upfront work as possible collecting, consolidating and updating documents and forms before the start of the project.
- Get Legal involved on use of eSignatures.
- Do not underestimate the testing effort.
- Test on Macs, PC's and applicable browsers since Onboarding will be accessed through personal devices.
- Survey new hires to get feedback on site usability.

For More Information:

- On Enwise's AnswerSource Onboarding:
 - www.enwise.com
 - IHRIM Booth 330
- DJ Chhabra – dchhabra@enwise.com
- Cindy McKenzie – cindy.mckenzie@fox.com

For more information on this topic

Go to www.ihrim.org

Learning Center

IHRIM Publications



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Please complete a session evaluation for
Session 135

**Why Web-Based Onboarding is HOT - Featuring a
Fox Entertainment Case Study**

Cindy McKenzie
SVP, Enterprise Application Services
Fox Entertainment Group

DJ Chhabra
President
Enwisen

Thank you!