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# The curious case of new joiners' attrition

*How Rajesh, the HR Head identified the root cause for attrition and took corrective action.*



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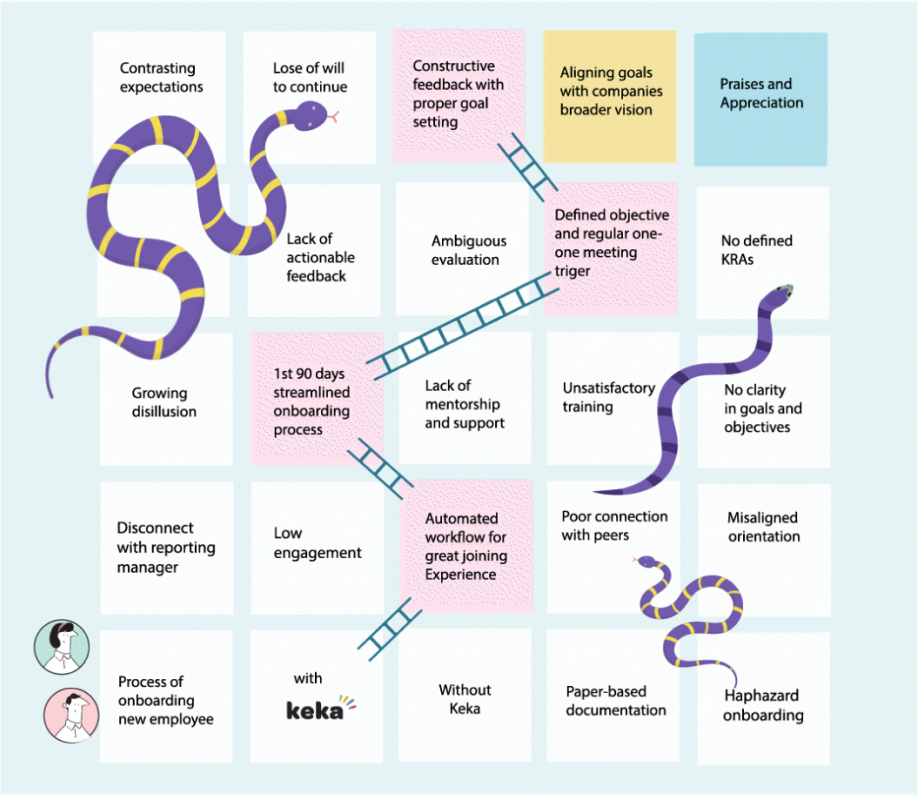
# Business expansion comes at a price




The work dynamics over the past few years have changed drastically, especially for the IT services industry; The transition to work from home (WFH) model severely impacted the employees both from a personal as well as a professional perspective.

The work from home dynamics have blurred geographical boundaries and opened a new set of opportunities. Expanding to new markets was a no brainer for many organizations. The new business opportunities led to an exponential increase in employee headcount, overwhelming the organizations.

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**Rajesh – Head, Human Resources** at a reputed IT firm faced challenges due to the transformed work dynamics and business expansion at his organization.

Rajesh had joined the team of just 30 employees and scaled it to 278. He built a dynamic HR team of 5 people working full-time alongside 4 Interns who helped to scale this human capital growth.

During this journey he had overcome numerous challenges, but this time it was different. His team got fully engrossed to enable a remote working environment. Coordinating for the logistics came as a huge problem for his team as 40% percent of their time was dedicated for just follow-ups with the stakeholders. They hardly had any time to think about taking feedback or casually talk to the employees.

While his organization started to adjust to the new normal, new Businesses opportunities opened. They focused on expanding and serving the US, Southeast Asia and Middle east Markets while keeping India as a hub for their core operations. This led to an increase in demand for resources and resource requests were raised regularly across all teams in the organization.

## The hiring spree

*Offer letters were rolled out left, right and center*

Rajesh and his team did not have proper tools and processes in place, but the hiring had to be ramped up. The team started to screen the candidates, and 30+ interviews were scheduled on a weekly basis across multiple departments. The offer letters were rolled out left, right, and center and new candidates were joining in batches. The entire situation was overwhelming for Rajesh and his team, they were working hard to cope with the new business priorities.

It was now the time to

## 'Face the music'

*40% of the new joiners left within 1 year of joining.*

Rajesh and his team were working tirelessly to meet the new requirements but ramping up hiring started to take a toll on the entire department.

