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Improving Employees Induction Experience By Developing IT Onboarding Process

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This thesis inspects the IT onboarding process in the case company and explores the possible means to enhance the new hires onboarding experience. Originally, IT onboarding process intends to supply primary IT equipment and services to newcomers; namely to ensure that the enlisted personnel have received their desktops or laptops, usernames, emails, and have access on business applications on day-one work. On the contrary, a considerable delay has been noticed in the process and abundant complaints have been received from employees about the service. Consequently, this has led to staff dissatisfaction and a significant waste of time and money for the company.

The thesis employed the case study model as a research approach. During the current state analysis phase, the data were collected via multiple channels; interviews, discussions, questionnaires, and a documents review. The findings illustrated that the major constraints in the process are due to management and other factors, such as the hiring process, supply chain process, and internal service level agreements. Accordingly, the selected literature topics for further examination were agility, employees’ engagement, supply chain, and Information Technology Infrastructure Library (ITIL). In addition, the study was reinforced with two best-practice examples; one is an international organization and the other is a local rival.

The outcome of the thesis is an improved IT onboarding process structured in accordance with the stakeholders’ requirements and existing knowledge. Furthermore, some recommendations are suggested for other processes and factors that are affecting the concerned process.

Keywords
- Process Improvement
- IT Onboarding Process
- Hiring
- ITIL
- Agility
- IT Supply Chain Process
- Employees’ engagement.
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### Acronyms

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<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AED</td>
<td>Emirati Dirham</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive Office</td>
</tr>
<tr>
<td>CxO</td>
<td>A Chief Office</td>
</tr>
<tr>
<td>DOP</td>
<td>Devolution of Power</td>
</tr>
<tr>
<td>ERP</td>
<td>Enterprise Resource Planning</td>
</tr>
<tr>
<td>HPSM</td>
<td>Hewlett Packard Service Manager</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resource Management</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>ITIL</td>
<td>Information Technology Infrastructure Library</td>
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<tr>
<td>ITSM</td>
<td>IT Service Management</td>
</tr>
<tr>
<td>OLA</td>
<td>Operation Level Agreement</td>
</tr>
<tr>
<td>PO</td>
<td>Purchase Order</td>
</tr>
<tr>
<td>PR</td>
<td>Purchase Request</td>
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<tr>
<td>SLA</td>
<td>Service Level Agreement</td>
</tr>
<tr>
<td>UAE</td>
<td>United Arab Emirates</td>
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</table>
1 Introduction

1.1 Overview

Information Technology (IT) has become increasingly recognized as the most vital tool for businesses of all sizes. IT has dramatically changed the lives of organizations by becoming a major business driving force. Commonly, IT is concerned with several layers of physical equipment, systems and applications that support business and decision-making. Effective enterprises focus on exploiting workforce and IT capital to make money and serve customers optimally. In fact, people and technology are the passports to success; without the proper calibers and IT resources, company will not gain any competitive advantage, or may not survive in the market. It is thus essential to retain employees and equip them with convenient IT assets.

On the other side, employee engagement is a vitally important determinant in the success equation. It begins as early as when the applicant interacts with the organization throughout the recruitment cycle. Differs from company to another, during the hiring operation, personnel onboarding activities begin. These activities are usually distributed between the firm's different departments. One of the most critical activities during employment is the IT onboarding process; it is pertained to supplying IT resources and services to newcomers, such as username and password, email, workstation, business applications access, and other IT external peripherals that are needed to perform the job.

This thesis focuses on the IT onboarding process in the case company and explores possible methods and actions to improve the current operations. Recently, a number of complaints were escalated that the process is performing detrimentally and that there is a marked delay in handling IT services to the company recruits. The visible outcome is a waste of employee’s time that contributes to bring down work spirit and leads to disengagement. Therefore, a well-designed and timely process involving all relevant partners is vital to improving the experience of newcomers and saving time and money for the case company.

1.2 Business Problem

Engagement is an ongoing process that becomes a permanent part on successful organizations. It starts with recruitment and has no definite end. Some organizations, however, consider employment procedures to be more important than people themselves. They may work on recruiting the best talents from labour market while not looking at their basic business needs, like availing desk space and supplying suitable resources for the
job. A formal onboarding process is surprisingly missing in many corporations, nevertheless, in the case company. It might take days to create the new hire username and email, and weeks, in some cases months, to deliver a desktop or laptop. Moreover, the newcomer is then required to initiate an access request for business applications that passes through a long operational cycle.

To overcome computer insufficiency, new employees usually use their personal laptops at work, which are not allowed full access to the company network for security reasons, and are therefore unable to carry out their daily tasks. Alternatively, they may receive used computers, as a temporary solution, until the company purchase new workstations. In that case, when they receive the new computer, they have to move their data to the new machine before issuing an application access requests again and go through the same operational cycle.

While the new recruits prepare themselves to start a new career in a multinational that tends to be one of the largest in the Middle East, on the contrary, this extended process affects their morale negatively through the sense of non-production and thus causes business cultural shock. Furthermore, employees tend to feel marginalized by the company and might resign after a short time. Another key factor is the time; a lot of wasted time is spent in unnecessary IT operational work and newcomers being idle for some time, which means money to the case company.

1.3 The Case Company of the Study

The case organization operates in Egypt and is part of one of the world’s leading telecom groups in the market; headquartered in Abu-Dhabi, UAE. The group operates in 17 countries across the Middle East, Asia and Africa with over 163M subscribers. The corporate’s main services are mobile voice, messaging, and internet, in addition to fixed internet and B2B solutions. The case company’s current market cap is over 132B AED ($36B). With reported net revenues of 52.36B AED ($14.28B) and a net profit of 8.42B AED ($2.29B) for 2016, it is ranked amongst the most profitable telecom groups in the world. Credit rating agencies, Standard and Poor’s and Moodys, affirmed its high credit ratings at AA-/Aa3 reflect the firm’s strong balance sheet and proven long-term performance.

The firm launched its services in Egypt in May 2007, where the market was distinguished between two telecommunication companies operating since the 1990s. In terms of market share, the case company is the second in the market by 30M subscribers, while the other two operators accounted for 35M and 28M.
The focal point of the thesis is a unit in the IT department; IT Support and Services. IT Support and Services is a sub-unit of IT Support and Infrastructure division. It is responsible for providing IT services and support to the case company’s employees.

1.4 Objective and Scope

In the present study, the issue under scrutiny is the IT onboarding process; such scope is determined because of the complaints raised by people about the significant delay in accommodating IT assets after placement. The aim is to discover the limitations in the current process and explore all possible resolutions in order to develop a robust and reliable process that solves the concerned company's problem. The target is to include all attentive parties and collect their inputs to ensure the preparation and readiness of IT services and resources for new recruits at the right time. The exploration is achieved by; first, analyzing the current IT boarding process and other processes that might interact with it, and then identifying what changes can be applied in order to reach the goal of the study.

The objective of the thesis is to propose a new IT boarding process and recommendations to other processes that may support the main goal using available knowledge and best practices, while involving teams that interact directly and indirectly with the process. The new process aims to cover the gap in the current one in order to mitigate resulted issues and save the company's time and money.

In light of the study objective, it emphasizes the following points: a) improving the IT onboarding process, b) analysis of the company’s current process. c) requirements and wishes for the IT onboarding process from all concerned teams and some selected employees. d) having a look on other factors that may support the main objective. e) exploration of available knowledge and best practices.

1.5 Key Terms

IT, Recruitment, Onboarding, ITIL, Agility, Supply Chain, Engagement.

1.6 Thesis Outline

Chiefly, the thesis is composed of five stages; each is based on its predecessor. The initial stage is to identify the purpose of the thesis; to draw out the constraints from IT onboarding process. This is carried out by adopting the case study methodology and applying qualitative analysis through discussions, interviews, questionnaires, and glancing at the company’s computer delivery status reports. Secondly, the collected data is analyzed and evaluated in order to detect the causes of problems from the process, as
well as to support the selection of literature sections for examination and inspection in the next stage. Thirdly, relevant topics from available knowledge are opted for inspection; four major subjects are identified and picked out; ITIL, agility, employees’ engagement and supply chain. Fourthly, the information gathered from the previous two steps is compiled and interpreted in order to prepare and submit a preliminary proposal for the target process. Then finally, the suggested process is validated by obtaining feedback from stakeholders for review and finalization of the process.

2 Method and Material

This section outlines the research approach, design, methods of data collection and the analysis procedures employed in the thesis. Later in this section, the reliability and validity plans are elucidated.

2.1 Research Approach

There are several methods used in conducting researches and studies. One of those methods is the qualitative research, which has become a mainstream form of research in many different academic and professional fields. It is interpretative and enables the researchers to conduct in-depth studies about a broad array of topics (Yin 2011). There are several ways of doing qualitative research; one of them is the case study approach. The Case study is method a preferred strategy to anticipate in various occasions; for instance, when "how" or “why” questions are being posed, when the investigator has little control over events, and when the focus is on a contemporary phenomenon within some real-life context (Yin 2003, 1).

Yin (2003, 13) divided the case study technical definition into two parts. The first part, which is related to the scope of the study, is: “an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident”. Due to the fact that phenomenon and context are not always distinguishable in real-life situations, other technical characteristics; such as data collection and data analysis, define the second part of the definition, which is: “the case study copes with the technically distinctive situation in which there will be many more variables of interests than data points, and as one result relies on multiple sources of evidence, with data needing to coverage in a triangulating fashion, and as another result benefits from the prior development of theoretical propositions to guide data collection and analysis”. Additionally, Singh (2006, 148) stated that
Youngs defines case study as “a method of exploring and analyzing the life social unit – be that unit a person, a family, institution, culture group, or even an entire community.”

