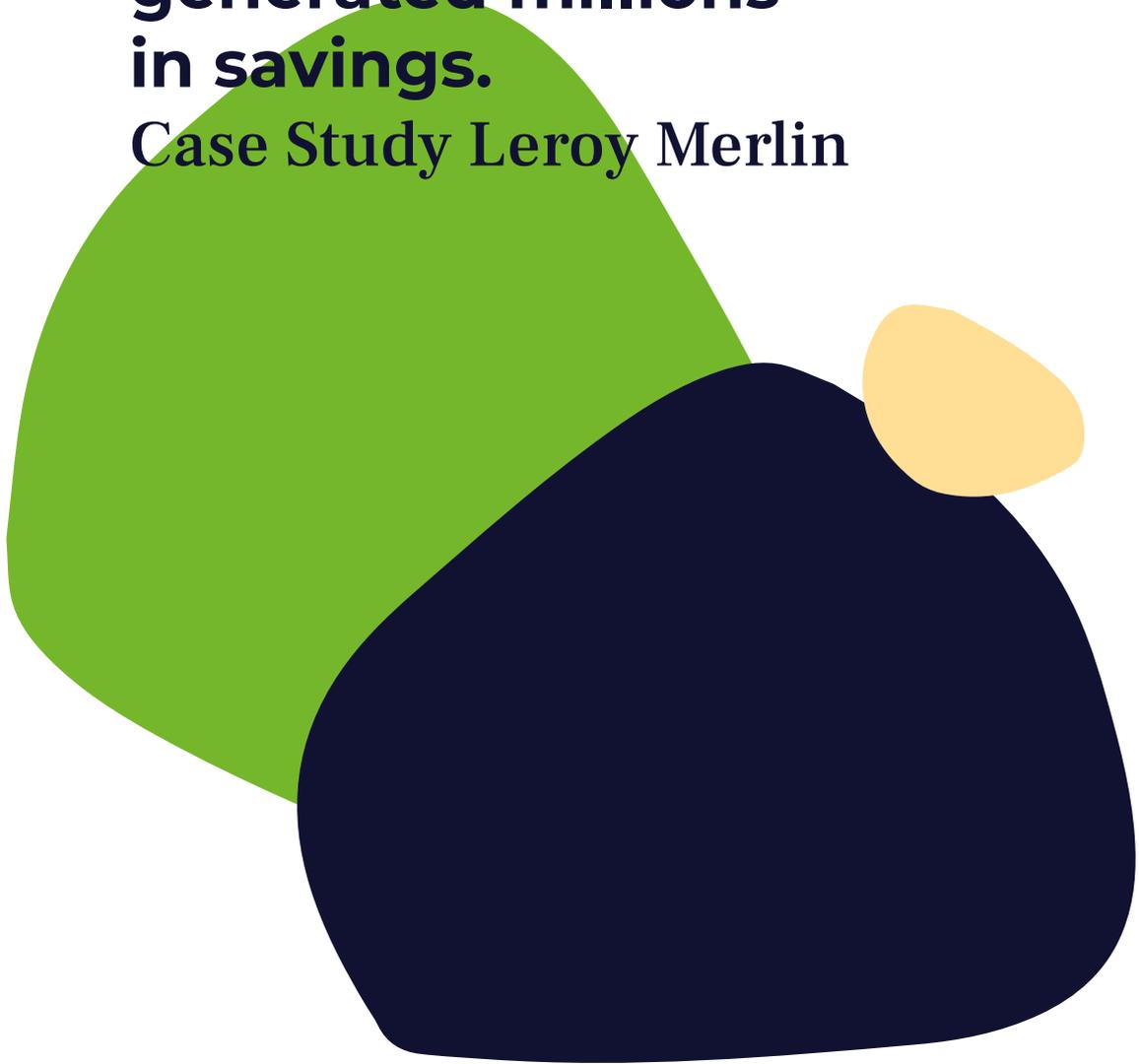




**Onboarding which
generated millions
in savings.**

Case Study Leroy Merlin



How to increase employee retention and reduce business costs in a measurable way? How to be sure that onboarding is conducted adequately in an organisation with thousands of employees and dozens of branches scattered across the country? How to improve the productivity of the newly employed? How to ensure support to the employees and how to react in crisis situations?

