How to achieve employee and contractor onboarding at scale





Forward

Since the dawn of time...

Just joking. HR doesn't go back quite that far.

In fact, it's believed that the concept of HR originated in 1901 at the National Cash Register Company. After a difficult strike, the company president called for a 'personnel department' to be established to improve worker relations by dealing with grievances, safety and legislation that impacted the company, and other 'employee issues'.

And with Henry Ford's reported turnover of 380 percent (don't feel so bad now, do you?!) in 1913, it became pretty clear that such a department was absolutely necessary for many organizations.

But just like Ford's early automobiles—so much has changed over the last century.

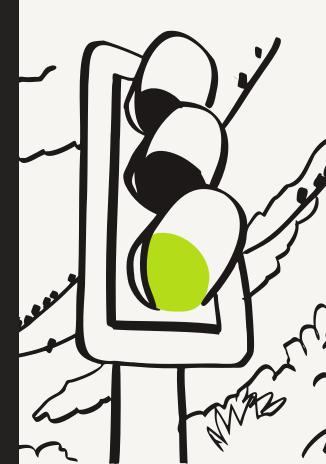
This eBook will explore why great companies depend on great digital HR strategies, and the reasons HR leaders should be considered strategic partners in your company. We'll take a look at the ROI of investing in things like digital HR onboarding. Lastly, we'll show you how to scale essential HR processes like employee and contractor onboarding.

Hold on tight. We're about to head into the brave new world of digital HR.



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Introduction

If you've ever been tasked with, or even shared a department with someone who has been tasked with, hiring a large number of remote contractors or employees all at once—you know it can get really messy really quickly.

First, there are the logistics of how you're going to handle applications. If you don't want to rely on slow and unreliable snail mail (which, trust us, you don't), then you'll have to get applicants to fill them in digitally. And already, you've run into an issue: working out the best way to distribute tens, hundreds or even thousands of sensitive digital documents to a large group of people running an even larger variety of operating systems on an even larger variety of devices.

If you're still with me, somehow you were able to work through that predicament and have received at least some completed applications (though let's be honest, not all completed applications because attrition is real!).



Now you're on to the task of entering all the data into one or more systems on your end. Now is a good time to cross your fingers and hope each applicant has provided the correct contact information so you can get in touch when someone inevitably puts their phone number instead of their national insurance number or gets their address wrong by a single digit.

You don't think that happens? I see you haven't worked in HR long. But I digress.

Next, distributing all the right legal documents to the contractors or employees you've chosen to hire. And yes, you really do need to distribute them. That is, unless you enjoy receiving out-of-date forms that, no matter how painstakingly they've been filled in, will have to be scrapped—setting that person's hiring process back several days.

Now it's time to sink or swim. Perhaps not literally, but definitely digitally.

A wave of contracts, NDAs, 1099s, W-9s, proof on insurance forms and more has just crashed over your desk. You've either got to get it all organized—and securely—or drown in it.

Whatever you do, don't even think about the acronym 'I-R-S'.

Wash, rinse and rack up overtime ad infinitum.

If this is the process your HR department has to go through to hire several, or even one employee or contractor, it's no wonder your growth isn't happening as quickly as you'd like. But that's not to say it can't.

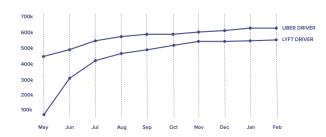
Apptopia recently reported that Lyft grew its number of daily active drivers in the US and Canada from about 100,000 in May 2017 to almost 614,000 in February 2018.

In well under a year, they gained over 10 percent market share and added over 500,000 contractors—those cars aren't driving themselves, after all—skyrocketing them closer than ever to Uber's numbers.

This shows it's possible for onboarding to not only keep up with but actually account for massive scaling. But are the benefits of something like onboarding automation truly worth the cost and effort? And who's going to help you get it done?

Welcome to the world of digital HR

US average daily active users



Source: https://blog-apptopia.com/in-the-battle-for-drivers-efforts-leveled-off-in-the-us-and-are-declining-in-canada?hs_preview=PjZLnSiO-5605141737

Why the future of work depends on digital HR

Now, to be crystal clear—digital HR is not just about using technology and apps to separately run traditional HR processes. Digital HR is a strategy that aims to integrate all your apps, optimize certain features based on context and provide data-driven insights on performance.