Case study research is characterized by a flexible and open-ended technique of data collection and analysis (Grinnell 1981, 302); it can include quantitative, in addition to qualitative evidence from various data sources; such as interviews, focus groups, surveys, observing, and other source types. Yin (2003, 14-15) again defined five applications where case study method can be adopted. First, to explain the complex links in real-life interventions that are complicated for survey or experimental strategies. Second, to describe an intervention and real-life context in which it occurred. Third, to illustrate certain topics within an evaluation. Fourth, to explore situations where intervention evaluation is not clear. Fifth, to be a study of an evaluation study. Moreover, the case study can be conducted with a variety of purposes; such as the presentation of individual cases or show broad generalization based on case study evidence.

From the preceding reasons and explanation, this thesis utilizes the case study as its research approach.

2.2 Research Design

The thesis embraces the case study approach as a research method. It is comprised of five main stages collectively; business problem identification, current state analysis, exploration of available literature and best practices, building initial proposal, and then collecting feedback and forming the final proposal. The project high-level plan is illustrated in figure 1 besides the outcome of each stage.
As seen from figure 1, the study is composed of five phases. It begins by identifying the business problem; it is carried out by monitoring the current process and gathering the necessary information from business stakeholders. After the problem is identified, the second stage, current state analysis, begins by collecting data from different sources through interviewing key elements in the company and discussing the subject with those who interact directly with the process, as well as reviewing related system reports as a...
type of documentation. Additionally, some new hires are surveyed to bring in their onboarding experience to the study.

The accumulated data is then mined and analyzed, and converted to convenient information for the implementation of gap analysis between the status quo and the process model desired by the stakeholders, which is the outcome of this phase. Afterwards, the gap analysis constitutes an input for the next stage, review of existing knowledge and best practices, in order to verify the feasibility of collected requirements from the previous phase. In this step, the essential topics are selected from literature available and best practices are provided for the study to synthesize information and develop a proposal that will support the case company in establishing its IT onboarding process. The outcome of the third stage is a conceptual framework used as an input for the following step.

In the fourth stage, the initial proposal is formed, taking into account the information gathered from literature and best practices on the top of stakeholders’ demands and suggestions. As a result, a drafted IT onboarding process model is established for review. Lastly, feedback on the proposed model from all concerned parties is sought for. Based on the comments received, modifications to the proposed process model are determined in order to provide the final version of the IT onboarding process.

2.3 Data Collection and Analysis

Data collection and organization are two critical elements in the research operation. Data is used to represent facts and manipulate information; it might be collected from different resources. In this study, data were mainly obtained from observation, interviews and discussions, documentation and surveys in order to develop a revamped IT onboarding process that will satisfy the needs of the case company and support in improving new employees’ onboarding experience and save time and money ultimately. This study collected data in the following procedures:

First, the internal business requirements of the proposed process were explored. It was performed by; initially observing the present process, then examining existing data gathered from a series of interviews, discussions and questionnaires conducted with selected key members of the case company, in addition to considering the internal documents for validation. Second, the current operational model was investigated through building up an insight on how the IT onboarding process operates end-to-end and then identifying the company’s requirements and expectations for the new enhanced process. In this context, the critical issues to be resolved, along with the operational and financial boundaries were highlighted. Third, related science and best practices were searched and
picked out in order to nourish the study with essential facts and techniques that support
the research in establishing the initial process model. Fourth, following the formulation
of the primary process model, it was reviewed via discussions with the stakeholders for
comments and preparation of the final proposal for IT onboarding process.

In order to establish a new IT onboarding process, this study brought together data in
the following aspect:

2.3.1 Interviews, Discussions and Questionnaires

In order to collect the business requirements and investigate the problem accurately, a
series of meetings were organized with major personnel who deal with the process in
their daily operations in the case company. Additionally, questionnaires were sent to
some newly recruited employees to seek their thoughts on the hiring process in general
and the IT onboarding in particular. Subsequently, the data accumulated from the previ-
ous steps were inspected and analyzed. The consequent analysis was the starting point
for constructing the new IT onboarding process proposal.

The interviews and discussions were centered on exploring the current IT onboarding
process broadly, spotting the limitations, and revealing the extent of its negative impact
on the business. Accordingly, high-level enhancement objectives were determined, in
addition to best-practice examples that might be a useful reference for the case company
in this regard. Details of interviews and discussions are depicted in Table 1 below:

<table>
<thead>
<tr>
<th>Data Type</th>
<th>Data Source</th>
<th>Date &amp; Approach</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group Discussion</td>
<td>IT Technical Support Manager</td>
<td>Feb. 2017 Face-to-Face</td>
<td>Explore current IT onboarding process</td>
</tr>
<tr>
<td></td>
<td>IT Hardware and Asset Senior. Team Leader</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>IT Service Desk Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interview</td>
<td>IT Budgeting Manager</td>
<td>Feb. 2017 Face-to-Face</td>
<td>Explore current IT onboarding process</td>
</tr>
<tr>
<td>Interview</td>
<td>Head of IT Operation &amp; Infrastructure</td>
<td>Feb. 2017 Face-to-Face</td>
<td>Explore current IT onboarding process</td>
</tr>
<tr>
<td>Interview</td>
<td>HR Recruitment Manager</td>
<td>Feb. 2017 Face-to-Face</td>
<td>Explore current hiring and onboarding processes</td>
</tr>
</tbody>
</table>
As can be seen from the table, fundamental stakeholders were selected based on their level of interaction with the current IT onboarding process. For example, a group discussion was held with three major process contributors; IT Service Desk Manager, IT Technical Support manager, and IT Hardware and Asset Management team leader. The IT Service Desk Manager is the process owner; acts as a focal point between HR and IT and also receives IT requests and coordinates with other divisions inside IT department. The IT Technical Support Manager is responsible for preparing and delivering desktops and laptops, as well as providing IT support to employees. Whereas the IT Hardware and Asset Management senior team leader, one of the technical support team members, is accountable for IT assets and warehouse, and acts as a single point of contact with the procurement team.

During the discussion, essential operations issues were fully disclosed and the main process constraints were evident. Consequently, the means of possible solutions, from their point of views, were solicited and noted. The questions posted during the discussion were qualitative in order to seek out their feelings and viewpoints about the current process, its weakness and strengths, as well as the role of management in improvement. The facts yielded from the discussion were the nucleus of the study, since the interviewed personnel work closely with the process and are likely to be the most affected from the IT side.

The IT budgeting manager plays a key role in operations; manages the department’s budget and represents the IT with Finance department. It was essential to involve the financial part during this phase, because the antecedent discussion had referred to monetary limitations in the organization. In this context, many inquiries were spotted and clarified during the interview, particularly those related to financial matters.

As many concerns were raised about the management role in the premise during the preceding discussion and interview, a decision maker in IT was vital to include in the
data collection phase. Thus, the Head of IT Operation & Infrastructure was chosen for an interview. The interview intended to shed more light on the reasons behind the delay in the current process and how management perceives the problem and the possible ways of enhancement both technically and financially.

At this stage of data collection, it was acknowledged that the IT onboarding process is coupled with the hiring process. Owing to the fact that HR is the owner of the hiring process, from which the IT onboarding process is driven, it was important to meet one of the HR main roles in the company in order to understand the entire employment cycle. Therefore, HR Recruitment Manager was interviewed to discuss and comprehend recruitment and onboarding cycles inside the organization. The meeting was productive; internal issues were explicitly conferred and additional problems were revealed.

On the other hand, the HR manager raised a significant concern about employees’ engagement level. It was reported that the IT onboarding process was one of the top five problems that affect employees’ engagement in the company. This was shown in the employees’ engagement survey during the last three years. The HR manager recommended to question some of the new hires – less than six months at that time – to inquire their viewpoint and how they perceived their onboarding journey. Accordingly, a questionnaire targeting them was sent to obtain the required data.

In summary, the group discussion meeting was organized with those who interfere closely with the process, particularly to gain a wide understanding of the status quo. As a result, optimal insights were acquired that formed the primary data for the study. Additionally, interviewing a financial representative was mandatory in the study; due to the assumptions that the IT budget is usually limited, which was raised in the group discussion and interviews. Accordingly, the budget issue was highlighted and discussed with the IT budget manager. Similarly, a meeting was held with the Head of IT Operation & Infrastructure to record the management point of view and acquire their needs for process improvement. After the meeting, there seems to be a compelling reason to argue that the employees’ engagement is a severe problem inside the organization.

The knowledge gained from interviews and discussions, as well as questionnaires, shed further light on the constraints of the current process and possible ways to solve them, as well as additional issues that have been revealed. A copy of the interview questions and questionnaire can be found in Appendix 1, 2, 3, 4 and 5.
2.3.2 Company Documents

Documents are a powerful source of data. In fact, they reinforce the study and bring in evidence of what has been observed and discovered. Accordingly, the computer delivery status reports are checked during the group discussion. Reports are extracted from the company trouble ticketing and request system – HPSM. The report’s figures show that during the past two years the average delivery time of desktops is three months and of laptops is six months to the new hired personnel. This evidence lends support to the claim that there is a serious lateness in hardware delivery.

<table>
<thead>
<tr>
<th>Report Name</th>
<th>Publication Date</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desktop delivery status report from HPSM</td>
<td>Feb. 2017</td>
<td>To calculate the average desktop delivery time to new hired personnel</td>
</tr>
<tr>
<td>Laptop delivery status report from HPSM</td>
<td>Feb. 2017</td>
<td>To calculate the average laptop delivery time to new hired personnel</td>
</tr>
</tbody>
</table>

*Table 2: HPSM delivery status reports*

2.3.3 Benchmark

Benchmarking is a process adopted by management, particularly in setting strategies, where the company evaluates its internal processes with respect to best practices that are usually in the same business sector. Benchmarking aids organizations to plan and enhance performance towards their programs and goals.