Leroy Merlin had to answer these questions at the end of 2017. All the conclusions they came to brought about crucial changes which resulted in a significant reduction in employee turnover and allowed the company to enjoy savings worth millions. You can find out how the onboarding process at Leroy Merlin was organised from Joanna Blejsz-Marlewska (Knowledge Manager) and Rajmund Jasiński (Training Manager).

The challenges faced by large companies

Leroy Merlin began to operate in Poland in 1994 and opened its first shop in Piaseczno, a town near Warsaw, in 1996. Thanks to the dynamic pace of development, the company is now present in 44 Polish towns and cities with 66 departments. Leroy Merlin employs almost 12 thousand people (including 1000 managers) and recruits 3000 people annually. This is a great responsibility, as we always attach great significance to the development and wellbeing of our employees.

Face the change

Onboarding had been implemented in every LM shop and region for a long time back then, but it was organised in a traditional offline way. After its evaluation in 2017, it turned out that change was necessary. The analysis showed that as much as 55% of the employees who left the company were those who had worked there for no more than 3 months. The employees from that group complained about the lack of involvement on the part of the supervisors and mentors in the process. In those circumstances, the basic problem for us was that it was impossible to monitor onboarding and the level of knowledge acquired by the new employees. Even though their internship periods were summarised, they were not sufficiently reported and documented.

As our study found – carried out by management auditors from a number of stores – lowering turnover by just 2 percentage points in the company would generate savings amounting to more than 230 thousand euro. What is more, we managed to prove that by making use of a streamlined onboarding process, we would be able to raise average employee productivity from 40% up to 70% within the first month. **According to the calculations, we would be able to generate a mark-up of approximately 2 million euro.** It must be remembered too that digital onboarding means additional cost reductions related to business trips and printed trainings materials.

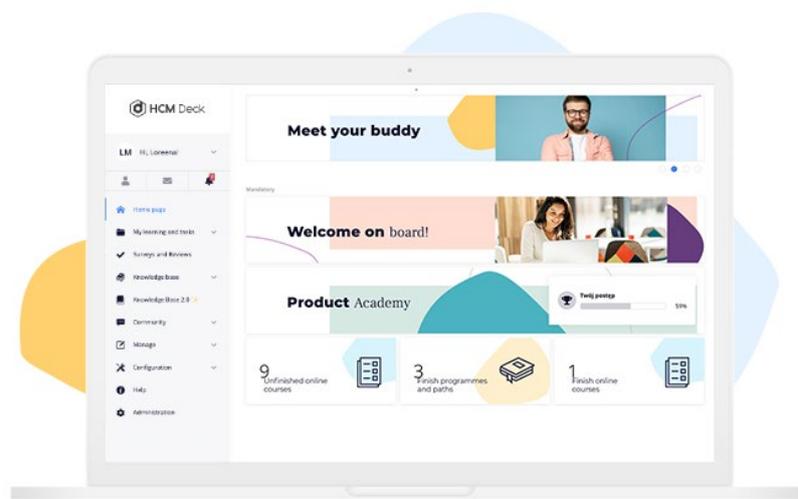
All those factors led us to designing a digitalised internship process adapted to the contemporary needs.

The key to success – the combination of digitisation, mobility, and blended learning

An employee who is left alone in a department, surrounded by customers, goes through a lot of stress-inducing situations, which can have a negative impact on his or her involvement. The best way to limit this is by proper preparation – a thorough, reliable onboarding process – and by providing the employee with constant access to the necessary information.

