Using Surveys to Evaluate Staff Onboarding Experiences: Pandemic to Present

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Background of the Problem:

In 2018 the UCCC Clinical Trials Office (CTO) established an onboarding program consisting of:

- An onboarding binder of resources;
- Videos on core research topics;
- Dedicated preceptors for each new employee;
- A competency checklist to be verified by a supervisor to exit orientation.
- 1 FTE Educator position in CTO

As COVID restrictions took effect, it became unclear how well these processes translated into remote/hybrid setting.

Goals to be Achieved:

- October 2020 UCCC CTO administered a confidential staff onboarding survey using REDCap.
- Goal was to learn how welcomed employees felt and how satisfied employees felt with onboarding

Solutions & Methods Implemented:

- All new employees hired between October 2020 to March 2022 (N = 40) received an invite to participate in the REDCap survey.
- 29 new employees completed a survey (73% response rate)
- Comments were received from 62% (18/29) of all respondents and were used to evaluate pandemic impact.

Outcomes:

- 45% (8/18) of respondents who provided comments cited the pandemic or the remote/in-person restrictions and general uncertainty as impacting their onboarding.

Survey Item - Welcomed	Average Score	5	4	3	2	1
How well do you think you fit in UC Cancer Center's culture?	4.32	55%	23%	23%	0%	0%
How welcomed do you feel in UC Cancer Center?	4.41	64%	18%	14%	5%	0%
How welcomed do you feel in your team?	4.59	73%	18%	5%	5%	0%
I understand my organization's goals.	4.64	73%	23%	0%	5%	0%
I have a clear idea about what is expected of me at this job.	4.23	45%	32%	23%	0%	0%
The job is what I expected it to be.	3.91	36%	32%	23%	5%	5%
I feel like I have all the tools and resources to perform my job	3.77	41%	18%	23%	14%	5%
My role so far matches the role description provided to me.	4.23	50%	27%	18%	5%	0%
I am feeling productive.	4.00	27%	50%	18%	5%	0%

Survey Item - Resources	Average Score	5	4	3	2	1
UCCC Overview Personal Set Up	3.91	36%	36%	9%	18%	0%
Campus Tours	3.50	27%	32%	18%	9%	14%
Detail Dept. & Research Overview	3.82	36%	32%	9%	23%	0%
Trainings	3.95	36%	32%	23%	9%	0%
Systems (Complion, OnCore)	3.82	36%	27%	18%	18%	0%
Credentialing	3.86	32%	36%	18%	14%	0%
Resources	4.14	45%	32%	14%	9%	0%
Personal	4.14	50%	18%	27%	5%	0%
How satisfied were you with the onboarding in general?	4.00	36%	32%	27%	5%	0%

Outcomes Continued:

- Unsurprisingly impacts of pandemic restrictions were also reflected in low satisfaction with campus tours and job expectations scores (36% & 27%)
- New staff felt very welcome in their teams (73%)
- Most understood UCCC's goals (73%)
- New staff had only moderate satisfaction with the training/resources/onboarding provided (45-36%) it is unclear how much of this is reflective of the pandemic versus the need for program refinements

Going Forward:

To help increase employee satisfaction and improve the effectiveness of onboarding as we continue to work in a mixed-modality office we are:

- Moving onboarding resources online (into Canvas) along with developing competency quizzes to better communicate and evaluate training expectations to staff.
- Clarifying our career ladder to better define role expectations.
- Revising the survey to provide dedicated questions on individual's prior research experience, work modalities challenges and refine definitions of key terms such as "resources."
- Developing employee-driven engagement committees to involve remote/hybrid/in-person staff equally in identifying opportunities to connect and learn from colleagues.

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