As a result, they were unable to work on critical aspects such as engaging employees, ensuring proper workflows being followed, hierarchies etc. Nearly 40% of the new joiners resigned within one year of their joining and some of them even left before 90 days. These stats were astonishing for Rajesh, it was a reminder to slow down and fix things before they totally went out of control.

Discovering

## What went wrong

*Engagement was identified as a challenge, and a futile attempt was made at solving it.*

Rajesh started to dig deep into the issue, he spent significant time on collecting feedback and he made it a point to be on most of the exit interviews. Furthermore, they sent survey forms to a sampled set of 8-10 people and analyzed the responses. Based on the qualitative and quantitative responses, there were three major problems that he identified

1. New joiners found it difficult to adapt to the new work culture. Most of them didn't even know the complete nature of the organization's business.

2. There was barely any communication with the employees prior to their joining. This caused a mild tension among the candidates on the authenticity of the company and their joining.

3. Lack of recognition was leading to disengaged employees. Employees did not have a platform to share feedback.

Rajesh realized that the newly onboarded employees had no way to connect and understand the culture of the company. Employees who left within one of their joining neither saw their office space nor their colleagues in person. There was a huge disconnect among the remote working employees that resulted in growing negative sentiment and new joiners' attrition. Discovering this, the HR team organized regular townhall sessions to get employees acclimatized with the company's story, culture, and ethos. The townhall sessions helped to a certain extent as the founders addressed a lot of issues but building a connect and adjusting to the style and culture of the org was not easy.

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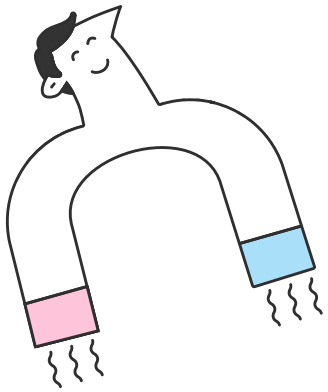
# A compelling need. A building aspiration.



*It was now time to fix the broken processes and build a sustainable model of enagegement.*

Rajesh knew that engaging employees and building a positive work culture is essential in extracting the best out of employees but driving this with a remote work model was very challenging.

Rajesh knew that engagement is not a one-time thing, there needs to be consistent effort with proper feedback mechanism for them to truly drive it, So, his team came up with the below set of activities

1. Have a steady process for collecting feedback regularly from multiple teams
2. The need more channels for driving informal/fun interactions between the employees across all departments.
3. Top management should regularly interact with the employees both in a formal and an informal manner.
4. They wanted to create a culture that would promote peer-to-peer recognition.

But the HRMS platform at his organization was merely equipped with attendance tracking and payroll processing tools. It was not capable of handling the challenges and requirements of the new work conditions.

So, the team started to explore tools that will help them achieve their new tasks. They came up with Survey Monkey for creating surveys, Emails from top management to employees, third party employee reward and recognition platforms to promote recognition. But, Rajesh knew that having a specific tool for solving a single challenge will double their efforts and the adoption would be low.

More than ever, he felt that there was a need for a single platform that would empower his team to conduct all the activities that his team has planned to drive engagement. Though his requirements were clear, the pertinent question on his mind was, ‘How can we achieve this?

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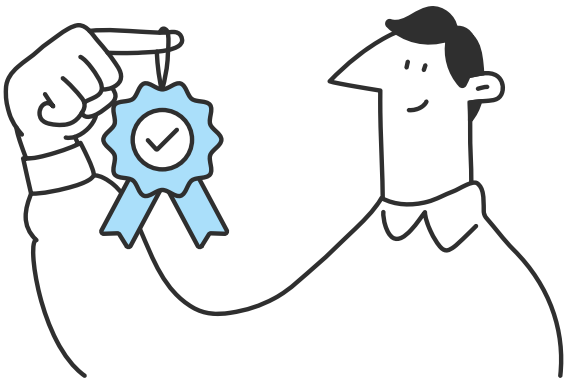
# How Rajesh's aspiration was transformed into a reality

*A consultative approach*



Rajesh had discovered Keka HRMS platform through the recommendation of a colleague.
The team at Keka had consulted Rajesh and his team to understand their requirements in detail and find a sustainable solution.

