Best of BambooHR: Our Top Onboarding Advice

Smart HR professionals know how important effective onboarding is to the success of their organization and the people in it. But knowing it's important and knowing how to make it happen are two different things. What constitutes a great onboarding process? How long should it last? Which steps should be included? How can you know what to improve?

To answer these questions and more, we've rounded up five of our best onboarding articles into one package.
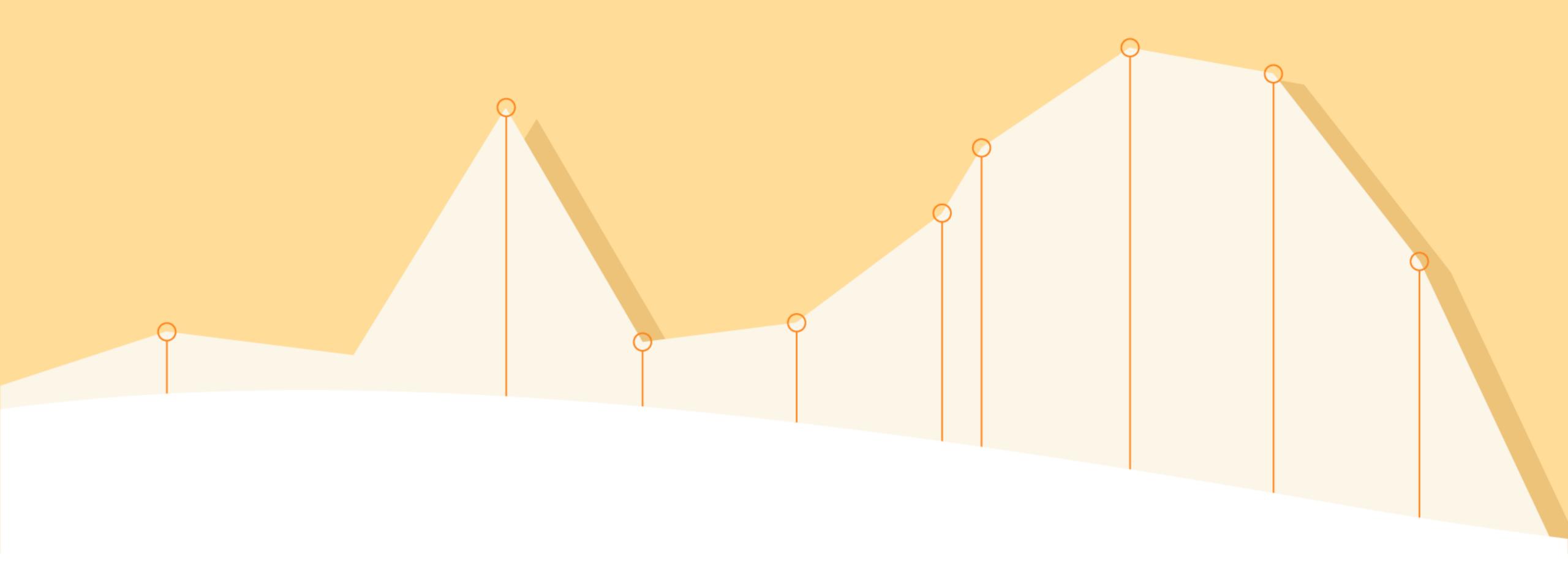
You'll find research on what employees expect from the onboarding process, advice for how long it should take, and ideas for improving and enhancing onboarding in your own organization.

Ready to transform your organization's onboarding process? Let's get started.

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What People Really Want from Onboarding

By Tori Fica

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Each of your employees only gets to experience one first day on the job. Effective employee onboarding on day one (and through the weeks and months thereafter) can mean the difference between an employee who remains engaged for years to come or an empty desk after only a few months.

How Long Should Onboarding Last?

According to our employee onboarding survey of over 1000 employed US workers, 31 percent of people have left a job within the first six months, with 68 percent of those departing within three months. For many new employees, it seems the first three months at an organization are the most precarious.

And for good reason—during that time, new hires are trying to learn how to do their jobs well, how the organization operates, how they fit within their teams and the company culture, and more. It's a lot to take in, and without help through onboarding programs, they can easily drown in information.

To keep your new hires from feeling overwhelmed and lost, it's vital to continue the employee onboarding process beyond their first few days and into their first several months of employment. Doing so helps employees learn about job training, culture, policies, and benefits at their own pace, making it much easier for them to actually absorb the information.