It's is an incredible leap forward from traditional HR.



Current HR delivery	Digital HR
Transactions and processes	Integrated HR platform (policy, process, systems, operations)
Systems th web browser access	Mobile-first app
Paper-based forms moved to web forms	Digital Design
Process-based sign	Human-centered, experience- driven design
SLAs (service level agreements	Real-time (once and done)
HR (and shared), service center	Operation Centers
Periodic reports	Real-time interactive dashboards
Analytics add-ons	Integrated analytics platform and dashboards

Source: cebglobal.com

Fewer than 20 percent of HR practitioners are considered strategic partners in their organizations.

Source: cebglobal.com

The chart above, which uses data from Deloitte, demonstrates the difference between traditional and digital HR with several well-known use cases. As you can see, it's not just simply about digitizing paper-based documents—it's a completely different philosophy of using technology to enhance the way you manage an organization's #1 asset: its people.

Digital HR strategy sounds pretty fantastic, doesn't it? Why wouldn't a company want to make its HR processes more efficient and give its people better experiences? And so you'd think everyone would already be onboard with the idea, wouldn't you? Really, why are we even talking about this?

The answer to all those questions has less to do with a lack of knowledge about the benefits of digital HR and more to do with the sad reality of HR today.

Let's face it, human resources has often been overlooked at many companies. It's usually not the hottest topic at the executive board retreat, and there's a false (yet pervasive) perception that the HR department is best suited as a supporting role without significant leadership capabilities.

But in actuality, a technologically advanced and forward thinking HR department—that includes HR automation—can have a hugely valuable impact on many areas of the business. Let's take a look at a few examples.

Company culture

'Culture' has transcended beyond a buzzword to become an operations guideline and a beacon for future employees.

Before you say your company doesn't really have a distinct culture—yes, it does. And ignoring it in HR processes like new hire onboarding could be detrimental to the success of your employees, your HR department and your organization as a whole.



To quote HR professional Carly Guthrie, "Sloppy onboarding turns into sloppy culture".

The impression employees form during a hiring process can directly affect how they represent your company values, serve your customers and further your mission in everything they do at and outside of work.

This is true especially in fields where competition for talent is fierce and a strong market makes moving around easy, job hopping is becoming the norm for employees and more and more expensive for employers.

"Replacing talent runs as high as two times annual salary", says Ben Peterson, CEO of BambooHR. "And it's not DropboxSign.com just about dollars. Culture and job satisfaction is hugely impacted, as well as morale, productivity and lost insider knowledge. It's painful to lose people."

During these vital early hours and days, focus not on the practical minutia of things like paperwork but on those big, lofty missions and attitudes and beliefs you hope your newest employee will not only align with but pass on to everyone with whom they come in contact.

Company growth and scaling

With the rise of the gig economy, many companies are using contractors to both innovate and grow more rapidly. And rather than the traditional hiring process, companies are increasingly using contractor application portals to handle onboarding. These web portals need to be fast, secure and easy for both the applicant and the HR professional to use.

In fact, it's such a crucial part of today's modern hiring world that if a company doesn't offer their workforce an easy way to apply for open positions and complete relevant paperwork and processes, potential applicants will simply find another company that does.

Remember our example of Lyft's 'growth spurt'? A bad online application and onboarding flow for new contractors could have just as easily turned that growth south.



Operational efficiency and productivity

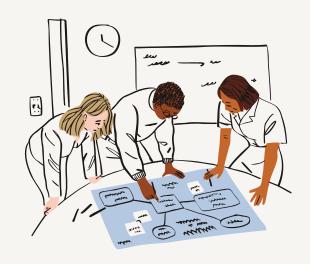
HR processes require documentation—we all know this, either because you design those processes or you've been through them from the user perspective.

But did you know that Accenture found that 82% of HR professionals take more than 30 minutes to create a document, and that 80% have no standardized solution for document creation?

The conventional hiring process is incredibly inefficient.