The next step in the study is to identify a benchmark for an existing best practice that operates in the same market and provides identical products and services. This data source is specifically a critical element in the study to ensure that the organization operates in the same environment does provide a different service level and might serve as a good reference for the case company. Accordingly, one of the rivals in the telecom market was picked out and further data was gathered from an interview with one of the IT representative in the company.

During the interview, the company’s onboarding process was discussed in general, and the focus was on its IT onboarding process in specific. Questions were asked about the specific procedures for timely delivery of IT assets to newcomers, as well as the strate-
gies adopted to engage staff from an IT perspective and the possible means of measuring and achieving them. As a result, additional insights were included in the study as a benchmark. Interview details are depicted in Table 3 below.

<table>
<thead>
<tr>
<th>Data Type</th>
<th>Data Source</th>
<th>Date &amp; Approach</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interview</td>
<td>IT Senior Technical Specialist</td>
<td>June 2017</td>
<td>Discuss the company’s IT onboarding process and employees’ engagement strategies.</td>
</tr>
</tbody>
</table>

*Table 3: Benchmark interview details*

A copy of the benchmark interview questions can be found in Appendix 6.

2.3.4 Feedback on Recommended Process Model

The proposed IT onboarding process model was initially presented to the key stakeholders in the study via email – personnel who were chosen for discussion and interviews in the prior stage. Later, a discussion was held over the phone to obtain their comments, which were exploited in the preparation of the final process model. Feedback details are reported in Table 4 below.

<table>
<thead>
<tr>
<th>Data Type</th>
<th>Data Source</th>
<th>Date &amp; Approach</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussion</td>
<td>IT Service Desk Manager</td>
<td>Oct. 2017</td>
<td>Discuss the IT onboarding process proposal</td>
</tr>
<tr>
<td>Discussion</td>
<td>IT Technical Support Manager</td>
<td>Conference call</td>
<td></td>
</tr>
<tr>
<td>Discussion</td>
<td>IT Hardware and Asset Sr. Team Leader</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Discussion</td>
<td>HR Recruitment Manager</td>
<td>Oct. 2017</td>
<td>Discuss the IT onboarding process proposal</td>
</tr>
<tr>
<td>Discussion</td>
<td>Head of IT Operation &amp; Infrastructure</td>
<td>Nov. 2017</td>
<td>Discuss the IT onboarding process proposal</td>
</tr>
</tbody>
</table>

*Table 4: Proposed Process feedback details*
2.4 Validity and Reliability

Validity and reliability are two fundamental cornerstones of the research method. “Reliability and validity are the most common and important psychometric concepts related to assessment-instrument selection and other measurement strategies” (A. and N. Kaufman 2005, 102). They are functions of the research method by which the data is collected and the source (Saunders, Lewis, and Thornhill 2009). In other words, reliability implies consistency and validity denotes research measurement accuracy. Ultimately, if considered properly, they contribute to reducing the possibility of getting wrong results in the research. According to Yin (2011), a valid study is the one that collected and interpreted its data properly, so that results are presented accurately. While reliability refers to the consistency or dependability of a measurement technique (Andrich and Leary, cited in Kaufman 2005).

Yin (2003) again determined the research design’s trustworthiness, credibility, confirmability, and data dependability by testing validity and reliability. He defined three tests for validity – construct, internal, and external – and one for reliability. First, construct validity test, is to make sure that judgments are not subjective; in other words, to establish correct operational measures for the concepts being studied. Yin (2003) recommends that the research relies on multiple sources of data and establish a chain of evidence between information. Second, internal validity test, to make sure that the research is able to measure what it targets to measure. Even though it may be difficult to define tactics for achieving optimum results, according to Yin (2003), he, however, recommends doing pattern matching and explanation building, addressing rival explanations, and using logic models during the data analysis phase. Third, external validity test is to make sure that the results from a specific research can be replicated in similar situations and that the findings can be generalized to other similar situations. Following this, Yin (2003) recommends to use theory in single case studies and replicate the logic in multiple case studies. Finally, reliability means that the procedures applied a case study can be followed over and over again ensuring the same findings and conclusions (Yin 2003). That is to say, the objective of reliability is to minimized errors and biases in the study. In this sense, Yin (2003) suggests to documenting the procedures followed in the study as guidelines for future use by building up a database for the case study.

In this essence, this thesis was validated by dealing with full range of evidence in order to gain sufficient information about the case company and its operations. The problem was observed and validated through extensive discussions and interviews with the concerned personnel in the firm. Then, Process optimization requirements were collected.
The current process model was analyzed in accordance with the guidelines and best practices. Finally, the initial process model proposal was designed before seeking the proper feedback from key stakeholders. Further, the questions raised during the discussions and interviews were logically linked to the main objective of the study in order to strengthen the validity of the study.

In the same way, in order to ensure the reliability of the study, the thesis collected its basic data from multiple resources; interviews, discussions, questionnaires, and company documents. Admittedly, a similar set of information resulted from these different sources of data, which reinforces the study.

In addition, following the requirements of the case study research approach to ensure validity and reliability of the study, all theoretical results and best practices were analyzed thoroughly before grounding the proposal.

3 Current State Analysis

The present section discusses the current status of IT onboarding process in the case company. Current state analysis seeks to lend insight into reasons for the significant delay in the provision of IT services and resources to newcomers who join the concerned organization of the study.

3.1 Study Approach for CSA

The CSA was achieved through organized and planned steps. First, an end-to-end overview of the entire process, by monitoring and interviewing principal stakeholders in the process in order to gain a broader view of operations and be able to determine where the delay falls. Secondly, the level of new employees’ satisfaction with the process was picked up via questionnaire to new recruits in order to obtain their opinion and the perception, from IT perspective, gained when they first joined the case company. Thirdly, principal documents were audited to provide confirmatory evidence of what has been observed and discussed.

Fourthly, based on the accumulated information, this section portrays an end-to-end flow chart for the entire IT onboarding process and then summarizes its strengths and weaknesses in the status quo. Finally, the study took advantage of fishbone diagram (Ishikawa) in the analysis of causes and effects and illustrates the main constraints of the process. The fishbone model was utilized, not only for its effectiveness, but also its simplicity and it can be applied to any process model. The data yielded at that stage provided convincing evidence that supported the selection of literature during the following stage.
3.2 Description of Organizational Setup

As mentioned earlier, the corporation operates in the Egyptian telecom market. It has three main premises in Cairo, in addition to over 100 retail shops across the country. The work force of the company is constructed of more than 2,000 employees. They are forming a conventional organizational hierarchy – entry and senior levels, team leader, manager, senior manager, director and CxO. The firm is composed of nine departments – IT, engineering, finance, HR, administration, legal, customer care, sales and marketing.

3.3 Hiring and Onboarding Processes

The need for the study arose from several complaints escalated by many recently hired staff about a significant delay in receiving IT resources and services after they joined the company. On the basis of the evidence currently available from data collection stage, it is apparent to suggest that the hiring process directly affects the onboarding process. Therefore, to begin and recognize the bottlenecks within the onboarding process, it was necessary to analyze the hiring process first.

The hiring process is owned by the HR department; it begins with the vacancy publishing and ends with an offer to the applicant. Afterwards, when the newcomer joins the firm, the HR requires some personal documents, which are delivered on day-one work in most cases. The Onboarding process then launches, which generally is composed of two sub-processes; Admin and IT onboarding processes. The two sub-processes rely on the hiring process in that they require the employee ID, issued by the HR system, in their request systems.

The first process, Admin onboarding, owned by Administration department, is responsible for supplying main facilities to the new hire such as desk, chair, drawer etc. Second, IT onboarding process, the core of the study, owned by IT department, is accountable for delivering IT services and equipment to the new joiner; for instance username and password, email, computer etc. Figure 2 summarizes a high-level diagram of how the three processes are linked.
3.4 IT Onboarding Process

Next step in the study was to delve further into the IT onboarding process to identify the current strengths and weakness and point to the major constraints in the whole cycle. This was fulfilled through a series of interviews and discussions with primary process interactors. At this point, a clear vision for the process was formed. Figure 3 provides an end-to-end overview of the present IT onboarding process.
As can be viewed from figure 3, the process begins when a new employee is recruited; the HR asks for the hiring documents, which are normally delivered on the day of accession. In turn, the HR adds candidate information to Enterprise Resource Planning (ERP) system, which is the central personnel database. Instantly, ERP automatically sends an email to IT that includes employee information to create a username and email. The
A trouble ticket is automatically created on HP Service Manager (HPSM); IT then takes the necessary actions before sending candidate info to the hiring manager.

Afterwards, the manager or employee is required to initiate a new computer request on HPSM. Without this request, the support team will not deliver IT assets to the user. The request then passes through a number of approvals, up to the CxO level, prior arriving IT Service Desk team. As a central point of contact for IT support, the IT Service Desk validates the request before forwarding it to IT hardware team. Alternatively, if the request misses information, the IT Service Desk returns it back to the issuer to fix and the cycle has to start anew.

In most cases, the IT hardware team is out of computer stock, consequently, the employee takes a recycled desktop or laptop, if available, as a temporary solution until the new computers batch arrives. In other cases, used workstations are not available, alternatively the person tries to overcome the hardware unavailability problem by using his or her laptop to do the job. Similarly, access to business applications goes through the same process; the user opens an access request on HPSM, IT validates it and then takes the proper action. Another key fact to remember is that all requests performed on HPSM necessitate the employee ID number generated from the ERP system.