Why Do New Hires Leave?

When new employees have a negative or difficult onboarding experience, they are much more likely to second-guess their decision to join an organization. They may even quit in the first few months, as mentioned above. According to our onboarding survey, the top three reasons employees left within the first six months of a new job were:

They decided the work was something they didn't want to do anymore. (28 percent)

They felt their jobs were different from what they expected in the interview. (26 percent)

They felt their boss was a jerk. (23 percent)

Setting the right expectations during the recruitment process can help keep new employees from feeling like they have been the victims of a bait-and-switch, mitigating a lot of potential confusion and disappointment. This starts with an accurate job description, effective interviews, and a great pre-boarding experience (offer letters, paperwork, initial introductions, etc.).

Additionally, new hires who left a job shortly after their first day listed a few other onboarding elements that could have made a difference in their decision:

23 percent of respondents said they wanted to "receive clear guidelines to what responsibilities were"

21 percent wanted "more effective training"

17 percent said "a friendly smile or helpful coworker would have made all the difference"

In short, employees coming into a new organization want two things—the opportunity to do their best work and a sense of personal connection with their teammates. These fall right in line with Gallup's 12 elements of engagement, which include employees' desires for clear expectations, a sense of contribution and job alignment, positive manager and peer relationships, and more.

Check out our New Definitive Onboarding Guide right here.

How Can You Improve the Onboarding Experience?

The best employee onboarding programs are geared toward providing those elements of engagement to new hires from the get-go. First, set your new employee up for success by defining responsibilities, processes, and expectations for their job. Showing them a clear path forward will give them a way to channel their fresh excitement and enthusiasm that you've generated during the hiring process.

Our onboarding infographic shows what employees value the most during their first week on the job to help them become effective and productive quickly:

On-the-job training (76 percent)

Review of the company's policies, such as dress code, time-off policy, etc. (73 percent)

Review of administrative procedures, such as a touring the facility and setting up work station (59 percent)

Assignment of an employee "buddy" or mentor (56 percent)

HR professionals also chimed in with what they believe to be the most important aspects of the onboarding process to update and improve:

On-the-job training (41 percent)
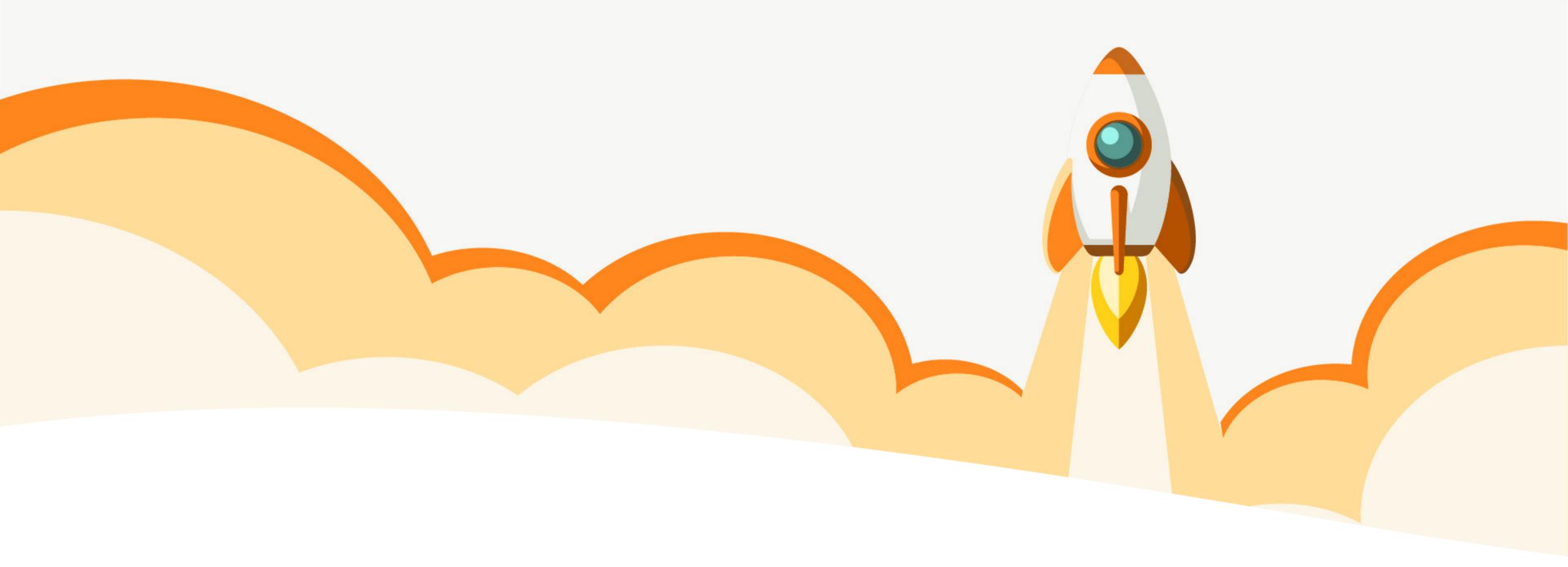
Mentor or buddy program (37 percent)