The team emphasized on the fact that Employee Experience for any company starts right from the recruiting phase i.e. communicating with the prospective candidates, scheduling interviews and most importantly onboarding the employees. Engaging and empowering the employees pre and post-onboarding while ensuring they connect with company's culture and values remains a huge challenge to be conquered for Rajesh.

## Translating needs into high-level requirements

1. Transform the employee pre-onboarding experience for the new hires.
2. Build a process to regularly collect feedback.
3. Connect and effectively engage newly onboarded employees.
4. Drive a positive company culture with a remote team.

The solutions experts at Keka, formulated a step-by-step plan to transform the engagement experience. They provided Rajesh and his team with the required tools and platform that would help them build a Positive Company Culture and effectively engage the employees remotely.

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# Solution overview

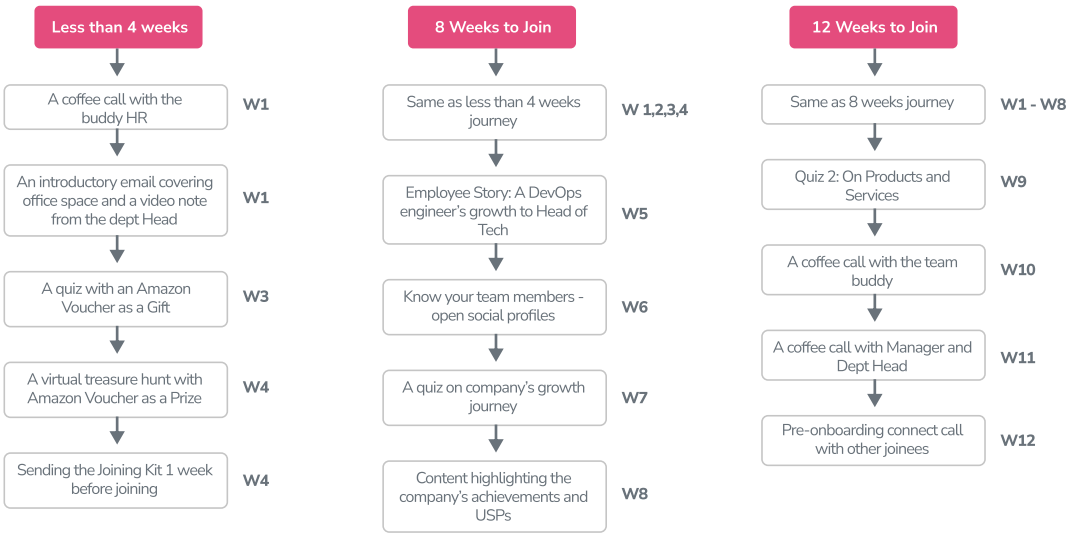
1. Effective engagement during pre-onboarding
2. Engaging new and existing employees:
    - Employee social profile
    - Organization specific social wall
    - Polls and surveys
    - Gamifying recognition

# Solution implementation

*Effective pre-onboarding engagement*

Engaging the candidates prior to joining remains a critical component for the talent team to make them join the organization, any lapse here leads to employee considering other options.

Rajesh and his team had designed two engagement strategies based on the joining time of the employees.




- **For candidates with an onboarding time less than a month**: The team planned to send an automated campaign of 4 emails every Saturday.

- **For candidates with onboarding time more than a month**: The team planned to send a drip campaign of 4 emails every Saturday. The aim was to acclimatize the employee with the organizations work, culture and ethos in a fun way.

  Rajesh's team did not have to spend a lot of time drafting the emails as pre-built templates were available in the system. A few minor edits and they were good to go. Automated emails helped the HR team to work on the emails once and they were good to go.

**The quiz:** Furthermore, the team had organized quizzes every three days. The quizzes were about the organization and the team sent them via automated emails to the candidates. The cherry on top was the incentives given for winners of every quiz.