Hours spent manually entering data into one or more internal databases. Days of coordinating the logistics of sending and receiving applications that work seamlessly across a wide variety of operating systems and devices. Misentered information stopping your entire process in its tracks until you're able to get it corrected. But with HR workflow automation, it doesn't have to be like that.

Using digital onboarding solutions, applications can be shared and completed digitally. Even complex forms can be translated into mobile-friendly, guided workflows where smart data fields help reduce redundant questions and catch errors. This is huge for companies that are looking to increase productivity and efficiency, not only within an HR department but within an entire company.



82%

82% of HR professionals take more than 30 minutes to create a document 80%

80% of HR professionals have no standardized solution for document creation

4 signs your company needs HR automation

The need for HR automation is akin to the need for email, there's no HR department that couldn't benefit. But there are definitely some signs that you need to make HR automation a priority.

So are you in desperate need for HR automation? Here are a few warning signs to look out for:



1. You plan to scale

If your company plans to add several hundred employees, can your current HR system handle the increased workload? Companies like Lyft and other contractor-driven companies can only scale as fast as they can scale a dependable workforce. Instacart, the grocery delivery service, had the foresight to plan their HR processes digitally, giving them the ability to onboard thousands of contractors without it slowing them down. Read more about how they did it here.

2. Increased errors

Everyone makes mistakes. Unfortunately, there's usually a time or resource loss as you're trying to correct them. If mistakes are trending upwards regardless of the corrective measures in place, it may be that the percentage of human error is mathematically too great to overcome.

But building automated workflows that smooth the process is one way to eliminate mundane tasks that humans lose interest in quickly. Remove error-prone tasks by automating them and suddenly you have a reduction in errors. Automation also often has the added benefit of collecting data that can help to inform strategy.

3. Time management issues

HR manages a massive strategic advantage to the overall company—maintaining a great culture. But if they have no time to focus on innovative approaches to deliver employee experiences because they're bogged down in paperwork, the organization won't be able to make game-changing leaps.

4. Shrinking budgets or resources

HR departments are continually being asked to do more with less. Whether it's based on a recession or just a general cutback, HR managers need a plan of what to do if they suddenly find themselves with 20% less staff. Things like recorded trainings and automatic document processing can be huge time savers that can fill the gap left by a few fewer employees.

Do any of the pains above sound familiar? If so, you're ready for HR automation.

But of course every change to a strategy needs proof points, ideally rooted in monetary ROI. A clear connection between digital HR's benefit and company profit can be seen when we zoom into onboarding.



ROI of digital HR onboarding

Let's take a look at two examples of what you might expect in terms of returns when you adopt a digital approach to onboarding.



ROI for full-time employee workforce

Job hopping is paying off for employees and contractors—but not for you.

The Society for Human Resource Management found employers typically spend the equivalent of six to nine months of an employee's pay just to find and train their replacement.

According to a white paper by talent acquisition software company,

iCIMS, turnover is three times higher in new hires who are onboarded manually versus those who go through HR automation to be onboarded.

Assuming industry-standard turnover rates and costs as well as a salary of \$50,000 with benefits, onboarding new hires manually can cost over \$102,000 per year.

But HR automation can shrink the cost of onboarding by over 80 percent to just over \$22,000 per year.

For those keeping score at home, that's an ROI of nearly \$80,000, or nearly two whole salaries, in the first year of HR automation alone.

The attrition rate and cost of manually onboarding full-time employees alone makes an investment in HR automation absolutely worth it—but it's still just as vital in any organization that relies on independent contractors as well.

Now let's look at what the returns are for your contracted workforce.



Manual Automated onboarding onboarding Company New hire(s) 1 1 Number of employees in the company 200 200 Number of forms per hire (I-9, w-4, etc.) 15 15 44% 14% Turnover rate 10% 10% Employee growth New hires per year 92 52 Postage costs per new hire New Hire(s) \$10.00 \$0 Number of employees in the company \$10.00 \$0 Number of forms per hire (I-9, w-4, etc.) \$2.00 \$0 \$22.00 \$0 Turnover rate Time & salary per new hire Form prepartion, processing, filing, etc. (in hours at 7.5 3.75 30 min. per form) Coordinating logistics and set-up (hours per hire) 4 2 Total time (hours) 11.5 5.75 Average hourly cost of FTE onboarding coordinator \$31.25 \$31.25 (base \$50k+benefits) \$359.38 Total cost per new hire \$179.60 Time & salary per new hire Time to initial productivity (in hours) 24 8 New hire cost (base \$50k+benefits) \$31.25 \$31.25 Total new hire costs \$750.00 \$250 Total costs per new hire \$1,109.38 \$429.69

