

## Individual Report



CANDIDATE: SIMON SAMPLE

REPORT GENERATED: 09/08/2011

CONFIDENTIALITY: HIGH

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## Introduction

This report is confidential and is intended for access by relevant members of the HR team and Simon Sample who completed the OnBoarder New Hire Questionnaire on 09/08/2011.

This individual report has been created to enable you to focus on factors that are impacting the level of engagement and initial day-to-day capability of an individual employee. This report has also been designed to supplement OnBoarder group based reports that provide a strategic overview and identify trends within your onboarding process.

Before reading this report, we would recommend that you are clear on the following points:

- Why your organisation has decided to review its on-boarding process (N.B. It will help you engage managers in the process if you can explain the reasons behind this process).
- How OnBoarder has been communicated around your organisation.
- The level of anonymity and confidentiality that has been promised to the people completing the questionnaire.
- How this level of anonymity and confidentiality will be respected during any follow-up conversations and action planning.
- The expected outcomes from exploring feedback with the individual.
- The person responsible for conducting the feedback meeting; is it a trained HR professional or the individual's line manager?

## Who Should Have Access to this Report?

This report should be used and stored in line with the levels of anonymity and confidentiality promised to the individual in completing the questionnaire, and with your wider organisational policies on confidentiality and data protection.

Please ensure that whoever conducts any follow-up discussion with the individual knows how to interpret the data within this report, has been properly briefed and has the appropriate level of skills to conduct such a conversation.

» Under no circumstances should the employee be sent this report in isolation.

Talent Drain Limited can accept no liability for the consequences of the use of this report and this excludes liability of every kind (including negligence) for its contents. This report is confidential and should not be published in any way. Talent Drain Limited and its associated companies cannot guarantee that the contents of this report are the unchanged output of the online reporting engine.

# 1. OnBoarding Profile

Based on the responses to the OnBoarder questionnaire, Simon Sample's overall level of integration can be described as:

## Overall Integration Index



Simon was asked to rate a number of factors, which together form the overall onboarding experience at your organisation:

A	Level of Engagement - I am undecided whether I wish to progress my career here	At Risk
B	Job Expectations - Close fit between expectations and reality; some minor differences	Close Fit
	Organisational Expectations - Poor fit between expectations and reality; some major differences	Poor Fit
C	Induction process - Small room for improvement	Good
D	Recruitment Process - Some room for improvement	Okay

## Performance

		1	2	3	4	5	6	7	8	9	10
1	<b>Clarity</b> How clear the new starter is in relation to what is expected of them and how their performance is measured.	█	█	█	█	█	█	█	█	□	□
2	<b>Confidence</b> The extent to which the new starter feels they will be successful.	█	█	█	█	█	█	█	█	□	□
3	<b>Enablement</b> The extent to which the new starter feels they have the necessary support to be successful.	█	█	█	█	█	█	█	█	□	□
4	<b>Impact</b> How well the new starter feels they are performing.	Meeting the standards									



## 2. Level of Engagement: At Risk

The following table summarises the Turnover Drivers for Simon Sample:

<input checked="" type="checkbox"/>	Training and development opportunities
<input checked="" type="checkbox"/>	Relationship with your line manager

### 3. Meeting of Expectations

The following table summarises Simon's pre-joining expectations in relation to their job and the organisation:

<b>Job Expectations</b> (Close fit between expectations and reality; some minor differences)	<b>Close Fit</b>
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<b>Organisational Expectations</b> (Poor fit between expectations and reality; some major differences)	<b>Poor Fit</b>
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The following table identifies those factors that attracted Simon to join the organisation initially, and evaluates the extent to which their expectations regarding the organisation and the job have been met.