3.5 Fishbone Analysis

At this stage of the study, the IT onboarding process was comprehended properly; however, further investigation is needed to pinpoint the major constraints in entire cycle. In this essence, the technique of cause and effect was embraced in order to discover the root causes of the problem precisely. The fishbone structure diagram was drawn by administering the “5 Whys” tactic in the data collection phase. Figure 4 shows the fishbone diagram and illustrates major causes for the problem.
A closer look at the figure indicates that there are a number of reasons behind the prolonged process. However, it seems that two primary constraints have a greater impact; the hiring process and the computer supply chain process.

In fact, the primary bottleneck is the hiring process; due to the fact that HR demands the recruitment documents from the applicant that are probably delivered on day-one work. Later after validating the papers, the HR enters jobholder information into ERP system and officially the person becomes a staff member. This is a prerequisite step for the following requests since they require the staff ID generated from ERP. At that point, the onboarding process starts, which tends to commence belatedly for initiating facilities and IT requests, and thus the upcoming actions are already overdue.

The second constraint extracted from current state analysis is the hardware availability. With further investigation, the problem appears to be in the computer supply chain process and that it tends to be rigid and not lean enough to satisfy business needs. In addition, management had established what is called a “devolution of power” (DOP) document. This document defines and states the approval limit of each managerial level in the procurement process. Each level cannot approve a procurement request if it exceeds...
the assigned limit in the document. For example, when the organization needs to purchase products that worth half-million Pound and above, the CEO must sign the procurement request (PR). After that, the procurement team is requested to send the PR to at least three suppliers. Furthermore, a committee is required to be formulated, according to the DOP, from several departments within the company to evaluate vendors offering. The committee then meets each vendor separately to discuss and negotiate the offer. Subsequently, when a specific supplier is selected, the committee shall report to the CEO with recommendations for final the signature. Eventually, the contracting team pursues to establish an agreement with the chosen supplier.

Correspondingly, the same rule applies when the firm purchases IT equipment. Commonly, the total cost exceeds half-million Pounds because the company usually buys computers once a year, and thus the PR goes through this tedious cycle. Moreover, the chosen dealer probably does not have the number of machines requested in stock, and thus products are manufactured in China initially and then delivered to the company at a later stage, which usually takes of six months on average. Consequently, additional time is added to the entire procurement cycle that leads to supplemental tardiness in the supply chain process.

3.6 IT Onboarding Process Analysis

The earlier reasoning suggests that the process has some merits and hindrances. In the light of that level of the study, strengths and weakness of the process are recognized and advertised below.

3.6.1 Strengths

In the view of CSA evidence, four strengths were acknowledged in the IT onboarding process. First, the process is fully controlled by the owner, IT, with specific boundaries. This eliminates grey areas that might occur with other processes and conflicts that may result with other teams. Second, in terms of information security, the process secures the company from irrelevant access on business applications. Since the request cycle passes through several approvals from different levels, according to each access request, so that not to grant unnecessary connection to the wrong user. Third, the process is partially automated, which helps in minimizing the total handling time of the request. Lastly, the process underpins budget control in the organization. In other words, it protects the firm financially by requesting a committee formulation and CEO approval for procurement of big orders.
3.6.2 Weaknesses

In total, five major issues were spotted in the IT onboarding process. Initially, the cycle appears to be protracted because of the extended service level or operational level assigned at some points of its cycles. To give an illustration, some IT support teams assign illogical operational level for tasks that could be carried out in much lesser time. For instance, the computer delivery service level is five working days, which is illogical. Secondly, many unnecessary approvals are required that extend the overall request cycle. Moreover, some approvals do not have specified service level, like the CxO’s approval.

Thirdly, it appears that some of the IT support tasks are repeated at certain stage. Because there are no new computers in stock, IT support prepares a temporary machine for the employee instead. Later when the new machine arrives, the same activities are performed again – operating system and applications installation, as well as business application access permission – in addition to transferring employee data from the old to new desktop or laptop. Fourthly, with the lack of IT resources, the candidate is likely to remain unproductive for some time, might be several days or weeks, which means wasting time and cost for both the workforce and the company. That being the case, employees tend to lose their own spirit of work and are more likely to be disengaged eventually. Furthermore, they tend to feel marginalized by not adding the value they expect to add to the company and might resign after a short time of employment.

“I had to use my personal laptop for two months until I got a laptop from the company. I could not even join the company’s network for security reasons, which took me extra long time to perform my daily tasks”. A questionnaire (one of the employees 2017, personal communication, March).

3.7 Key Findings from CSA

The purpose of the CSA is to discover the reasons behind the long time consumed to supply IT services and deliver computers, either desktops or laptops, to newcomers who have joined the case company. The CSA findings were processed from the data in interviews, discussions and questionnaires. The responses were then combined together, the cause and effect methodology was applied, and the process was analyzed end-to-end. The concerns derived from interviews, discussions, and questionnaires are listed in table 5.
<table>
<thead>
<tr>
<th>Team</th>
<th>Concern / Problem</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>- Currency fluctuation.</td>
</tr>
<tr>
<td></td>
<td>- Machines’ warranty to start early.</td>
</tr>
<tr>
<td></td>
<td>- Want to control the procurement cycle.</td>
</tr>
<tr>
<td>IT Support Team</td>
<td>- Are required to deliver computers to employees without having the proper stock.</td>
</tr>
<tr>
<td></td>
<td>- Always deal with dissatisfied customers (employees).</td>
</tr>
<tr>
<td>New Employees</td>
<td>- Have to use their personal laptops, which does not make sense for them.</td>
</tr>
<tr>
<td></td>
<td>- Face unexpected issues and lose their work spirit.</td>
</tr>
<tr>
<td></td>
<td>- Usually give up engagement with time.</td>
</tr>
</tbody>
</table>

Table 5: Concerns observed from CSA

On logical grounds, there is no compelling reason to argue that the most important observation remarked in the CSA is staff dissatisfaction, which may eventually leads to disengagement, for both new and current employees. An intangible component is normally difficult to measure; the resulting financial effects is less likely to be assessed. In fact, the management in the case company, however, tends to worry about cash flow and control of the budget rather than other aspects. Because of the currency fluctuation in the country, management refuses to spend in advance, in their viewpoint, on goods that could be purchased later on. In other words, they believe that there is no urgent need to purchase IT assets in an early stage; hardware could be procured when employees join the organization officially. Similarly, executives prefer not to have assets stock in the warehouse and at the same time, their warranty already started to count without actual use.

Following these authority claims, the IT support team is overwhelmed with new computer requests that cannot be fulfilled due to the shortage in hardware stock. Not to mention that they have to handle unsatisfied customers that turns workplace into stressful environment. Besides that, the data gathered in surveying new employees gives the certainty of this issue. Another fundamental evidence to consider is that after checking out the case company’s computer delivery status report during the past two years, it showed that the average delivery time of a desktop is three months and of a laptop is six months. Give that, results derived from the CSA confined the literature needed to examine in the following phase.
4 Review of Existing Knowledge

This section confers the theoretical foundation of the study. Existing knowledge has been selected based on findings derived from the current state analysis phase. According to weaknesses of the process that need to be addressed, the relevant literature has been examined in order to draw a conclusion that will support the case company in problem solving. Topics like agility, supply chain, and employees engagement were picked out, in addition to Information Technology Infrastructure Library (ITIL) in that it focuses on aligning IT services with the business needs, particularly that the focal point of the study is an IT service. Further, best practices were introduced from successful organizations, both globally and locally, to benchmark and assess the service provided.

4.1 Recruitment Process

Recruitment is the process when an organization advertises its opportunities and information to the labour market in order that it attracts the quantity and quality of potential employees it needs to fulfill according to human resource plan (IQN 2017). Thus, the aim of the recruitment process is to create a pool of suitable candidates who are qualified, skilled, with appropriate experience and personal qualities, then the best one is selected and hired. For this reason, organizations usually spend huge budgets, time, and effort seeking the qualified applicants. Nevertheless, recruitment is not just about finding the best talents; one of the management top priorities might be to keep jobholders and avoid losing them particularly in an early stage of joining the company. Alternatively, the time and cost spend on recruitment and selection is completely wasted.

According to the 2012 Allied Workforce Mobility Survey: Onboarding and Retention sponsored by Allied Van Lines, companies lose a quarter of all new hires within a year, and many other new hires never reach target productivity level (Mota 2016). Holbeche (2015), additionally, says that organizations usually struggle to attract and recruit best talents; however, many often lose new hires within weeks. “Turnover can be as high as 50 per cent in the first 18 months of employment” (Holbeche 2015, 172). Gretchen Alarcon, vice president, human capital management strategy at Oracle, adds “… 90 per cent of staff decide whether to leave a firm in the first six months, a new hire’s first 24 hours are critical” (Alarcon 2008, 16). Further, Rice, Marlow and Masarech (2012) assert that the sole purpose of an onboarding process within the first 90 days is to transform a normal employee to an engaged one.
To sum up, organizations spend huge budgets to attract and hire best talents, while several surveys indicate that most of corporations tend not to tap this power source, notwithstanding the case company does the same. As a result, enterprises do not get the best out of their employees; in fact, they might lose many of them. These results amply confirmatory evidence that in order to save time and money, organizations should undertake retaining their workforce.

4.2 Onboarding Process

Onboarding, known also as organizational socialization, is the process of helping new hires adjust to social and performance aspects of their jobs quickly and smoothly (Bauer 2010, 1). Another broader definition by Welcome (2017, 36) “... is the process of bringing employees into new organizations and roles and ensuring that they have what they need to be successful and productive in the shortest amount of time”. The definition assumes that the onboarding process addresses newcomers’ needs; typically, one of those necessities is to have basic resources that help them perform the job they were hired to do and be fully productive. Therefore, onboarding tends to be significant in order to ensure that the new hire has become acclimated to the business, is likely to deliver the performance requirements, and is willing to remain with the company.