Source: https://www.icims.com/sites/www.icims.com/files/public/Auto

Total costs per year

\$102.062.50

\$22,343,50

ROI for a contracted workforce

The demand for flexible contractors is growing along with the popularity of the gig economy. Along with that, a strong market means that competition for talent is stiff.

Even though contractors are likely to spend less time in the office or with your company as a whole, they're just as instrumental in its success. And in cases where you're onboarding a whole lot of them all at once, it would seem they might be even more crucial to your success than your incumbent staff at that moment.

Onboarding is the second-most impactful HR practice after recruiting. And every single friction point that can be removed from the process helps you to not only give a great experience to the contractor or new applicant, but also to reduce drop-off rates and attrition. This is a huge advantage when you're trying to capture top talent.

Additionally, Deloitte's Core beliefs and culture Chairman's survey, 83 percent of executives and 84 percent of employees named engaged and motivated staff as the leading factor in a company's success.

How does that engaged and motivated staff get that way? Its members understand the company's objectives, align with its culture and understand their role in its success.

And how can you possibly instill all of these lessons into a big group of contractors all at once and still get them to work in a timely fashion? Having a great onboarding workflow sure helps.

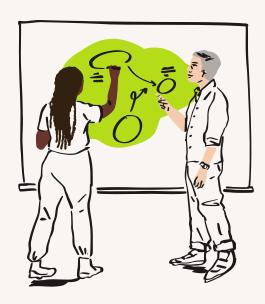


How to automate your employee & contractor onboarding

As we've explored, automated onboarding can be a key growth engine for your organization. Tend to it and it will provide the power to scale to amazing heights. Let it stagnate and rust and your growth will likely do the same.

Unfortunately, inefficient onboarding workflows still plague loads of industries and businesses. Things like bad user experience on mobile devices lead to low completion rates. PDFs lock away important information. 'Dumb' forms aren't able to catch human errors in real time.

All of these issues lead to high remediation rates and perpetuate the never-ending need for redundant data entry—two costs that companies can gladly cut with HR automation.



So what's the solution?

When it comes to automating and optimizing onboarding, there are many ways to approach it. Here are three options that fit your HR onboarding needs at any maturity level, from simple offer letter through complex onboarding flow:



Dropbox Forms

Use Dropbox Forms to create fully automated, embedded and intelligent onboarding workflows.

Choose Dropbox Forms if you...

- · Hire high volumes of new employees or contractors
- Want to simplify lengthy and complex document-centric onboarding processes
- Prefer that your new hires never see the PDFs that they are completing
- Want to eliminate the back-and-fourth of dealing with data entry errors in onboarding documents
- Want a personalized and dynamic form-filling process for your new hires
- Want data to flow more freely to and from new hire forms
- Need your onboarding process to be completed on a mobile device
- · Want to fully embed the workflow into your existing processes

The Dropbox Sign API

Use the Dropbox Sign API to embed digital onboarding paperwork into your product, website or service.

Choose Dropbox Sign API if you...

- Hire high volumes of new employees or contractors
- Want users to have a seamless experience completing and signing their onboarding paperwork on your website or in your app
- · Want to integrate your onboarding flow into existing applications

The Dropbox Sign app

Manage and sign onboarding paperwork within the Dropbox Sign application.

Choose the Dropbox Sign app if you...

- · Hire at lower or less consistent volume
- Have a small HR team (or no HR team)
- Want to enjoy benefits of online onboarding without any development or coding



All three of options provide an easy and automated onboarding experience for your employees or contractors. Of course, every organization is different and will have different needs. So which solution is going to be the best fit for you?