Updated employee handbook (28 percent)

It seems, at the very least, that HR and new hires are on the same page when it comes to creating an exceptional onboarding experience. Better job and policy training can help employees feel comfortable in the company and effective in their roles much sooner, while a mentor or buddy program can provide the relationships and guidance that new hires need to feel fully committed to their organizations.

Refocusing your onboarding efforts on meeting new employees' most basic needs for job clarity and personal connection will not only reduce new-hire turnover—it will also increase employee engagement. Through effective onboarding, you will be able to help new hires transition from excited recruits to engaged employees, and from their forward momentum, your entire organization will move ahead.

Learn more about the value of onboarding *here.*

How Long Should Onboarding Take? 10 Factors to Consider

By Darren Perucci

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If onboarding processes are an afterthought for your company, you may want to reconsider your priorities.

The Boston Consulting Group conducted a study finding that out of 22 HR practices, onboarding is the second most influential when it comes to employee experience. Companies with great onboarding procedures achieve 2.5 times more revenue growth and 1.9 times the profit margin of companies with poor onboarding strategies. If that's not enough motivation, poor onboarding also results in high employee turnover and reduced employee productivity.

Developing an effective onboarding strategy takes time, but keeping amazing hires on your team is worth the effort. Here are ten factors to consider when determining how long onboarding should take in your organization.

1. Employee Retention and Onboarding

The length of your onboarding program can significantly impact how long your employees stay with your company. Our 2014 study on onboarding found that 31 percent of employees left a job within six months of starting, and 68 percent of those left within the first three months. Poor onboarding was a major factor in their decision to leave; a total of 23 percent of employees cited leaving because they wanted clearer responsibility guidelines and 21 percent because they wanted more effective training.

While the high financial cost of employee turnover is well-known, you may not realize how turnover affects your employees' environment. Employees that aren't engaged and have one foot out the door are not only less productive, but they can also hurt the productivity of those around them. Unhappy, disengaged employees can create a negative and toxic work environment for everyone.

2. Onboarding Time

The general consensus among HR professionals is that onboarding should take at least three months. However, research suggests companies can increase employee retention by extending onboarding throughout an employee's entire first year. Creating a more robust onboarding program that extends throughout an employee's first year helps employees become more productive, feel comfortable in their work environment, learn where to go when they have questions, adapt to the company culture, and build better employee relationships.

Although most HR professionals understand the need for extended onboarding, a CareerBuilder survey found that two-thirds of hiring managers and HR professionals spend less than a month onboarding new employees. Half of the respondents said they only spend a week or less on onboarding. Pushing people through paperwork and training so they can start work sooner may not be the ultimate path to employee productivity and contribution.

3. Additional Information

Lengthening your onboarding time gives you the opportunity to incorporate more information into the onboarding process. A structured onboarding process that provides additional information and training to your employees throughout their first year can improve employee retention by 25 percent.

When you confine training to a new hire's first week or month alone, you could overload them with information; however, by extending the onboarding process, employees are more likely to retain the information they learn. Break up the information into bite-sized pieces and your new employees will have an easier job getting it all down (not to mention they won't feel like their brains are going to explode).

4. Higher-Level Learning

Additional time in the onboarding process also allows for higher-level learning. Because employees have more time to absorb basic information, there are greater opportunities to help them build more advanced skills throughout their first year. Don't stop training them once they seem proficient with the bare minimum.

Providing continuing education throughout the first year of employment allows employees to advance their skills and better benefit your organization. Focused training on both soft and technical skills gives employees more advancement opportunities and provides them with a career path and a vision for the future.