Bauer (2010) anticipates that onboarding lies in the HR context and that it should always be a priority for HR department. In fact, onboarding process should not be processed in silos or from only HR perspective. On the contrary, however, the trend today in many organizations is that the responsibility of the onboarding cycle is shifting from HR to hiring managers. Actually, altering process ownership from HR to other areas dilutes accountability and the process eventually mislays consistency and sustainability (Bauer 2010). This tends to be occurring in the case company; onboarding process is shared between Administration and IT departments with no actual intervention from the HR side. Accordingly, neither divisions is accountable to measure the process, determine its KPIs or work to improve it and thus responsibility and ownership of the process are totally lost.

One strategy recommended by Pritchard (2006) in the 101 strategies for recruiting success is onboarding; is “a sound employee retention program begins the moment each new employee reports for his or her first day of work”. Pritchard (2006) advises that the new employee’s workspace should be ready for day-one work; equipped with a computer that has been set up with the appropriate software, email and printing capabilities. Accordingly, a successful onboarding process helps the organization to develop an happy
contributor; it conveys organizational brand, culture and values to aid newcomers integrate into the corporate quickly and effectively.

On the other side, onboarding activities require budget; without a proper financial plan, organizations may not be able to achieve satisfying results. "Companies that budget for onboarding programs had higher levels of retention, productivity and new hires who developed into corporate leaders and influencers". Mota (2016, 6) revealing the importance of financing the process. In consequence, if leaders appreciate the employee lifecycle and development, they would plan budget to implement onboarding strategy.

In summary, onboarding is a critical process; it helps newcomers overcome the entry stress experienced upon entering an organization. Therefore, preparing a proper budget and organizing a robust program prior newcomer’s arrival will lead to a motivated worker able to increase productivity and be engaged, and reduce the risk of unplanned organizational exit.

4.3 Agility

Maintaining competitive advantage in the market is a constant prospect for corporations. In fact, many organizations reform themselves in order that they pursue that target, while others persist rigid to change. Agility is one of the most optimal methodologies that helps firms jump accelerated steps in their business journey. Heisterberg and Verma (2014) define business agility as "... innovation via collaboration to be able to anticipate challenges and opportunities before they occur". That is to say, it is the ability of an organization to both create and respond to inconstant business environment.

Meredith and Francis (2000) suggest that organizations who adopt agile policies and procedures will be able to respond to frequent and unpredictable change whilst meeting customers’ specific requirements, and accordingly score competitive advantage over rivals. In fact, in order for an organization adopt agility, it is required to employ various methodologies; however, the foremost initiative that might be needed to start with is to have an agile management system; otherwise, it is useless.

A successful management system is a people-oriented system; it is progressive and proactive in chasing their goals and objectives, in addition, it values customers and employees (Owusu 1999). In this regard, Denning (2016, 15) laid out agile methodologies as "... involves values, principles, practices, and benefits and are radical alternative to command-and-control-style management – are spreading across a broad range of industries and functions and even into the C-suite". Denning defines ten challenges for agile imple-
mentation; one of them is the management mindset “… to make the transformation, senior leaders must learn and practice a holistic and complete set of a new mindset and skills, and apply them to design a wholly new, agile organization architecture and culture” (2016, 17). The available evidence from prior stage points to that executives in the case company seems to lack the agile mindset, in addition to the complex organizational structure that creates rigidity.

To conclude, agility has become one of the chief means that helps corporations to cope with a spontaneous market and deliver what customers expect. However, agility is unlikely to support without adopting mentality. Agile is primarily a mindset; in fact, it needs strong inspirational leadership. Consequently, the principal step towards excellent customer service is to serve local customers first efficiently.

4.4 ITIL

Information Technology Infrastructure Library (ITIL) arranges a framework of best practice guidance for IT Service Management (ITSM) and is the most widely used and accepted approach to ITSM in the world (Rudd 2004). The core of ITIL consists of five publications; each addresses means that directly affect the service provider’s performance. Those publications are Service Strategy, Service Design, Service Transition, Service Operation, and Continual Service Improvement as shown in figure 5. (Case and Spalding 2007).
Ordinarily, IT is a service department; offers various kinds of services to customers company’s internal employees. Lloyd (2011) defines the general term of a service as: “a means of delivering value to customers by facilitating outcomes customers wasn’t to achieve without the ownership of specific costs and risks”, whereas he defines IT service as: “a service provided by an IT service provider. An IT service is made up of a combination of information technology, people and processes. A customer-facing IT service directly supports the business processes of one or more customers and its service level targets should be defined in a service level agreement. Other IT service, called supporting service, are not directly used by the business but are required by the service provider to deliver customer-facing services” (2011, 13).

The preceding definition highlights some terminologies that might be necessary for service providers to recognize. For instance, customers; the top term that require to be defined. Primarily, the company might need to specify whom actually it serves. Next, service level target is a significant term considering that it is the quantified objective set by management to be attained; it reflects the quality level of services provided (Lloyd 2011). Targets are assumed to be set by management according to the business requirements; thus if the direction is to accommodate remarkable services, then it is advised that targets should be clear, unambiguous, and SMART – specific, measurable, attainable, and
timely, so that to be measured easily. Subsequently, *Service level agreement (SLA)* is a mandatory term in that it defines the agreement between service provider and customer; service level targets should be defined in the SLA (Lloyd 2011).

Without SLA, it is difficult to measure the service performance and thus the entire company’s performance is highly impacted. Likewise, operational level agreement (OLA) is an agreement between the IT service provider and another entity in the organization. Consequently, OLA is critical considering that it might affect the provided service and the end customer (Lloyd 2011).

The primary purpose of ITIL continual service improvement module is to continually align IT services to business needs by identifying and implementing improvements to the services that support business processes (Case 2007). In this context, if organization concerns about its business, customers and services, particularly internal ones, it is more likely that it applies the module and begins with internal processes and employees.

On the other hand, one of the principal processes defined by ITIL in the service design module is the supplier management. The supplier management process ensures that the suppliers and the services they provide are managed to support IT service targets and business expectations (Lloyd and Rudd 2007). Thus, the purpose of the supplier management process is to attain the return on investment from suppliers and attempt to ensure that they operate according to the objectives included in their contracts and agreements to achieve business needs within SLAs (Lloyd and Rudd 2007). Following the definition, the basic concept suggests building up a contract with the company’s suppliers, particularly the prime ones. Further, if the organization is going to align its strategic goals and build long-term relationship based on mutual trust and information flow, it is then recommended by the ITIL service design partnering the relationship. “Both parties derive benefits from partnering. An organization progressively more value from a supplier relationship as supplier’s understanding of the organization as a whole increases …” (Lloyd and Rudd 2007).

To summarize, ITIL modules target to enhance IT services in organizations. The foregoing ITIL literature abound with importance of setting appropriate service and operational levels as well as the benefits of partnering with IT suppliers. This study regards to define service level target and service level agreement, owing to their direct effect on customers and enterprise’s accomplishment ultimately.
4.5 Computer Supply Chain Process

A prime objective of effective customer service strategy is to enhance customer retention. Not to mention that the basic essence of any supply chain process is to try to match supply and demand. In this study, the customer is drawn to be the employee and supplier to be the IT vendor. “Ultimately the success or failure of any business will be determined by the level of customer value that it delivers …” (Christopher 2011, 29). Thus, the company that delivers more customer value is likely to be more successful and therefore has competitive advantages over other players in the market. Higgins (1998) points out that customer value and customer satisfaction are not disconnected (Higgins, cited in Setijono and Dahlgaard 2007). In fact, rewarding customer service generates customer satisfaction, which in turn leads to customer loyalty and retention.

Basically, the purpose of supply chain management is to provide the level and quality of service that the customer needs. From that perspective, it is believed that the role of customer service is to consider time and place utility in the transfer of goods and services. In other words, there is no value in the product until it is in the hands of consumer at the time and place required. The literature thus suggests that if a company appreciates its workforce, it is more likely to offer them better services in a timely manner. Additionally, Christopher (2011) defines marketing classically as it is the process of getting and keeping the customer, whilst he asserts that in practice, most organizations focus on getting customers rather than keeping them. Similarly, companies are keen to hire best talents in the market, whereas many ignore the processes for retaining them.

On the other side, IT vendors play a vital role in the supply chain process; they shape almost half of the entire process. Large organizations tend to align their interests with other firms in the supply chain (Lee 2009). That kind of alignment unifies everyone’s objective in the chain – to deliver the best service to customers. A Cooperative agreement is one form of mutual collaboration with suppliers, especially the IT ones. When the company shares the demand with its IT providers, it is most likely to act as an optimal step towards availing IT resources promptly when needed and thus foster customer experience, which in turn leads to loyalty and long-term relationship with personnel.

All things considered, it seems plausible to assume that revalue customers and considering enterprise agreements with prime suppliers are prominent in supply chain literature. By all means, those two critical elements will perform a massive move towards IT onboarding process enhancement if deemed by the concerned organization.
4.6 Best Practices

The objective of this part of the study is to demonstrate practical examples of other successful organizations on how to induct newcomers. Two examples are selected for illustration; one is an international organization and the other is a competitor in the local market.

4.6.1 IBM

IBM, one of the leading IT organization in the world, in the late 90s and early 2000s, management recognized that the firm is growing fast and it is thus crucial to reconstruct the onboarding process in order to accommodate new employees efficiently. IBM realized that new hires have different needs and therefore created a new concept ‘Assimilation Process’; a new induction process that is consists of three steps; affirming, beginning, and connecting. The new IBM philosophy behind the assimilation process is that much money, time, and resources are spent on recruiting and hiring that it is essential to hang onto new employees (Bauer 2010).