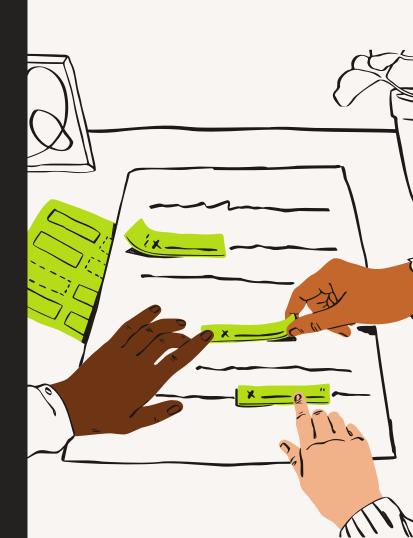
Let's dive into each option in a little more detail.

Dropbox Forms: Create fully automated, embedded and intelligent onboarding workflows

HR-related forms are a pain to fill in. They're also a pain to process. They often show confusing terms and lock away an employee's information in a PDF. That's exactly why companies struggle to get it right.

Onboarding already has a boring reputation. People perceive onboarding paperwork as tedious and unpleasant in large part because we make them think about it too hard. And when they're forced to think about it, it becomes a dreaded task.

Dropbox Forms changes that by giving your employees and contractors intelligent mobile-first solution that automates time-consuming onboarding processes.



Documents required for employee onboarding

Standard paper based onboarding processes are transformed into intelligent online forms consisting of no PDFs. Dropbox Forms includes several advanced features that make filling in onboarding forms extremely simple. Information entered auto-populates to any duplicate fields on the form, conditional logic will change questions based on previous answers, and data validations checks that information entered is accurate in real time.

Simultaneously, this data flows directly to the database HR has indicated so they can access and share it as needed without having to manual re-enter information or circulate non-secure PDFs.

What's more, it does all this from on any mobile device and every operating system so all that wasted time and cost associated with remediation and redundant data entry can be put to better use elsewhere in your HR department.

Dropbox Forms has a simple interface that caters to both nocode users and developers. Drag-and-drop functionality lets you build and launch multi-form workflows in a matter of minutes with no code. But if you want to dive into the code and customize your workflows, there is a 'Code View' where the possibilities are endless. Dropbox Forms workflows are built on JSON code and supported by an extensive documentation library and SDKs.







NDA



I_C



benefits package



401k packet



employee handbook



training



W-



direct deposit

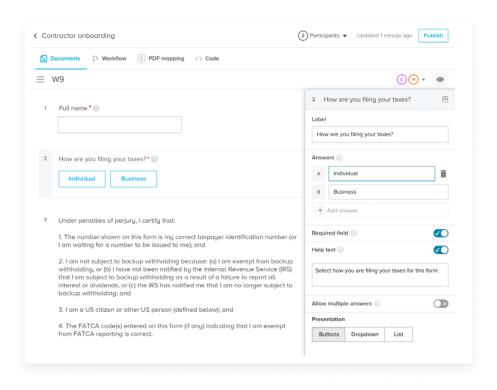


one mobile-friendly app, repeat data is automatically entered, data instantly syncs to database

Once Inside Dropbox Forms, you'll build your form and map it to an underlying PDF (if applicable). Next, you will assign the steps in your workflow and launch it out for completion. Finally, you can track the

status of launched workflows and automatically integrate data from completed workflows into third-party systems.

The end result looks like this:

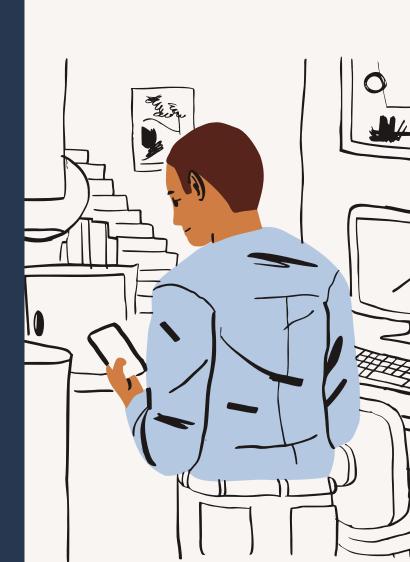


The Dropbox Sign API: embed digital onboarding paperwork into your product, website, or service

The benefits to automating onboarding in this way is pretty incredible. You get to achieve onboarding scale faster and you eliminate revenue-draining process friction. But here are a few things that make Dropbox Forms especially unique.