5. Relational Onboarding

The onboarding process shouldn't be seen as a simple transactional relationship of filling out paperwork and reading the employee handbook. Relational onboarding means nurturing and welcoming new employees so they can perform their best and providing new employees with support, clearly defined responsibilities, and set expectations for their new position. Assisting new employees in building solid relationships with their coworkers and managers can help new employees more quickly adapt to your organization's culture and speed up their learning process.

6. Collaborative Learning

Employees shouldn't have to go through the onboarding process alone. Collaborative learning provides an immersive learning experience and allows employees to bond with their colleagues, share experiences, and better understand their role in the company. Employees glean the majority of their work-related knowledge from colleagues, so collaborative learning gives them the opportunity to learn from others who have more experience and improve their skills as a result. You can create collaborative learning opportunities by onboarding batches of new employees together and including current employees from various departments in the onboarding process.

7. Video Learning

Another great resource for onboarding employees is video. Videos can help streamline the onboarding process and provide a more engaging employee experience than flipping through handbooks. Video also promotes social and formal learning and is a cost-effective way for companies to onboard employees.

At BambooHR, we use videos during the onboarding process to teach employees about our IT security policies. It can be easy for employees to zone out in the face of all the IT jargon, so our short, quirky videos keep new hires interested and help important information stick.

8. Technology for Onboarding

With today's ever-changing tech environment, getting employees to a place of productivity can be done faster through automated software tutorials and onboarding prompts. Companies like WalkMe create digital adoption platforms (DAP) that give employees step-by-step guidance on how to use new software.

Platforms like this make it so no valuable time is wasted on system training. This can help speed up an employee's time to productivity and reduce downtime.

Technology can also be used to reduce the amount of time spent with transactional onboarding procedures such as paperwork, granting permissions, opening accounts, and more. However, you still need a structured onboarding program that engages employees with their new work environment and colleagues. Use technology as a tool—not as a replacement for an in-person onboarding process.

9. Onboarding for Internal Transfers

Onboarding isn't just for external hires. Transitioning internal employees into a new role within the company is just as important as onboarding a new employee. Depending on your company, the culture of one department may be significantly different than that of another. Transferred employees don't want to feel like a newbie in an organization they've worked at for years. Have a process in place to give your internal hires the training, feedback, and socialization they need to be successful.

10. Employee Engagement

Our final consideration is probably the most important. Companies that see onboarding as a transactional process and fail to connect employees to the business won't engage their hearts and minds. However, when employees feel fully engaged with their organization they enjoy their jobs, are committed to their company, and put greater effort into their work. Enthusiastic employees are more productive and create a great work environment for everyone involved.

Tailor Your Onboarding to Your Industry

Some companies, like WalkMe, have a different take on how long onboarding should take. They say the rapidly changing nature of the tech industry makes it harder to minimize new-hire downtime. And say the intensely competitive nature of the tech industry means companies should get employees through orientation and to productivity as quickly and efficiently as possible. While faster onboarding may give tech companies a competitive advantage, research suggests employees benefit from longer, structured onboarding processes. Knowing how long onboarding should take helps you give your employees a supportive onboarding experience, saves money from turnover costs, and builds a happy and productive employee environment. For additional help with onboarding, check out our handy guide to onboarding new employees.

10 Items to Add to Your Onboarding Agenda

By Kelsie Davis

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Job changes are stressful for new hires, but they're not simple for HR either.

Sometimes during the whirlwind of paperwork, supplies to order, and concern for the happiness of your new employee, we forget to do the little things that make a HUGE difference.

To help you help employees fall in love with your organization, we've teamed up with HR specialists and put together an agenda of sample items not to overlook during onboarding.

How long should onboarding last?

More than a day. Typically, the industry says onboarding should last 90 to 100 days. We think you should break down your onboarding schedule into 4 time periods that will give your new employees a great experience.

Before The First Day:

There's a reason people make countdowns until vacations or holidays. It's because those events are exciting! Hopefully, your new hires are thrilled about their new position at your organization. To help them countdown the days, start the new employee onboarding checklist before they start working.

Send a gift

Mikaela Kiner, executive coach and CEO of uniquelyHR, suggests starting the new employee onboarding schedule as soon as new hires sign the offer letter: "Once your candidate accepts, send a welcome card or gift, even if it's something small. In the past, Starbucks was known to send coffee and a CD, and Amazon sent "book bombs"—hand-picked books that the candidate was sure to enjoy."