The first step in the assimilation process, affirming, occurs prior to the candidate’s start date and includes welcoming the new employee, preparing a workstation and assigning a coach in order to introduce the newcomer to the company and give him or her orientation. Second is the beginning step, begins during the employee’s first 30 days, which includes completing the paperwork, introducing to the team, and making sure that any needed resources are available by the manager. Lastly, is the connecting phase, which takes place during the employee’s first year and involves making sure that things are on track and that the employee understands IBM culture and becomes fully integrated with the company system (Bauer 2010).

In fact, with assimilation process in place, IBM has become a proactive onboarding organization. It has successfully fully addressed the four onboarding building blocks; compliance, clarification, culture, and connection. Actually, only 20 percent of organizations achieve this level (Bauer 2010). Even though it is not easy to develop strategies for a service that will lead to improved competitive performance, the most challenging task is to put that strategy into action, which IBM startlingly accomplished.

4.6.2 Local Rival

The organization is one of the leading multinational telecommunication enterprise worldwide. It has been operating in the Egyptian market for nineteen years. During the current state analysis phase, an interview was held with one of the corporate IT support team
members in order to get a closer look on how they manage their induction cycle and also understand how they accommodate employees from IT perspective. Primarily, the process starts once the candidate signs the contract with the company; the HR adds the person’s information to ERP system including a note on the start day. The system then notifies both Administration and IT Service Desk teams in order to proceed with related services preparation. In this way, IT Support has convenient time to arrange the needed hardware in order that the jobholder starts work immediately. The employee does only new applications request when he or she joins the organization, which has rational operational level. Significantly, HR is the owner of the hiring process as well as the onboarding. HR, thus, measures the service level, generates the needed KPIs, performs enhancements, and follow up with Administration and IT departments in order to maintain an effective and efficient service.

“Our company emphasizes the same quality of service at any office around the world”. A phone call (IT representative 2017, personal communication, June).

Additionally, as a multinational, the corporate practices the same service level standard in all of its offices worldwide. The company has established an enterprise agreement with a hardware provider to supply its IT resources. To that end, the company uses a portal, at predefined discounted prices, to select and request the hardware model and quantity and then issue a direct purchase order (PO). This partnership has helped the company to deliver new computers to new hires on time and fulfill the procurement cycle with minimal consumed time.

4.7 Conceptual Framework for IT Onboarding Process

At this point of the study, after inspecting the process of IT onboarding in the current state analysis phase and then exploring the available literature, in addition to checking the best practice examples, this step synthesizes the information that was collected earlier in order to form a conceptual framework. The conceptual framework will act as a primary step for building up the study proposal in a later phase. Primarily, two main pillars were considered when developing the framework; time and people. Figure 6 below describes the sketched conceptual framework.
Cost is one of the most important elements in any business; simply, it is the price of organizing a company. In fact, most organizations manage to calculate tangible costs, like labor, material, overhead etc.; however, many are not able to compute intangible costs, like time, unhappy employees, hiring a replacement etc. Business experts believe that time is money; the more prolonged the internal processes are, the higher the intangible costs and the less likely a company achieves its targets expeditiously. Another key fact for executives to consider is that they cannot manage what they cannot control, they cannot control what they cannot measure, and they cannot measure that they cannot define.
As illustrated from the figure, time and people were mainly considered owing to their direct impact on cost. The cost of recruiting people tends to be much less than that of maintaining them. Nevertheless, time tends to be not seen as an important factor in the case company. This was crystal clear in the long OLAs and approval cycles, in addition to the extended procurement cycle. In this essence, the literature chosen to remedy the time aspect in the enterprise addressed agility, supply chain cycle, and ITIL topics.

On the other hand, people, organizations’ foundation, tend to be disregarded in the case firm. However, effective strategies are more likely to focus on people, not other aspects or even job descriptions. In fact, employees are the company’s passport to success; the key lies in the recognition of workforce that it should be the heart of the business to ensure their loyalty and engagement, and maximize their retention. This leads to a long-term relationship between the company and personnel, and eventually eliminate unplanned recruiting expenses.

For those reasons, the researched literature subjects were about the ITIL framework, supply chain, organizational agility, and workforce engagement. Finally, best practice examples, both globally and locally, were introduced to the study to benchmark the business performance and reinforce the outcome.

5 Building the Proposal

This part of the thesis combines facts extracted from the foregoing stages together; findings of the current state analysis and the conceptual framework, and describes steps of setting up the draft in order to build the initial process outline rationally.

5.1 Steps towards Building the Proposal

The objective of the thesis was to propose an improved IT onboarding process model for the concerned organization and other recommendations that might support the main goal. During the current state analysis phase, it was discovered that the IT onboarding process is strongly dependent on HR hiring process. Since hiring process already starts late, it causes the IT onboarding process to defer. Even though hiring process is not the core of the study, it was considered in building the proposal in form of recommendations to the process.

Ordinary, data was collected in the second phase of the study in the form of discussion, interviews, questionnaires, and checking company’s hardware status reports. In this step, all complaints and concerns were gathered from fundamental members affected from IT onboarding process. Afterwards, accumulated data was analyzed and prime
weaknesses and strengths were spotted. A summary of the CSA results is depicted in table 6 below.

<table>
<thead>
<tr>
<th>Finding / Team</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process is fully controlled</td>
<td>Process boundaries are well identified and thus no conflicts with other processes or teams.</td>
</tr>
<tr>
<td>Process secures company’s information</td>
<td>Process prevent irrelevant access to business applications by having long approval cycle.</td>
</tr>
<tr>
<td>Process is partially automated</td>
<td>Automation is between ERP and HPSM to minimize the request handling time.</td>
</tr>
<tr>
<td>Process saves company’s budget</td>
<td>Company does not overspend.</td>
</tr>
<tr>
<td>Process is prolonged</td>
<td>Extended SLA and OLA in the cycle.</td>
</tr>
<tr>
<td>Long approval cycle</td>
<td>Multiple approval levels up to CxO with some undefined timeframe.</td>
</tr>
<tr>
<td>Work duplication in some parts of the process</td>
<td>IT Support team redo some tasks in the process.</td>
</tr>
<tr>
<td>Candidate and company’s wasted time</td>
<td>Candidate remains idle for some time with no IT resources.</td>
</tr>
<tr>
<td>Employees’ disengagement</td>
<td>Employees lose engagement with time.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Concerns</th>
</tr>
</thead>
</table>
| Management | - Currency fluctuation.  
- Early machines’ warranty starts without actual use.  
- Want to control the procurement cycle. |
| IT Support Team | - Are required to deliver computers to employees without having the proper stock.  
- Always deal with dissatisfied customers (employees). |
| New employees | - Have to use their personal laptops, which does not make sense for them.  
- Face unexpected issues and lose their work spirit.  
- Usually, lose engagement with time. |

Table 6: CSA findings summary

Chiefly, the target was to exploit current strengths of the process, while time attempting to remedy the weaknesses, taking into account dealing with the teams concerns. In order to achieve this goal, apt literature was inspected and four primary fields were adopted.
First, ITIL framework was chosen to tackle the long SLA and OLA in the process. ITIL is mainly designed for IT service providers and emphasizes the importance of defining the proper service and operational levels within processes that operate in the service. Second, agility was chosen to undertake the prolonged approval cycle, particularly, the CxOs level, and that they do not have specified service level to approve or disapprove the request. Agility highlights the significance adaptability of the organization to meet volatile market changes, which usually starts with the company’s internal processes, and before that the management mindset. Third, supply chain management was reviewed due to the fact that there is a regular deficit in the IT hardware stock, and the CSA revealed that the issue is related to the hardware supply chain process which directly impacts the IT onboarding process.

Fourth, engagement is no less important than the preceding; it is widely believed that people engagement is the most substantial aspect of organizations. Unfortunately, engagement is sometimes an afterthought inside many corporations, nonetheless, the case company. Also, it is usually difficult for many firms to figure the cost of employees disenchantment. In addition to the inspected literature, best practices were also checked in order to capitalize their service model. Two examples were introduced to the study; an international organization as well as a local one that operates in the same market.

Figure 7 below shows the constraints in red that were addressed in the CSA in order to address in the proposal.
The primary step in the process is to receive the recruit’s documents required by HR. At this point, time is considered an obstacle because the newcomer delivers the needed papers on day-one work. This caused the onboarding process to start belated; on the joining day when the HR adds the new worker’s info on the ERP system. Despite the fact that the hiring process is not the core of the thesis, nevertheless, it was critical to provide recommendations to HR respecting the process since it directly affects the onboarding process.

The extended approval cycle was considered in the proposal in two perspectives; it levels up to the CxO level and at that point, it does not have a specified service level with executives. A supplementary factor contributes in the protracting the process, which is the service and operational levels assigned in some stages of the process. For instance, the service level of delivering a computer is five working days, which is exaggerated time. One of the fundamental sources of process latency is the deficiency of IT assets. Hardware shortage is due to the insufficiency of computer supply chain process. Similarly,
recommendations to IT management and IT asset lead regarding the process were provided. In the following step, the proposal is validated in form of discussions with stakeholders to gain their comments and feedback in order to finalize the conclusive process.

5.2 Building the Proposal

Previously, the proposal construction steps were reviewed to highlight the tackled points in the process and how they were considered in the study. After that, the initial proposal is drawn.

5.2.1 Hiring Process Recommendation

In the case company, the hiring and onboarding processes are interconnected. The onboarding process begins as soon as the hiring process ends because it depends on the employee ID initiated from the ERP system that is used in other request systems. Adding the new hire’s info on ERP and generate the employee ID commonly occurs on the first day work, while not giving a proper time to manage other IT onboarding activities. Therefore, it was essential to include the hiring process in the study and provide recommendations on how to enhance the process in order to accelerate the IT onboarding process. In fact, it is less likely to have an effect on the process without considering those recommendations.