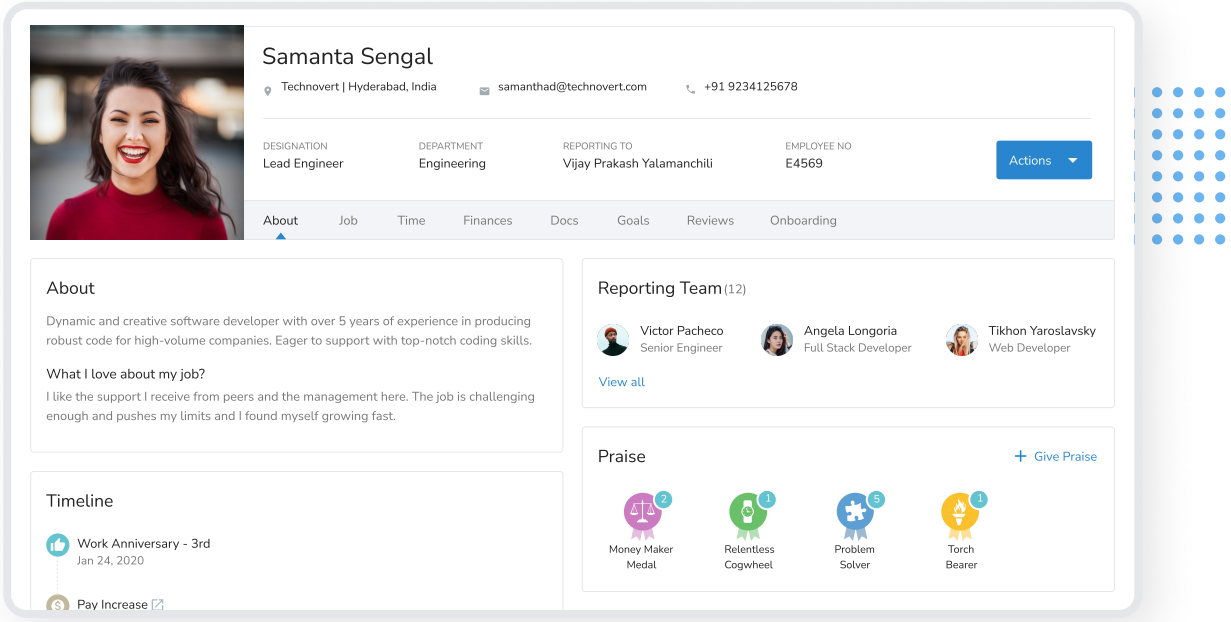


# Engaging new and existing employees:

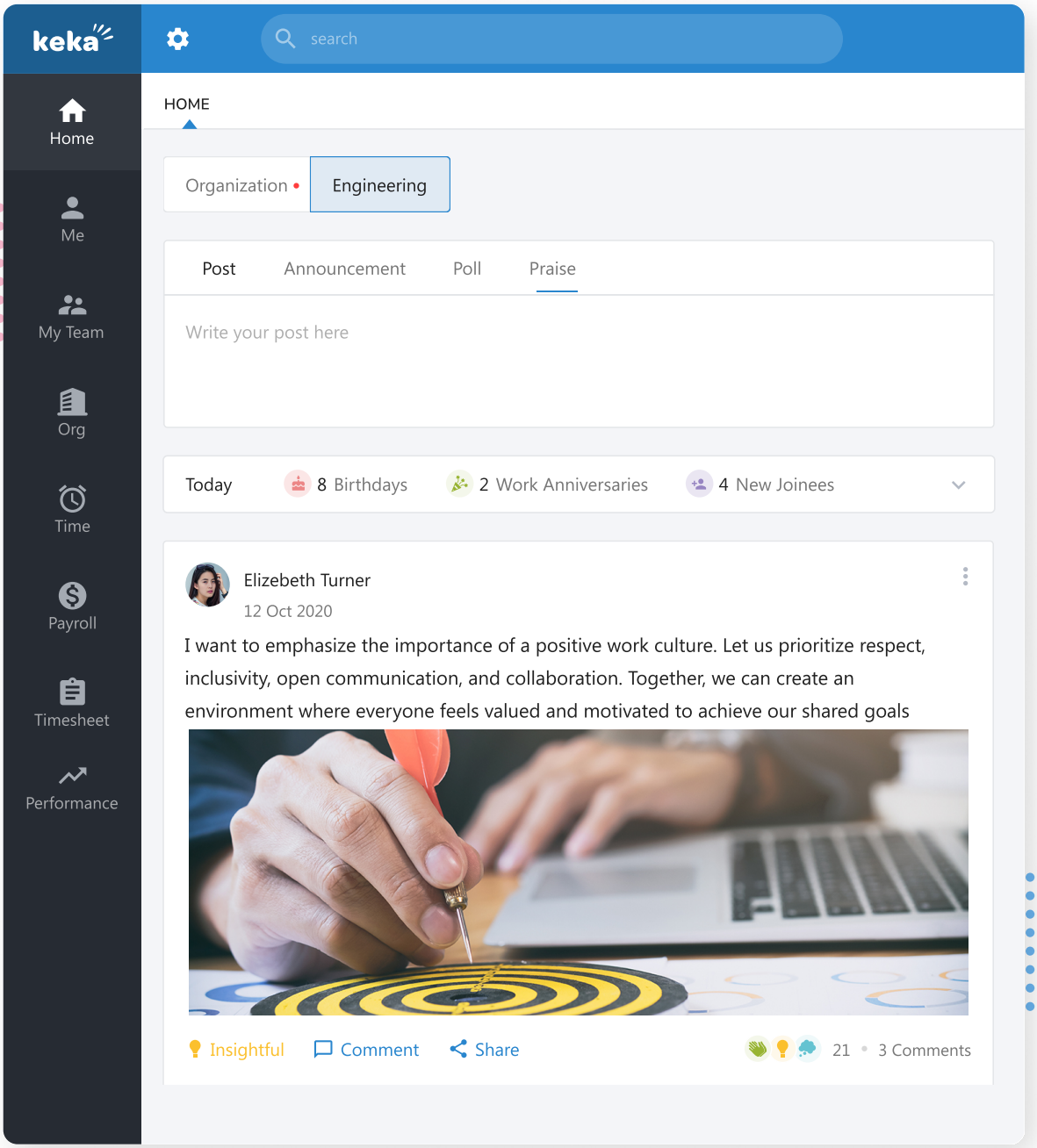
The HR team was enabled with the following tools to drive engagement. The engagement module is equipped with Employee profile page, Social Wall, Articles, Polls, Surveys and Gamified Recognition for employees.

