

Our research findings about on-boarding

This survey presents some of our key findings from the on-boarding research. We would like to get your feedback on these findings. This survey is anonymous.

This survey has 6 sections with 17 likert questions and some optional verbatim questions. It approximately takes 20 minutes to finish.

The first section has three background questions.

Section 2 presents three strategies for choosing tasks to on-board new members that we have summarized from interviews. We would like to know if your experienced is aligned with one of the strategies.

Each of the next four sections presents 3-5 findings on one aspect of on-boarding. You are asked to rate the extent to which you agree with each statement based on your recent on-boarding experience. There are also two optional questions in each section for you to share thoughts.

Section 1. Background

Blinded for review.

Section 2. Strategies

We have summarized three strategies that managers typically adopt to assign tasks to new hires (from interviews). In this section, we would like to know if the three strategies are representative.

1. Which of the statement is best aligned with your recent on-boarding experience?

- ☐ I was assigned to some simple tasks first and more complex ones over time.
- ☐ I was treated as a regular member and assigned to tasks following the backlog's order.
- ☐ I was assigned to a loosely defined task to learn and explore.
- ☐ None of the above.

2. Can you explain your choice above? If you select "none of the above", can you describe your experience so far?

Section 3. Learning

Learning is a primary objective of on-boarding. As working on the tasks, new members gain knowledge about the project's landscape, such as the team's missions and goals, the product and code, the customers, and the team's development process and tools.

3. Based on your recent on-boarding experience, to what degree do you agree or disagree with the following statements about learning? (Choices are: Strongly disagree; Disagree; Neutral; Agree; Strongly agree; N/A)

- Maintaining a documentation that is complete, clear, updated, and well organized is/would be an effective way of facilitating my learning.
- Creating a safe and supportive environment where I can ask questions freely is/would be an effective way of facilitating my learning.
- Team meetings, such as daily stand-ups and sprint planning meetings, are/would be useful opportunities for me to learn the team's big picture.
- Explaining the team's big picture (such as visions, missions, and plan) early is/would be an effective way of facilitating my learning.

4. (Optional) Can you provide some explanations about your choices above?

5. (Optional) Do you have suggestions to accelerate learning for new members?

Section 4. Confidence

Managers generally want new members to eventually contribute independently to the team, which means that building up a new member's confidence is an important component of on-boarding.

6. Based on your recent on-boarding experience, to what degree do you agree or disagree with the following statements about building up confidence? (Choices are: Strongly Disagree; Disagree; Neutral; Agree; Strongly agree; N/A)

- Being able to deliver tasks frequently is/would be an effective way of building up my confidence.
- Receiving frequent positive confirmation and trust from the team is/would be an effective way of building up my confidence.
- My confidence improves as I learn more about the team's landscape.
- Explaining a task's big picture and clarifying the specifications is/would be an effective way of building up my confidence.
- Creating an environment where new members feel safe and supported is/would be an effective way of building up my confidence for new.

7. (Optional) Can you provide some explanations about your choices above?

8. (Optional) Do you have any suggestions to build up confidence for new members?

Section 5. Social connections

On-boarding to a team naturally includes building social connections with the team's members. A new member interacts with the team socially but also professionally as they work towards the team's goals.

9. Based on your recent on-boarding experience, to what degree do you agree or disagree with the following statements about building social connections? (Choices are: Strongly disagree; Disagree; Neutral; Agree; Strongly agree; N/A)

- I build social connections with the team faster and easier when I can interact frequently with the manager and mentor.
- Having a low-cost channel for me to seek help from the team is/would be an effective way of facilitating me to build social connections with the team.
- Assigning tasks that require me to collaborate with various team members is/would be an effective way of facilitating me to build social connections.

10. (Optional) Can you provide some explanations about your choices above?

11. (Optional) Do you have any suggestions to build social connections for new members?

Section 6. Mentors

Using mentors or on-boarding buddies is generally recognized as a good practice for on-boarding new members. A mentor's responsibilities range from getting the new member oriented on day one and setting up environments, to answering questions and assigning tasks to new members.

12. Based on your recent on-boarding experience, to what degree do you agree or disagree with the following statements? (Choices are: Strongly disagree; Disagree; Neutral; Agree; Strongly agree; N/A)

- Mentors are the most helpful when they can help me with the specific task that the new member is assigned to.
- It is/would be helpful when my mentor devotes a significant amount of time at the beginning of my on-boarding process.
- It is/would be helpful when my mentor schedules frequent and dedicated time or meetings with me.
- Being paired up with an experienced developer on the first few tasks is/would be an effective way of improving my on-boarding experience.

13. (Optional) Can you provide some explanations about your choices above?

14. (Optional) Do you have any suggestions to use mentors to help on-board new members?