- Dropbox Forms is easy to use. You will be building and launching onboarding workflows in a matter of minutes.
- Dropbox Forms is intelligent. Workflows adjust based on previous inputs and never ask for the same information twice.
- Dropbox Forms is fully embeddable. Embed workflows into your application or website with full white-labelling functionally.
- Dropbox Forms is mobile first. Your employees or contractors will never leave their phones when completing your forms.
- Dropbox Sign API: Embed digital onboarding paperwork into your product, website or service

You can also embed an onboarding signing flow directly into your website, application or workflow by integrating the Dropbox Sign API. This allows you to plug paperless onboarding flows directly into your existing systems.





For example, say you'd like your employees to complete their onboarding paperwork on your company's employee portal. This is totally possible if you integrate the Dropbox Sign API.

Other benefits of integrating an onboarding flow with the Dropbox Sign API:

- Automated data entry. Data entry is one of the most consuming part of paperwork. Make it faster and easier for participants. You have the option to auto-fill information into the relevant fields, saving you the time expense of tedious data entry.
- The signing experience can be customized. The best thing about
 the API is that it's incredibly flexible. You can create the exact
 look and feel of the onboarding flow of your dreams. Recruiting
 platform JobAdder is a great example of the power of
 customization. Read more here.
- Easy to setup and test. The Dropbox Sign API was built for testing. If you're technical, take a look at our documentation. No technical background? No problem! Here's a great guide to getting started.

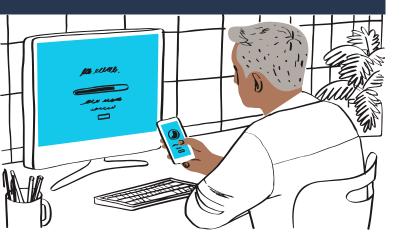
An API integration is an appealing option for companies who employ a large volume of contract workers, though it's not quite as automated as Dropbox Forms.

The Dropbox Sign App: Manage onboarding paperwork online

The most straightforward way to sign documents online is by creating a Dropbox Sign team account.

With this account, you (or your HR professionals) can create reusable templates for onboarding documents (like W-9s, employee handbooks and more), easily disperse information among team members, and begin sending new employee documents for signature immediately.

To get started, simply sign-up for a team account and upload your first onboarding document. Format the onboarding document with special fields like 'signature' and 'text box'. Once formatted, your onboarding documents are ready for your employee to view and complete using the Dropbox Sign app.



Your new employee will receive the document via email and be prompted to sign online. They won't be required to open a Dropbox Sign account and can sign easily from their email account.

For repeatability, you can create templates for your frequently-used documents. Templates give you the power to format a document once and then reuse it again and again for future use. You can also share document templates with other team members and control permissions for templates.

Other benefits of using DropboxSign.com for online employee onboarding:

- Real-time activity notifications for documents. You'll immediately
 know when an employee has opened, viewed or signed a
 document. This gives you instant insight into when you need to
 step in to assist or followup on a document that's slipped through
 the cracks.
- Automatic secure storage of completed documents. All documents are securely stored in your Dropbox Sign account. A completed copy is also sent to signers.
- Basic team features like 'cc'. It's simple to keep everyone in the loop. Include 'cc' email addresses so all relevant stakeholders are in the know at every step.

Of course, when making a decision, it's always helpful to see examples of solutions in action. Let's look at an example of a real company that used Dropbox Sign products—specifically Dropbox Forms—to automate their contractor onboarding so they could scale their growth.

How Instacart increased contractor application completion rates by 270% with Dropbox Forms

Instacart is a popular on-demand grocery marketplace. They offer a highly personalized same-day grocery delivery service that meets the individual needs of each of its customers. They currently provide this service to 47 US states.

At any given time, Instacart contracts over ten thousand 'Personal Shoppers' to handle the shopping, packing and delivery of groceries to Instacart's customers.

To keep up with the high demand for their service and keep growing their business, Instacart needed a way to reliably scale their contractor onboarding flow.