As a primary step for creating employee account on the ERP system, HR requires specific documents from the candidate to be delivered when he or she joins the organization. During the CSA phase, the HR representative revealed in the interview that it is mandatory for the newcomer to deliver the papers physically before creating an account on the ERP. As a consequent move towards process improvement, initial recommendation for altering the hiring process is suggested. It is proposed that the required papers might be handled electronically in an early stage until the joiner brings them on day-one work. Initial service level proposed is three weeks. Consequently, the HR will be able to create the account on ERP and gives the IT Support team the time to prepare the necessary IT services and resources for the new worker.

5.2.2 Hardware Supply Chain Process Recommendation

The next constraint needs to be focused on is the shortage of IT assets. The CSA disclosed that IT asset supply chain process hinders the IT onboarding process. Generally, after receiving the PO, it takes between four to six months for the IT supplier to deliver computers to the company. This is due to the fact that vendors tend not to keep big
quantities of hardware on stock because of, not only the economic situation in the county, but also the local currency fluctuation.

In addition, the internal PR procedures, related to the procurement process, consumes long time due to the “devolution of power” procedure. In fact, it is apparent to be difficult, if not impossible, to edit the DOP since it requires series of high-level approvals and before that a considerable transition in management’s mindset. Following this reasoning and in accordance with supply chain literature, the best solution that fits the case company is partnering with an IT supplier. A Partnership is likely to resolve the deficiency in IT hardware by sharing the expected yearly demand of computers in advance with the supplier so that the necessary quantity will be prepared and delivered on time.

When that point is reached, two issues will be resolved. The first one is the longtime consumed in purchasing since there will be no need to issue a PR that exceeds half-million Pounds and thus requires that long procurement cycle described earlier. The second is the supplier out of stock issue. By sharing the forecast ahead with the provider, this allows the supplier to prepare the required hardware amount and keep them on the stock, and thus deliver immediately when needed.

5.2.3 IT Onboarding Process Proposal

On account of the link between IT onboarding, and hiring and supply chain processes, it is therefore assumed that former recommendations will result in improving the time factor in IT onboarding process. For instance, the process is supposed to start earlier, before the recruit enlists in the company, and therefore there will be a convenient time to prepare the required IT services and resources in order that the newcomer experiences a better preface. Consequently, the process is presumed to function before the employee is onsite; accordingly, the hiring manager is the one who is more likely to initiate the needed IT requests on behalf of the employee.

Next, in order for the process to be lean and serve business needs, a number of approvals are entailed to be eliminated from the cycle. It is highly recommended to step out the CxO approval level from the whole request cycle, because by any means, the new employee will have the basic IT resources, like computer, username and email, and thus it is illogical to seek a CxO approval for such a request. Thereupon, considerable time is deducted from the entire process, additionally, the “unavailable hardware stock” term will be driven out since the IT assets will be always available. As a result, the concerns of IT Support team and new employees will be cleared.
Given the above, a considerable amount of time will be eliminated from the process. However, some service and operational levels need to be reviewed, since they are lengthy in accordance with business standard. For example, the service level for delivering a computer is five working days, which is highly recommended to be boiled down to one or two days according to business experience. It is also advised to revisit some business application access OLAs in order to eliminate extra-unneeded time from the entire cycle.

6 Validation of the Proposal

This section of the thesis points to discussions on the validation of the initial proposal. It is carried out by sharing the drafted process and recommendations with the main stakeholders from IT and HR in order to obtain their input and feedback for possible alternation to the proposal. A discussion was then convened to record comments or further proposal adjustments.

6.1 Feedback from HR

Since the recruitment cycle has a substantial effect on IT onboarding process and that the HR is the owner of the hiring process, in addition to the recommendation that was suggested, it was critical to include the HR in this phase of the study to ensure smooth alignment between the two processes. Sole amendment to hiring process is to allow the HR staff to receive the candidate hiring documents electronically rather than physically. Suggested SLA is three weeks before the candidate’s joining day. This will avail suitable time for the IT team to prepare the needed resources and services.

The point was discussed with the recruitment manager and was initially accepted, however, a concern was raised which is the timeframe. The manager believes that three weeks is likely to be a long period that HR may not be able to achieve. The manager indicated that HR could commit to two weeks. The suggestion was reviewed with IT support for confirmation and then accepted.

6.2 Feedback from IT Management

Next recommendation is regarding the hardware supply chain process. Considering the difficulty of editing the “devolution of power” policy, a partnership with IT vendor was the solution suggested to IT management. The subject was introduced to IT leadership; in spite of the fact that in practice it requires long procedures and approval cycles to initiate a partnership with IT supplier in the case company. The IT executive did not have any
comment or rejection on the proposal, on the contrary, he recognized the point and believed that it will contribute in minimizing hardware delivery time and improve IT services dramatically.

“Although it might take a long time and effort to convince top management and build such partnership, but it will definitely save a lot time and effort in the future”. A phone call (Head of IT Operations and Infrastructure 2017, personal communication, November).

On the other side, from the perspective of having a computer is a basic business need, a suggestion about cancelling all approvals of hardware requests and considering the hiring manager’s approval as suffice. Besides, the hiring manager is suggested to be the sole request initiator and thus will go directly to IT without further approvals. Correspondingly, IT leadership appreciated the proposal and supposed that this simple change will boil down the entire cycle undoubtedly.

6.3 Feedback on IT Onboarding Process

The final step in validating the proposal is to review the suggested model with major process contributors; IT Service Desk, IT Support and Hardware team. A discussion was convened to confer the subject thoroughly. In addition, the new computer delivery service level was proposed. In truth, everyone were impressed and enthusiastic to apply the new model, as they are the most affected part from the current process. Surprisingly, the suggested service level for workstation delivery was accepted, given that the hardware is available on stock. Compelling, they believed that the new model is more likely to enhance the service quality and promote customer satisfaction.

“Finally, we will be able to provide the required assets on time and live without escalation from this subject”. A phone call (IT Hardware and Assets Sr. Team Leader 2017, personal communication, October).

6.4 Final Proposal

After the initial proposal was designed, followed by discussion and feedback with process stakeholders, the final process model was drawn up as presented in figure 8 below.
The fundamental goal of the proposal is to not only value internal customers further by giving them priority in the updated process, but also to free IT resources’ time to accomplish tasks that are more important. IT support team spends much time in operational work that could be easily averted with proper planning.

It can be seen from the diagram that the major bottlenecks were considered and taken out of the process. First, HR receives applicant’s documents electronically, and then creates the account on ERP two weeks before the joining day as an agreed service level. This will prioritize the onboarding cycle to start early enough. Next step is to issue the username, password, and email; it is handled by the IT Service Desk team, when they get notified by ERP and before they send the information to the hiring manager.

Now, the hiring manager is solely responsible for initiating the hardware and business applications access requests for the new employee. Additionally, as considered a basic work need, there is no approval cycle for the computer request, and it goes directly to IT. This ensures the readiness of the workstation with software and security access granted on the proper date. The hardware availability helped in eliminating a redundant step in
the process; the employee can immediately receive the permanent workstation rather than a temporary one or using the personal laptop.

7 Discussion and Conclusions

This final part of the thesis exhibits a summary of the study and the practical implications from it. In the end, the thesis is evaluated by first comparing initial objective with its outcome and then ends with a self-hindsight reflection on the study.

7.1 Summary

Originally, the motive underlies the study is the prominent delay in accommodating new jobholders with IT services and assets. The provision of IT resources is managed through the IT onboarding process in the case company. Thus, the objective of the thesis is to propose a new IT onboarding process model. The study, however, discovered that there are two other processes that affect the operation of the IT onboarding; hiring and hardware supply chain processes. Since the chief target for onboarding process improvement is to enhance the level of offered IT services and promote customer “employee” satisfaction, it was crucial to include hiring and hardware supply chain processes in the study and recommend adjustments for both.

Subsequently, because of the thesis question and the control on events in the concerned company, case study methodology was adopted in the research. Data collection procedure was accomplished in four patterns; discussions, interviews, questionnaires, and documentation review. Results composed the building stones for the following step; current state analysis. Next, gathered data was investigated thoroughly and consequently, required literature was determined. Four fundamental topics were chosen for inspection; ITIL, agility, supply chain, and employees’ engagement. Additionally, two best practice examples, national and international, were identified to shed the light on their onboarding model.

Grounded on both CSA and existing knowledge, a conceptual framework was devised as a primary step prior to mapping out the initial process proposal. The proposal also included recommendations on both hiring and hardware supply chain processes. Once proposal was drawn, it was then shared with stakeholders in order to procure comments and feedback. Discussions were convened with key stakeholders for final process revising. Finally, inceptive process version besides gathered feedback synthesized the final edition of the IT onboarding process.
7.2 Managerial Implications

The success of any business is directly influenced by staff performance. In fact, motivated personnel can lead to augmented productivity and allow the business to achieve higher levels of output. Employees’ motivation is thus highly important. This study intended to help the case company management to satisfy employees appreciatively. In general, an organization culture is less likely to manifest during the hiring process, rather, it features when newcomers first join and interact with internal processes. Basically, internal culture works the top down. In other words, management style and behaviour demonstrate the culture of the organization.

In order for the concerned organization to benefit from the current study, it is advisable to impose two aspects within the company. First, management may need to transform the mindset of leadership before deciding to apply any change to operations. Whatever the case, without accepting or adopting the idea of change management, it might be unattainable to practice enhancements in internal processes and procedures. Second, it is believed that the first function of management is to permeate trust across the organization. Briefly, if executives are to achieve exceptional results, inspiring trust is supposed to be shortest route. Trust is imperative for effective communication between staff in the organization, which helps to strengthen relationships. If employees feel the trust from senior management, they are more likely to pursue the “exceeding expectation” approach and thus enables the organization to operate towards delivering the best results.