A small gift or note helps you build your employer brand. New hires are still developing their expectations of your organization, and letting them know you're thinking about them helps them anticipate great things in their employment future. This confirms to them that they made the right choice by picking your company.

Get the paperwork signed

You can also build your employer brand by showing new hires your organization is, well, organized. Cara Silletto, the founder of consulting firm Crescendo Strategies, says, "Have them do the HR paperwork before they arrive, so you can focus on introducing new hires to key leaders, the culture of the organization, the building itself, and their new team."

Tools like electronic signatures enable you to get all the paperwork taken care of before your new employees get to work. And this will help you focus on more important things on day one.

The First Day:

It's the day they've been waiting for: the first day of their new, exciting job. Now it's on you to make it all they hoped it would be. (Don't panic! You've got this.) Here are a few things you should be sure to do on day one:

Set up a welcoming workspace

Picture this: a vacant desk covered with dust and a mountain of new-hire paperwork. Does that look welcoming? Of course not. Instead, make your new hire's workspace comfortable.

Urbanbound's CEO and co-founder, Michael Krasman, says, "Our new hires are met with a card from our leadership team, a water bottle, a t-shirt, and box of chocolates. It doesn't have to be anything extravagant, but a small gift can go a long way toward helping new employees feel welcome."

Even if you don't have the budget for a welcome package complete with gifts, you can certainly put together a card and a package of office supplies they'll need anyway. And at the very least, you should have your new hire's desk set up.

"Have the workspace ready and tidy. Include basic office supplies, a copy of your employee handbook, and log-in instructions," suggests Kiner.

The rest of their first day will go much more smoothly if new hires have a comfortable, set-up space to do be in. Whether you go the extra mile and provide little gifts or simply make sure everything is plugged in, clean, and working, creating a welcoming workspace is vital on the first day.

Do introductions

Often, the only people your new hire knows at the company are the recruiters and/or hiring managers. And those may not be the people he or she will be working with on a day-to-day basis. Starting the day off with some introductions will help him or her feel like a member of the team.

Kiner suggests using a welcome email with "a few lines written by her about who she is and what she likes to do. This will speed up the process of everyone getting to know each other." Self-onboarding software will gather all the information you need for a Welcome Email and send it out to any group or the entire organization. Just knowing simple things like hometowns or favorite vacation spot can help employees break the ice more quickly.

Introducing your new hire to the team is the easier introduction. What's more difficult is helping acquaint new hires with the rest of the team. The rest of your team only has to remember one new person. Your new hire could potentially meet dozens of teammates on his or her first day—and that can be a little daunting.

To help ease those introductions, Marci Lauber, Partner at Gilman Partners, suggests HR should "provide a cheat sheet of who's who in the company. It will allow the employee to 'study' on his [or] her own and not feel embarrassed about asking who an individual is."

You want new hires to feel comfortable on their first day. A large part of that is feeling comfortable with the people they're working with, and facilitating lasting introductions is a vital part of that.

Buy lunch

With all the newness of a first day, new hires shouldn't have to worry about packing a lunch or finding a group to grab grub with. Let them know that lunch will be provided by the organization.

Amber Vaughn, new hire concierge at Atlantic Bay, says at her organization, "The new hire's lunch is provided and they get to chat with their manager one on one during lunch to ask any job specific questions and to build on their relationship."

It's tough to build real, relaxed relationships on first days when pressure and anxiety are high. Lunch helps facilitate those relationships in a relaxed atmosphere.

The First Week:

After the first day, onboarding is about setting employees free to do their own work. Start pointing new hires to the people who they should lean on for support as they get up and running.

Manager

Managers should be trained to help new employees succeed on their teams. After lunch on the first day, encourage managers to continue developing a relationship with new employees so they will feel comfortable working together. Tell new hires what issues they should take to managers and the help they can expect to receive from their manager.

Mentor

Lauber suggests organizations should "provide new employees with a mentor. Just having someone to go to with organizational questions will make their lives easier." A mentor in the same department can help with questions that might feel uncomfortable to discuss with managers (e.g. "Do people in our department ever take long lunches?" or "Any suggestions for bringing up a concern with our manager?"). Mentors can also provide workplace friendship—which is vital to employee satisfaction.

Others

New hires should likely meet with a lot of new people in their first week. That way they'll know who to contact if they can't connect to the internet, or who to work with to change benefits elections (etc.). Kiner suggests creating an onboarding plan for new hires that includes key people to meet and recommended trainings. That way, your new hire will know who and where to go to for help.

