Category: Training and Career Development – Work in Progress

Using Surveys to Evaluate Staff Onboarding Experiences: Pandemic to Present

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1. Background
In 2018 the University of Cincinnati Cancer Center clinical trials office (UCCC CTO) established an onboarding program consisting of an onboarding binder of resources; videos on core research topics; dedicated preceptors for each new employee; and a competency checklist to be verified by a supervisor to exit orientation. As COVID-19 restrictions took effect, it became unclear how well these processes translated into a remote/hybrid setting.

2. Goals
In October of 2020, a REDCap survey for staff in onboarding was implemented by the CTO. The intent was primarily to learn how welcomed employees felt and how satisfied they were with their onboarding. This survey was confidential but not anonymous.

3. Solutions and Methods
All new employees hired between October 2020 and present (n=40) were provided with the survey. Responses from 29 employees were received (73 percent response rate).

4. Outcomes
Survey results were compiled as a summary table of average scores and ratings in aggregate across all respondents. Questions were scored on scales of "1 - not very welcomed" to "5 - very welcomed"; "1 - strongly disagree" to "5 - strongly agree"; and "1 - extremely dissatisfied" to "5 - extremely satisfied."

COVID Onboarding Impact
Comments were received from 62 percent (18/29) of respondents. Of those, 45 percent (8/18) of respondents cited the pandemic or the remote/in-person restrictions/uncertainty as impacting their onboarding.

CTO Culture, Goals & Job Expectations
- 73% (4.59 average) felt "very welcomed" in their team
- 73% (4.64 average) "strongly agreed" that they understand the organization's goals
- 55% (4.32 average) thought they fit into UCCC's culture "very well"
- 41% (3.77 average) "strongly agreed" that they felt like they have all the tools and resources to perform their job successfully
- 36% (3.91 average) "strongly agreed" that this job is what they expected it to be

CTO Onboarding Satisfaction
- 45% (4.14 average) were "extremely satisfied" with resources
- 36% (4.0 average) were "extremely satisfied," with onboarding in general
- 36% (3.95 average) were "extremely satisfied" with trainings
- 36% (3.82 average) were "extremely satisfied" with systems, department, and research overview
- 27% (3.5 average) were "extremely satisfied" with campus tours

5. Lessons Learned and Future Directions
Our survey data demonstrated that new staff felt very welcomed into their teams, understood UCCC's goals and had moderate satisfaction with training/resources/onboarding provided. Unsurprisingly, almost half of respondents who provided comments indicated their experience was impacted by the pandemic, which is also reflected in low satisfaction with campus tours and job expectations scores.

Going forward the CTO will move onboarding resources online (into Canvas) along with developing competency quizzes to better communicate and evaluate training expectations to staff. We are clarifying our career ladder to better define role expectations. We will revise the survey to provide dedicated questions on individuals' prior research experience and work modalities challenges and refine definitions of key terms such as "resources." Finally, we will use employee-driven engagement committees to involve remote/hybrid/in-person staff equally in identifying opportunities to connect and learn from colleagues. We believe these changes will help increase employee satisfaction and effectiveness of onboarding as we continue to work in a mixed modality office.

Figure:

Average Score and Ratings by Survey Item

Survey Item - Welcomed	1-not very well, 5 very well; 1-not very welcomed, 5-very welcomed; 1-strongly disagree, 5 -strongly agree					
	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 successfully.	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	1- extremely dissatisfied, 5 - extremely satisfied					
	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%