We adopted the 70/20/10 learning and development model, in which 10% of time is devoted to the acquisition of formal knowledge (e.g. by means of online courses), 20% of time is spent on learning from the training mentor or supervisor, and 70% refers to learning through working.

We determined that our knowledge base must be ALWAYS accessible to the employees, from ANY PLACE, on ANY DEVICE with internet connection, which includes smartphones as well as computers or tablets. It is worth mentioning that thanks to our mobility programme, all our employees have their own smartphones.



Example of how onboarding can look like in HCM Deck

We decided that online courses must supplement stationary courses run by coaches. The courses are now organised on-site in all our supermarkets.

We added elements of gamification to all the stages of the onboarding process, for example, in the form of badges which can be won by every person involved in the process. It is important that particular onboarding tasks are assigned not only to the interns but also to their mentors and supervisors. Each of them has a personalised access to the e-learning platform display to be able to obtain any necessary information and perform a given task.



Internship Master
for leading 5 of your interns till the end of the internship as a supervisor?



Superbuddy
for leading 5 of your interns till the end of the internship as a buddy?

The key element of the onboarding process for us is that it is possible to control it in detail thanks to its digital form. As part of standard procedures, we monitor the progress of both the persons who completed their training period (which is equivalent to completing the onboarding process) and those who are still in the process (we are checking whether everything is going well or if there are any issues). We can also monitor the results of pulse-check surveys, which are performed on the first day, in the first week, and in the first month of working.

AFTER THE INTERNSHIP		DURING THE INTERNSHIP			
Finished	Unfinished	Model	Normal	At risk	Newly hired
91,11%	8,89%	31,03%	41,38%	14,48%	13,10%
100,00%		43,36%	39,82%	0,88%	15,93%
100,00%		29,41%	29,41%	18,49%	22,69%
83,61%	16,39%	27,87%	31,97%	17,21%	22,95%
100,00%		55,41%	14,86%	12,16%	17,57%
100,00%		43,10%	37,07%	6,03%	13,79%
94,41%	5,59%	36,87%	33,82%	11,76%	17,56%

The results

We eventually succeeded in reducing the total turnover not by 2 but by 5 percentage points. Moreover, when it comes to the group of employees who have worked in our company for less than a year, we reduced the turnover by as much as 9 percentage points.

When comparing the costs of this investment with the savings we managed to generate, we made sure that we had made the best decision. The costs of implementing the online onboarding process paid off after a couple of months. The onboarding implementation level is rising month by month.

Authors:



Joanna Blejsz -Marlewska

Knowledge Manager

Project Manager with more than 10 years of experience in building and managing electronic systems supporting employee learning and development and knowledge management processes. In 2010, she implemented an LMS: My Learning Portal for 7000 employees. She is currently responsible for the management and development of the HCM Deck system, in particular for the functionalities which support the onboarding of new employees, knowledge updating, and knowledge sharing (onboarding, learning paths, communities, knowledge base). She has been part of international projects of the ADEO group in the field of L&D. She is also an AC/DC assessor for the participants of internal development programmes. She is a graduate of Romance Language Studies at the Faculty of Modern Languages and Literatures at Adam Mickiewicz University in Poznań.



Rajmund Jasiński

Training Manager

Trainer, coach, and development counsellor. A graduate of the Coaching School at the Jagiellonian University and the Coaching School HPR Group “Select Your Way” (ICF). He is a certified consultant of Insights Discovery. He also completed the “Foundations of Action Learning” at WIAL Poland and a course for professional development trainers as business partners.

He has a track record of 500 days’ work in training rooms. He runs courses focused on the development of professional and managing competences. He specialises in designing educational programmes: he develops contents of development programmes and is the author of the onboarding programme at Leroy Merlin Poland. He has experience in the management of the Sales Department, where he successfully completed a series of projects connected with the development of people and business. He is also a graduate of Management and Marketing at the Faculty of Economics at UMCS in Lublin and HR Management at the Kozminski University in Warsaw.



All Hands on Deck!

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