The First Month to Six Months:

Even though you're mostly out of the onboarding picture after the first week, there's vital feedback to give and get during the first six months on the job.

Schedule Regular Check-Ins

These can be formal or informal. What's vital is that you know whether or not your new employees is engaged. Kiner says, "After 90 days your new hire may not seem new anymore but remember it takes a year to get fully settled in. Continue quarterly check-ins and make sure there's time to connect informally

for coffee or outside of work." She suggests working on goals, giving feedback, and seeing if there is anything your new hire needs to succeed.

Onboarding Feedback

The first few months after onboarding is a great time to get feedback on the process. "Ask if he has any questions, is stuck on anything, and if there were any surprises. Remind her that you appreciate her fresh perspective and [ask] whether she has any suggestions. New folks can also give you great tips to improve the onboarding experience so don't hesitate to ask," says Kiner.

For a better first day, make sure you make time for the little things in onboarding. Getting paperwork signed before new hires start, buying lunch on the first day, introducing hires to the right people, and remembering check-ins are great ways to make a lasting first impression. Add these tips to your onboarding checklist for a better experience.

10 Powerful Onboarding Activities You Need to Try

By Tori Fica

You've spent weeks screening resumes, interviewing candidates, and negotiating an offer; the new hire is scheduled to start.

Now what? Onboarding.

As an HR smarty pants, you already know how important effective onboarding activities for new hires are to your organization. Here's a few stats for you to chew on:

–86% of new hires decide whether to stay or leave within the first six months

–69% of employees are more likely stay at an organization longer than three years if they had a good employee onboarding experience

–Employees in longer onboarding programs gain full proficiency 34% faster than those in the shortest programs

This is kind of a big deal. Excellence in onboarding cuts down on turnover, secures top talent, boosts productivity, and paves the way for each new hire to start off fully engaged.

Chances are your organization already has a regular onboarding schedule. But that doesn't mean there's no room for improvement. Organizations across the country are finding unique ways to engage their new hires right from the start. We looked at the top onboarding activities from SilkRoad's 2017 Strategic Onboarding Survey. Some you may already be doing, while others may be brand new. But when onboarding has such an impact on your workforce, it's worth optimizing. Check out the ideas below:

1. Filling out forms before the first day of work

While the majority of employers *(81 percent)* have new hires fill out the necessary forms before their first day, it's worth mentioning as a best practice.

You don't want to bog down a new employee's first day on the job with hoops to jump through. Instead, automate these steps with employee self-onboarding software.

2. Conducting informal calls or emails to keep enthusiasm high

Nothing kills enthusiasm quicker than radio silence.

If recruiters or hiring managers were in consistent contact during the hiring process, they should maintain that connection through a new employee's first day.

3. Scheduling in-person meetings

Another way to stay in touch before a new hire's start date is to schedule another face-to-face meeting.

This is a great opportunity for employees to get to know their managers better than they would in the hiring interviews.

4. Making introductions to future coworkers

Workplace friendships and positive team relationships can be a huge boon for employee engagement and retention.

Give your new hire a brief intro to the team they'll be joining, and get those friendships started off on the right foot.

5. Sending flowers or welcome gifts

To some organizations, this strategy may seem excessive.

But it could be a good way to communicate your company culture and set a precedent for how you treat employees. And no one can deny that sending flowers would leave quite an impression!

6. Sending to lunch invitation with company owners

SilkRoad found that the majority of C-suite executives are only occasionally or minimally involved in their organization's onboarding activities.

But giving employees the chance to interact with the CEO could help them feel valued and understand how their work contributes to the bigger picture.

7. Finding out a favorite snack then providing it on first day

The way to anyone's heart is through food, isn't it?

Making sure you have a bag of honey-roasted peanuts or a king-size Twix is an easy way to make that new hire feel instantly comfortable.

8. Sending invitations to meetings

Sometimes a simple invitation goes a long way.

Instead of sending a dry calendar notification, try extending a personal invitation to attend initial meetings.

9. Setting up a Skype call

If you're onboarding remote employees who will never set foot in the office, you face a different set of challenges.

Start early in building a personal relationship with these employees to boost their engagement from afar.

10. Sending supplies to home office

This is another great strategy for remote employees.

Since they won't be coming to a physical office, invite them to create their "new workspace" with special office supplies or custom desk swag.