Dropbox Forms enters the picture

Instacart had already worked closely with Dropbox Sign to integrate the Dropbox Sign API into their onboarding flow. This allowed Instacart to digitize individual documents that previously required printing and scanning. But they still wanted a more user friendly mobile-first approach.

Dropbox Forms became their perfect solution.

Instacart worked with Dropbox Forms to create a new type of contractor onboarding workflow. It eliminated redundant data entry, was adaptive to mobile devices, automatically funneled data to the right spots and treated the onboarding process as a holistic flow rather than a series of independent forms. What was once complicated drudgery was transformed into a smooth and sleek experience.

It was exactly what Instacart needed to guide applicants successfully through onboarding.

How Instacart uses Dropbox Forms

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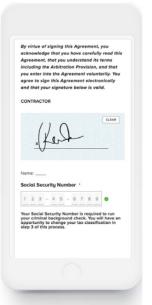
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The positive results

Dropbox Forms was a critical part of a number of app and system changes for Instacart, resulting in a dramatic increase in conversion rate. With Dropbox Forms, 3x the number of people who started the signup process ended up shopping on the Instacart platform.

They shared: "HelloWorks [now Dropbox Forms] has allowed Instacart to create a seamless onboarding experience for our shoppers. All of the steps that a shopper needs to get started are now housed entirely in the app, which we couldn't have accomplished without the Dropbox Forms solution."

Other benefits included:



End-to-end mobile-first onboarding workflows

Before Dropbox Forms, newcomers would sign up for open contractor positions using the online portal on Instacart's website. While the user experience was better than average, the end-to-end workflow was long and laborious. On top of that, Instacart discovered that many applicants were attempting to complete the workflow from a phone or a mobile device.

With Dropbox Forms, contractors complete the entire onboarding workflow on their mobile phones without ever seeing a PDF.

Removing the PDF makes for an extremely welcoming onboarding experience and also means data entered into the workflow automatically flows into the Instacart database rather than getting stuck in a PDF.

"Previously, only 37% of the applicants were able to complete their paperwork in under an hour. We needed a solution that would not only prevent qualified shoppers from dropping out of the onboarding process but one that also would improve our own efficiency at processing the paperwork."

Error reduction saves instacart's team more than 50 hours per week

Typos and incorrectly formatted information was originally a huge challenge for Instacart. Under the legacy system, processing paperwork took the Instacart team at least 3-5 minutes per shopper. With the high volume of shoppers Instacart was onboarding, Dropbox Forms was able to save the Instacart team more than 50 hours per week.

Validation rules were put in place to catch and prevent common errors. And real-time data lookups like integrations with Google Maps ensure address information is entered accurately. Instacart went from spending over 50 hours a week reviewing onboarding documents for accuracy to zero after implementing Dropbox Forms.

270% acceleration in speed to completion

With Dropbox Forms, Instacart has seen a dramatic increase in speed of the application completion rate, as three times the number of people who started the signup process ended up shopping on the Instacart platform.

"HelloWorks [now Dropbox Forms] has allowed Instacart to create a seamless onboarding experience for our shoppers. All of the steps that a shopper needs to get started are now housed entirely in the app, which we couldn't have accomplished without the Dropbox Forms solution."



Get started with your onboarding Automation

Remember, HR automation—which is already widely in circulation among large organizations—is a component of an overall digital HR strategy. This is, of course, the key factor in using HR as a major strategic force for your business, as opposed to a bunch of paper pushers and compliance experts.

Prioritize automating the high-frequency tasks, like paperwork, that can drag down a talented HR team's strategy into the ground. Automating those tasks will help free your HR department to make the most of their expertise. But think big, too. How can HR push the boundaries? What can they do to help shape the company? They are partners in innovation.

Dropbox Sign can help you do everything from automating the small things to transforming your HR department entirely.

To get started with Dropbox Forms and start automating your onboarding, visit our product page. If you'd like to check out what other products we offer visit our pricing page to view Dropbox Sign plans.



About Dropbox Sign

The Dropbox Sign digital workflow platform—which includes eSignature, digital workflow and electronic fax solutions—helps over 80,000 companies and millions of people do business faster.

We help our customers close deals faster, onboard new starters with ease, complete documents without error and much, much more. For more information, visit the <u>Dropbox Sign</u> website.