	A	1	2	3
1 The pay & benefits package	<input checked="" type="checkbox"/>			
2 Potential for progression through the organisation	<input checked="" type="checkbox"/>			
3 Training and development opportunities	<input checked="" type="checkbox"/>			
4 Work-life balance on offer				
5 The calibre of our people				
6 The nature of the work itself				
7 Image/profile of the organisation				
8 The physical working environment				
9 Our reputation as an employer	<input checked="" type="checkbox"/>			
10 What we do as an organisation				
11 The degree of autonomy in your role				
12 Mentoring from your line-manager / other	<input checked="" type="checkbox"/>			

#### Key

A = Attraction Factor



No pre-joining expectations



Expectations not met



Expectations met

A person in a white shirt and blue jeans is walking on a path of white blocks that form a staircase. The path is set on a dark, textured surface.

### 3. Meeting of Expectations (Cont.)

Simon was given the opportunity to express in their own words whether the reality of working here has met their expectations:

I haven't received the training I need to be effective in my role. Access to my direct manager has been an issue and has held back my progress.

## 4. Performance

Performance looks at four crucial elements that drive performance, including how clear the new starter is in relation to what is expected of them and how their performance is measured, the extent to which they feel they will be successful and that they have the necessary support to do so, and finally how well they think they are actually performing.

		+	-	U
Clarity	I am clear about my overall role and responsibilities	✓		
	I am clear about what I need to deliver in my first 12 months		x	
	I am clear about who my key customers/stakeholders are	✓		
	I understand when my key performance deadlines are		x	
	I understand how my performance is measured		x	
	I am clear about how my performance will be reviewed		x	
	I am clear about how I am currently performing		x	
	I am clear about how my role contributes to Human Chemistry being successful	✓		
	I am clear about how our team operates	✓		
	I understand how to get things done around here	✓		
Confidence	I am confident I can deliver what I need to over the next 12 months	✓		
	I believe my goals are achievable			o
	I feel I have been set up to be successful by Human Chemistry			o
	I feel my development plan will help me continue to improve		x	
	I am confident that my role adds value to the organisation	✓		
	I believe I will be successful here	✓		
	I feel positive about my future at Human Chemistry	✓		
	I feel my manager has confidence in me		x	
Enablement	I have received the appropriate instructions on what I need to do		x	
	I have received the training I need to do my job well		x	
	I have the resources to deliver what I need to over the next 12 months			o
	I have the skills and capability to deliver what I need to over the next 12 months	✓		
	My line manager and I have a development plan		x	
	I meet with my line manager as often as I would like		x	



Positive



Negative



Unsure

A person in a white shirt and blue jeans is walking on a path of white blocks arranged in a line on a dark grey floor. The person is stepping onto the blocks, moving from left to right.

## 4. Performance (continued)

Impact looks at how well the new starter feels they are performing, what they think they are doing well and how they can improve. Simon feels that her current performance is meeting the standards.

### What are you doing well in terms of your current performance?

I have built strong relationships with my team. They are performing well against their individual performance metrics and we are receiving strong feedback from internal customers.

### What one thing will improve your performance?

I need technical training and more time with my manager.

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## 5. Open Ended Questions

In the final section of the OnBoarder questionnaire Simon had the opportunity to describe in their own words their feelings regarding the role and the organisation.

### What do you enjoy about your job or where you work?

The services and technology we offer is market leading and the team are enthusiastic professionals at the top of their game.

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## 5. Open Ended Questions (Cont.)

What, if anything, do you dislike most about your job or where you work?

Senior Managers are too removed from the day to day operation. We would be more effective if they had a more hands on role and applied their knowledge and experience to help us solve issues and improve our offering.



## 6. About Simon Sample

Gender	Male
Age	26 - 30
Ethnic Origin	White English/Welsh/Scottish/Northern Irish/British
Highest Education	Degree
Tenure	3-4 weeks
Department/Function	Technical Services
Current Job Level	Manager
Occupational Class	Managerial
Position Type	Full Time, Permanent
Intended Tenure	3 - 4 years
How Recruited	Via a colleague