Have you tried any of these onboarding activities for new hires already? Does your organization do something unique for new hires? Let us know in the comments below.

Nail your onboarding process with BambooHR's employee self-onboarding software.

Improve Onboarding with a New Hire Survey

By Kelsie Davis

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So, you've heard the clarion call: It's time to improve your onboarding process. Or maybe you've already made some changes but want to know whether or not they're actually making a difference. What's next?

Well, the simplest way to find out what is and isn't working in your process is to ask recent new hires with an onboarding survey. Our HR team started doing this recently and has had great success. With a bit of planning, you can use a new-hire survey to ask thoughtful questions that will help you get crucial feedback for improving your onboarding process.

What are the benefits of an onboarding survey?

The feedback you get from sending an onboarding satisfaction survey can help you improve your organization in many ways. Here are a few we've seen:

Better Onboarding: This one seems like a no-brainer, but we can't overstate the importance of effective onboarding. Studies (ours included) have proven that effective onboarding is tied to increased employee connection, culture integration, performance, engagement, job satisfaction, and more. So, by improving one process, you can make huge improvements across the organization.

Reduced Turnover: While this is likely due to multiple HR efforts and not just the onboarding survey we give new employees, BambooHR has reduced turnover

by 30 percent in the past year. Getting early feedback from new employees can help you make changes that will keep them around and improve onboarding and the workplace for future new hires.

Better Employer Brand: An onboarding survey can notify you of issues and give you time to make changes before negative reviews make it to other candidates. That's important, because candidates trust their fellow employees three times more than employers to provide accurate information about working conditions. At the end of our onboarding survey, we ask candidates to leave a Glassdoor review so that we can 1) get more feedback and 2) tell prospective employees what it's really like to interview and work here.

While feedback should be sought and welcomed all over the organization, feedback about onboarding might be some of the most important. New hires are in a delicate stage of employment, and ensuring that their experience is the best possible is crucial.

How can I distribute my new-hire survey?

You could send your onboarding satisfaction survey the old-fashioned way, via email or even on paper, but there are much better and easier tools. We use Google Forms for our onboarding surveys. We're able to get anonymous responses and analyze all of one respondent's answers or look for trends by checking out all responses given for each individual question. Plus, it's free.

What should I consider when creating my onboarding survey?

While it's great to find examples of effective post-onboarding surveys, you have to take the time to create and implement a survey in a way that's unique to your organization. Our HR team took BambooHR's unique factors into account when creating our onboarding questionnaire:

Recruiting Key Performance Indicators (KPIs) and Goals: Our recruiting team has identified the KPIs that show whether they're effectively meeting business goals. Some of the questions in our survey help them figure out whether they're hitting these KPIs and their goals. How's that for strategic HR?

Company Values: Your company's values should give you a decent idea of what kind of experience you want your new employees to have. Use your onboarding satisfaction survey to gauge whether or not the values are being lived and instilled in new hires.

Specific Industry and Hiring Market: It's likely that some of the response options in our survey (like Utah-based institutions KSL and BYU Bridge) won't mean anything to you or your new hires. That's because they're very specific to our hiring market. When creating your survey, make sure you think about the unique factors in your industry or area and include relevant questions that will help you navigate these spaces more effectively.

Your new-hire survey is your opportunity to improve one of the most impactful processes in your organization: onboarding. Take the time to think through what's important to your recruiting team, organization, and unique market. Doing so will help you create an onboarding questionnaire that's best suited for your organization.

While putting the questions together may feel slightly daunting, creating a new-hire survey can help you improve your onboarding process and reap many benefits. Plus, after you've created the survey, sending it out is easy. To give you some ideas and set you on the right direction, here are the questions BambooHR includes in our onboarding satisfaction survey:

BambooHR's Onboarding Survey Questions

1. How did you hear about BambooHR prior to being hired? Check all that apply:

> *Friend or family member (NOT a BambooHR employee)*
>
> *Friend or family member (who IS a BambooHR employee)*
>
> *Billboard*
>
> *Media/News Sources*
>
> *Used BambooHR software at a previous company*
>
> *A recruiter reached out to me*
>
> *Other*

2. When did you apply to BambooHR?

3. Where did you research BambooHR before/during the hiring process?

> *I didn't research BambooHR before or during the hiring process*
>
> *BambooHR's website*
>
> *Glassdoor*
>
> *LinkedIn*
>
> *YouTube*
>
> *Facebook*
>
> *Media/News Sources*
>
> *Other:*

4. Where did you FIRST see the job ad for your current position?

Job search on Indeed

Job search on Glassdoor

Job search on Craigslist

Job search on SimplyHired

Job search on BYU Bridge

Job search on KSL

BambooHR careers page

My friend/family member shared the job ad directly with me

A recruiter reached out to me

Other:

5. If you viewed our Glassdoor page, how much of a factor did it play in enticing you to apply to BambooHR? (Rank 1-6)

When I read the job ad...