7.3 Evaluation of the Thesis

At this point of the thesis, it is important to evaluate the outcome of the study relative to its original objective. Then, to state what went well and what did not in a form of personal judgment.

7.3.1 Outcome vs Objective

“The objective of the thesis is to propose a new IT boarding process and recommendations to other processes that may support the main goal using available knowledge and best practices, while involving teams that interact directly and indirectly with the process. The new process aims to cover the gap in the current one in order to mitigate resulted issues and save the company’s time and money” quoted from the first section of the thesis. As described in the very beginning of the study, the goal was to improve the IT onboarding process and recommend enhancements in order that new employees receive the essential IT equipment and services as soon as they commence work. While
comparing the outcome versus the objective of the thesis, it is believed that the result of
the study complies with the initial goal. Improved IT onboarding process model has been
formulated, in addition to recommendations provided for other processes.

The target was achieved by elaborating with key persons who closely interact with the
process in order to acquire initial input for the current state analysis. This step was suc-
cessful because people were carefully selected based on their level of interaction with
the process and authority in the organization. Consequently, discussions and interviews
held were seen as a great source of information that had enriched the CSA phase and
cleared out issues in the current process.

The proposal of the study was built on four fundamental pillars; employee satisfaction,
agility, ITIL framework, and supply chain process. Each pillar was selected according to
the CSA data and how to close the gaps in the current process. The selection was effec-
tive because it is believed that all concerns were covered and solved in the proposed
model. Furthermore, two best-practice examples were introduced into the study; one is
an international organization and the other is a local rival. Those examples asserted the
inspected knowledge and reinforced the study.

Despite that management tends to be rigid to some extent, especially when it is pertinent
to financial matters, principally spending, the outline was likely to be successful to con-
vince the management with the benefits of the proposal and thus gained their approval
on implementing the process.

7.3.2 Reflection and Afterword

In this part of the thesis are the final words where my reflection on the whole study is
presented. Ordinarily, the thesis problem may be perceived as simple and is not up to a
research level. Nevertheless, with time, the problem has exacerbated and the drawbacks
were significant. The company had lost many qualified employees in short time, in addi-
tion to the amount of money and time consumed in either recruiting other calibres or
duplicate IT work. Therefore, it was crucial tackle the issue and exert the effort and time
to solve it.

Generally, I believe that the four pillars selected for investigation from existing knowledge
tend to be a successful choice since they addressed the consequences of the problem
in the right manner. However, it was possible to spend more time exploring additional
sources of knowledge. But because each topic is a big subject, I believe that what has
been read is enough, so we do not get out of scope. Not to mention that, surprisingly,
everyone who have contributed to this study showed enthusiasm and high cooperative
spirit in solving the problem. Having this, it can be premised that people like to support when the initiative has already been taken, owing to the lack of sense of ownership.

As a last note, the benefits emanated from the thesis are many; to both the case company and myself. It was a great opportunity to develop my analytical and critical thinking skills and gain self-satisfaction by contributing to solving people’s problems. Eventually, I believe that a well-designed onboarding process will reduce costs, hasten time to productivity, and improve employees’ retention. In consequence, employing the study proposal would act as a tremendous step towards rewarding working environment in the case company and thus holding merits to workforce.
References


Appendix 1: IT Onboarding Discussion Questions

1. How would you think job seekers perceive the case company as an employer or a place to work at?
2. Can you give me examples – Do you know anyone who might think so?
3. From a new employee perspective, what happen when he/she joins the case company? How he/she receive the IT services and resources?
4. What is your opinion about that?
5. Does this affect the new employees? How?
6. How would you, as an employee in the case company, feel about that?
7. Can you tell me your experience when you first joined the case company?
8. What is your role in the current IT onboarding process? How do you interact with it?
9. From your point of view, what are the weaknesses of the current process?
10. From your point of view, what are the strengths of the current process?
11. From your point of view, how could the current process be improved? Can you give me suggestions?
12. Can you tell me how this could be done in more details?
13. How can the management support in this regard?
14. Do you know examples or references for best practices (national or international) that might be a good reference for the case company?
15. We are almost done with the discussion; I believe I had valuable information, just few more questions to go. What are your titles? and roles in the company?
16. How long have you been working at the case company?
17. Is there anything we have not discussed that you would like to share before we end up the meeting?
Appendix 2: Interview Questions with IT Budgeting Manager

1. How would you think job seekers perceive the company as an employer or a place to work at?
2. Can you give me examples / Do you know anyone who might think so?
3. Could you please describe your own onboarding experience when you joined the company?
4. How did you feel about that?
5. In your opinion, how would employees experience onboarding at the company? Why?
6. Does this affect the new employees? How?
7. According to your role, does the company save from budget at the end of each year?
8. From your point of view, do you think that there is a strategy in the company to cut costs? Why?
9. How does the economic situation the country affect the company?
10. In your opinion, which is more important to the company management, cutting costs or maintaining people? Why?
11. Do you know examples or references for best practices (national or international) that might be a reference for the company?
12. What are your suggestions to improve the current process?
13. How long have you been working at the company?
14. Is there anything we have not discussed that you would like to share before we end up the interview?
Appendix 3: Interview Questions with IT Recruitment Manager

1. How would you think job seekers perceive the company as an employer or a place to work at?
2. Can you give me examples / Do you know anyone who might think so?
3. Could you explain what happens when the company needs to post a new vacancy?
4. And what happens when a person is accepted for the vacancy? Can you explain further?
5. What I understood is that the hiring process stops on employee’s day one work .. right? Why? What happens afterwards?
6. How does the HR interfere/interact with the onboarding process generally?
7. So, the HR role usually ends when the employees starts the job officially?
8. Does HR measure the hiring process performance? how? why?
9. In your opinion, how would employees experience onboarding at the company? Why?
10. Does this affect the new employees? How?
11. From your opinion, do you think that there is a strategy in the company to cut costs? Why?
12. How does HR measures people’s engagement level inside the company?
13. Does HR work on improving the engagement level? How? Why?
14. What are the major issues in the employees' engagement survey? Why?
15. Which costs more, hiring or maintaining employees?
16. Do you know examples or references for best practices (national or international) that might be a reference for the company?
17. In your opinion, how can we enhance the current process?
18. How long have you been working at the company?
19. Is there anything we have not discussed that you would like to share before we end up the interview?
Appendix 4: Interview Questions with Head of IT Operations and Infrastructur-e

1. How would you think job seekers perceive the company as an employer or a place to work at?
2. Can you give me examples / Do you know people who might think so?
3. Could you please describe your own onboarding experience when you joined the company?
4. How did you feel about that?
5. In your opinion, how would employees experience onboarding at the company? Why?
6. Are you aware of the IT onboarding process?
7. Do you know exactly how long does it take a new employee to receive laptop or desktop? Create the username and email?
8. Is management satisfied with this service level?
9. According to your role, does the company save from budget at the end of each year?
10. In your opinion, do you think that there is a strategy in the company to cut costs? Why?
11. In your opinion, how does the company value employee engagement?
12. In your opinion, which is more important to the company management, cutting costs or maintaining people? Why?
13. Which costs more, hiring or maintaining employees?
14. Does the company usually measure the level of employees’ satisfaction? Can you share the results?
15. What are the procedures of editing a process in the company? and how much time required for that?
16. In your opinion, how can we enhance the current service?
17. How long have you been working at the company?
18. Is there anything we have not discussed that you would like to share before we end up the interview?
Appendix 5: IT Onboarding Survey Questions

<table>
<thead>
<tr>
<th>Question</th>
<th>Choices</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. How did you as a jobseeker perceived the case company as a place to work at before joining the company?</td>
<td>Worse - Bad – Normal – Good - Excellent</td>
</tr>
<tr>
<td>2. Could you rate your recruitment experience from IT perspective in the case company?</td>
<td>Worst – Bad – Normal – Good – Excellent</td>
</tr>
<tr>
<td>3. Could you specify reason(s) for your previous selection?</td>
<td></td>
</tr>
<tr>
<td>5. Did this change your perception towards the company?</td>
<td>No – Somehow – Yes</td>
</tr>
<tr>
<td>6. In your opinion, how could the case company enhance the new employees IT onboarding experience?</td>
<td></td>
</tr>
<tr>
<td>7. Could you specify example(s) for IT onboarding best practices?</td>
<td></td>
</tr>
<tr>
<td>8. Please choose you current title</td>
<td>Specialist – Sr. Specialist – Team Leader – Manager – Other</td>
</tr>
<tr>
<td>9. What is your current department?</td>
<td>IT – Administration – HR – Technical – Marketing – Sales – Customer Care – Other</td>
</tr>
<tr>
<td>11. Is there further information you would like to share with us?</td>
<td></td>
</tr>
</tbody>
</table>
Appendix 6: Benchmark Interview Questions with Local Rival IT Representative

1. Could you share with me the hiring process in your company?
2. What happens when an applicant is accepted for a vacancy? What kind of papers are required?
3. Could you share with me the on-boarding process? Does it include sub-processes?
4. What about the IT part, what is required from the newcomer to receive his or her IT resources and services, like computer, username, email, applications access, etc.?
5. Is there specific SLA for those services?
6. Does the company measure the SLA? What is the achieved rate?
7. How does the company achieve that rate?
8. Does the mother company audit the SLA?
9. Does the company have agreements with IT suppliers?
10. Are employees satisfied with the IT onboarding process in the company?
11. What are the company strategies that tackle engagement? and how the company measures it?
12. We are almost done with the interview; I believe I had valuable information, just few more questions to go. What is your title? and role in the company?
13. How long have you been working at the company?
14. Is there anything we have not discussed that you would like to share before we end up the interview?