a. **Employee social profile:** The employee profile section helped the employee feel more connected with the organization. The profile contains information such as profile pic, experience, hobbies, interests and many more aspects where employee can show his persona. It served as a platform through which employees could know more about each other, find mutual interests, and more.

   Co-workers could give praises and badges to the new hires. All of these are reflected on their profile.



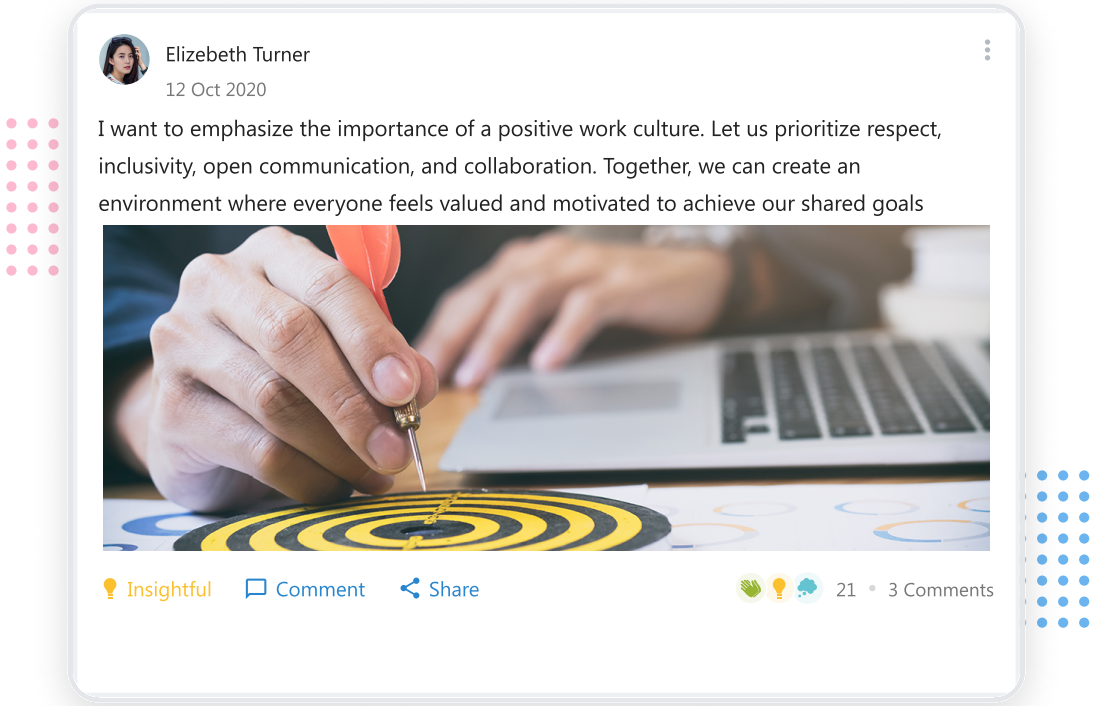
**b. Organization specific social wall:** The private social wall was the key for the HR department to engage the employees. The social wall enabled the management to post articles, polls, surveys, and praise good work done by employees and engage them effectively.



**c. Engagement with articles:** he HR department and the top management at the firm actively posted articles on the social wall. These articles reflected the core values and philosophies of the company.

One such articles on ‘fueling one’s passion’ shared by the CEO on the Social wall got hundreds of likes and gave a sense of direction for the employees.

The consistent posting of these articles was crucial in making the employees aware and get them aligned with the core values of the organization.



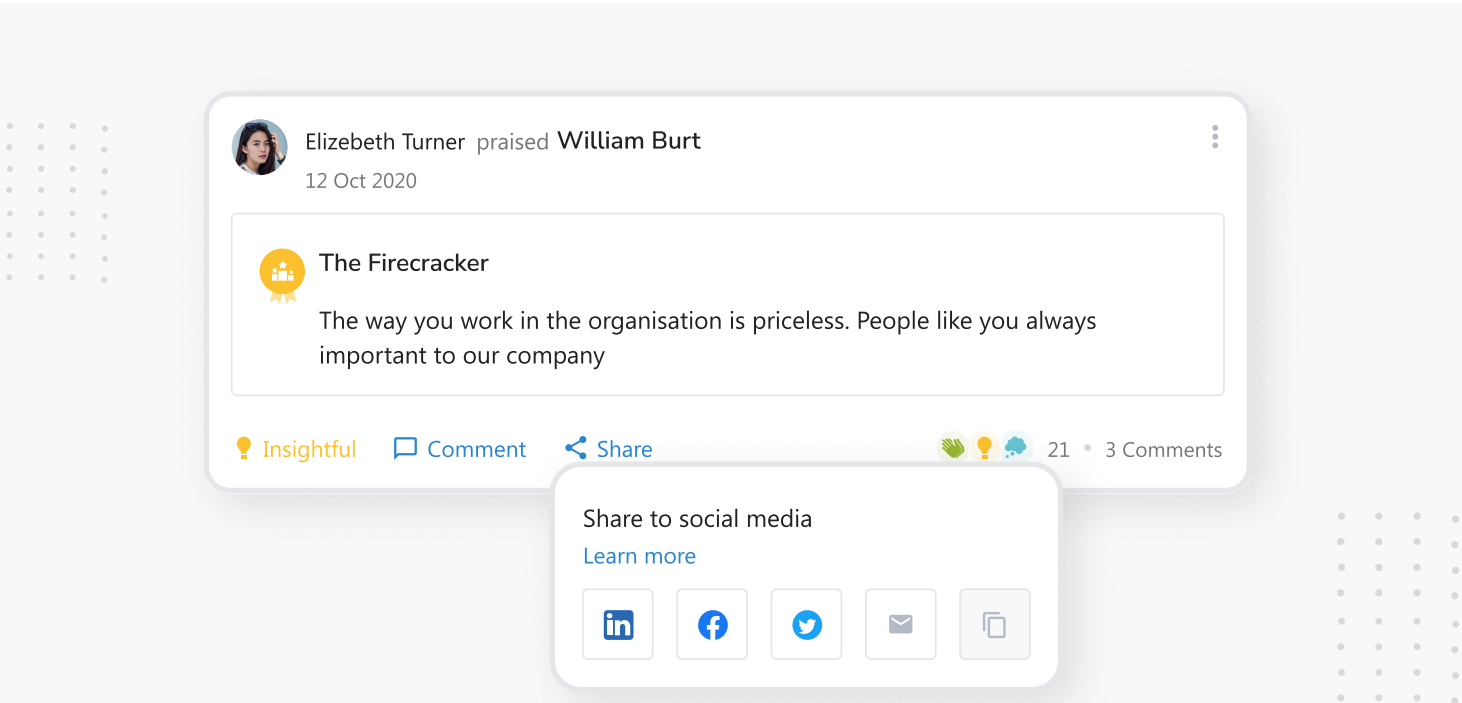

**d. Polls and surveys (anonymous):** Feedback plays a key role in ensuring that there is no gap between expectations and reality among the employees. The HR department created and posted timely polls and surveys which ensured that the employees’ view was taken into consideration before formulating any policy.

The polls were created and sent to entire employee base and sometimes they were directed to a specific set based on the departments and hierarchy.

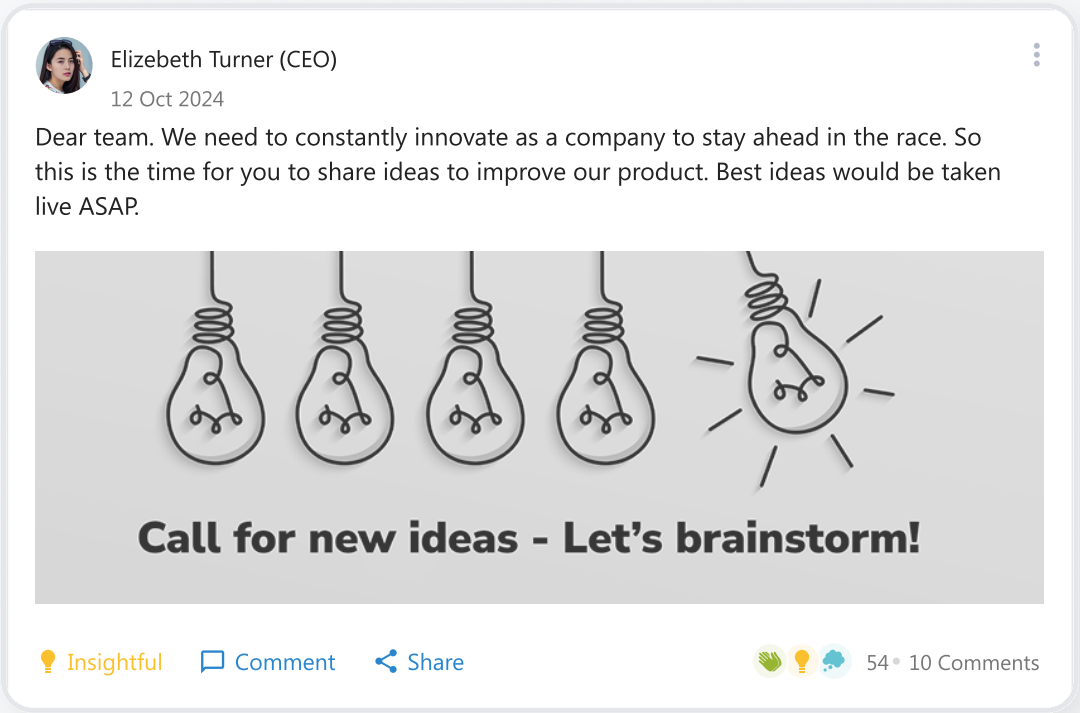
These polls were completely anonymous, and this encouraged the employees to provide honest feedback.

e. **Gamifying recognition:** Social recognition has great potential to drive employee motivation. Rajesh and his team were provided with a great way to recognize the efforts of high-performing employees and highlight them with the use of Badges.

The Badges are reflected on the employee profile page, giving them a sense of recognition and honor. There was a silent craving for the badges and new employees were driven to perform well owing to constant accolades they were receiving in the initial days.




d. **Solving challenges together:** The Social wall provided the employees with a smart and sensible way to express the challenges they faced and seek solutions. The diversity of views recorded by the employees helped the company to cut down on time to solve critical challenges.




The **new service offering** came from a challenge posted by the COO of the company and a customer success team member suggested that there was a constant problem faced by the clients and the company can provide a solution easily just by adding 2 new set of features in an existing module.

The concerned product manager was very much convinced, and the feature was developed in a jiffy. Later the sales strategist suggested that this can be bundled as a new service offering altogether. This series of events were triggered by one small requirement from the COO. Rajesh and his team could see that their efforts started bearing fruit; the attrition among the new joiners reduced by 50% the consequent year. It's time for them to stay on the course and keep at it.

**Experience the engagement module**

Reach Out to US!

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