6. I clearly understood what the job responsibilities were. (Rank Strongly Disagree-Strongly Agree)

7. I clearly understood the qualifications necessary in order to be successful in the role. (Rank Strongly Disagree-Strongly Agree)

8. I got a good sense of what the culture is like at BambooHR. (Rank Strongly Disagree-Strongly Agree)

9. I got excited about the position. (Rank Strongly Disagree-Strongly Agree)

10. I was unsure of what the job responsibilities really entailed. (Rank Strongly Disagree-Strongly Agree)

11. It was easy for me to determine whether or not I was qualified for the role. (Rank Strongly Disagree-Strongly Agree)

12. The advertised benefits motivated me to apply. (Rank Strongly Disagree-Strongly Agree)

13. I clicked through these links in the job ad (check all that apply):

Link to Glassdoor page

Link to Inc.com article about "No Workaholics"

Link to "What it's like to be an Account Executive"

Link to the "Financial Peace University" video

Other:

14. Submitting my application was easy and intuitive. (Rank Strongly Disagree-Strongly Agree)

15. Please explain your answer to question 14:

16. After applying and throughout the interview process, the recruiter I worked with was responsive and kept me updated. (Rank Strongly Disagree-Strongly Agree)

17. Did you complete a HireVue video interview prior to being interviewed in person?

Yes

No

18. Did you have an initial phone screen/interview prior to being interviewed in person?

Yes

No

19. How did the office tour with a recruiter impact your perception of BambooHR?

20. What general feedback do you have about your office tour experience?

In order to answer the questions in this section, think back to any face-to-face interviews (either in person or via video conference) you had with us prior to being hired.

21. The hiring manager helped me feel comfortable during the interview. (Rank Strongly Disagree-Strongly Agree)

22. The hiring manager asked me open-ended questions. (Rank Strongly Disagree-Strongly Agree)

23. I spoke for the majority of the time during the interview. (Rank Strongly Disagree-Strongly Agree)

24. The hiring manager spoke for the majority of the time during the interview. (Rank Strongly Disagree-Strongly Agree)

25. I sometimes felt like I had to guess what the hiring manager was thinking in order to answer a question. (Rank Strongly Disagree-Strongly Agree)

26. The hiring manager seemed comfortable in the interview setting. (Rank Strongly Disagree-Strongly Agree)

27. The hiring manager seemed positive and optimistic in the interview setting. (Rank Strongly Disagree-Strongly Agree)

28. The hiring manager asked good follow-up questions after I responded to questions. (Rank Strongly Disagree-Strongly Agree)

29. The hiring manager seemed uncomfortable and out of his/her element during the interview. (Rank Strongly Disagree-Strongly Agree)

30. The hiring manager made me feel uncomfortable during the interview. (Rank Strongly Disagree-Strongly Agree)

31. If your hiring manager made you uncomfortable, what caused the discomfort?

32. During the interview, the hiring manager painted an accurate picture of what my job responsibilities actually are today. (Rank Strongly Disagree-Strongly Agree)

33. The hiring manager clearly explained what benefits would be available to me as a BambooHR employee. (Rank Strongly Disagree-Strongly Agree)

34. The hiring manager seemed passionate about BambooHR's culture and mission. (Rank Strongly Disagree-Strongly Agree)

35. Compared with my actual experience as a BambooHR employee, the hiring manager accurately described BambooHR's culture. (Rank Strongly Disagree-Strongly Agree)

36. I was given enough time to think before answering a question.
(Rank Strongly Disagree-Strongly Agree)

37. After the interview, I was even more excited about the job opportunity.
(Rank Strongly Disagree-Strongly Agree)

38. Were you asked any questions that felt irrelevant to the job?
If so, what question(s)?

39. Were you asked any questions you didn't like? If so, what question(s)?

40. Please provide any additional comments/feedback about your experience interviewing with a hiring manager: