

INTERNATIONAL FEDERATION OF THE RED CROSS
AND RED CRESCENT SOCIETIES
GLOBAL ONBOARDING

by

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DISSERTATION

Presented to the Swiss School of Business and Management Geneva

In Partial Fulfilment

Of the Requirements

For the Degree

DOCTOR OF BUSINESS ADMINISTRATION

SWISS SCHOOL OF BUSINESS AND MANAGEMENT GENEVA

<MONTH OF GRADUATION, YEAR>

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Dedication

I dedicate this thesis to my mother, Regina Célia Monteforte Sasseron, who always supported my studies and has been a great motivator for this degree. Your sacrifices and belief in my potential have fueled my determination. Your boundless encouragement has been a guiding light, inspiring me to persevere even when it is easier to give up.

One friend deserves all the credit for this journey: Delso Batista. We have travelled so many roads together, including this one of becoming doctors. May new roads come and may we continue our academic and personal lives side by side.

To my partner, Gilles Filippi, for the hours of encouragement, the gestures of affection and support, and for finding ways to help me write my thesis, thank you very much.

This achievement is not only mine but belongs to every member of my family. Thank you for being the pillars of support, for celebrating the successes, and for standing by me through the difficult times. This thesis is a reflection of the collective effort and love that defines our family.

Acknowledgements

I would like to express my deepest gratitude to the International Federation of Red Cross and Red Crescent Societies (IFRC) for their invaluable support and collaboration throughout the research process of this doctoral thesis.

The IFRC's commitment to humanitarian action and their dedication to improving the global situations has been a constant source of inspiration. The insights and resources provided by the IFRC have significantly enriched the quality of this research.

I am also grateful for the access granted to the IFRC's extensive network of professionals, which allowed me to engage in meaningful discussions and gather valuable data for my study. The willingness of the IFRC staff to share their expertise was crucial in enhancing the depth and breadth of this work.

I would like to express my sincere appreciation to Denise Kappel, Sofia Alexandre, Marco Avila, and the entire Human Resources Management Department. Also, the Digital Transformation Department was essential when building the solution for the IFRC Global Onboarding and I thank Alvaro Alvarez, Michael Kroon and Rodney Abson for all the work done together. To all the staff at the IFRC, your support has been invaluable and has not only contributed to the success of this thesis but also serves as a beacon for future research in this area.

I would also like to express my gratitude to the Swiss School of Business and Management, for giving me with the opportunity to pursue my doctoral studies by providing me with a scholarship. The academic environment, resources, and support from

the school, staff and my mentor Iva Buljubasic are exceptional - it has been a nurturing academic home. And I need to say thank you to Cauêh Vidal, for his professionalism and expertise.

I extend my deepest appreciation to my mentor, Iva Buljubasic, for her unwavering guidance, scholarly expertise, and continuous encouragement.

Finally, I would like to thank everyone who has been a part of this academic journey. This thesis is a testament to the collective efforts and support of everyone around me.

ABSTRACT

INTERNATIONAL FEDERATION OF THE RED CROSS AND RED CRESCENT SOCIETIES (IFRC) GLOBAL ONBOARDING

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2024

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The objective of this research was to develop a comprehensive global onboarding programme for the IFRC, with the aim of addressing the fragmented processes that were observed across various regions. A mixed methodology was employed, comprising surveys, interviews and focus groups. The 313 participants included newcomers, managers, human resources stakeholders, global leaders within the IFRC and other organisations.

The findings provided an understanding of the current onboarding best practices, challenges and areas for improvement. The study highlighted the necessity for a standardised process, centralised information storage, social integration, connection with the Fundamental Principles and comprehensive support for all onboarding participants.

The solution was developed using the Agile methodology and became the IFRC Global Onboarding Portal, a dedicated SharePoint intranet site that serves as a digital solution for the centralisation of resources, the facilitation of real-time updates, and the fostering of a sense of community during onboarding. It comprises a wide range of resources, all of which have been developed in accordance with the IFRC brand assets. These include manuals, checklists, links to both internal and external sources, libraries and a dedicated page for the Fundamental Principles. The portal facilitates access to essential resources, platforms and e-learning solutions, as well as a communications strategy that ensures uniform and high-quality onboarding for all, regardless of geographical location. The site analytics demonstrated a consistently high volume of traffic and user engagement, indicating the site's efficacy and relevance to its users since its launch in November 2023.

Future research recommendation should focus on conducting longitudinal studies to monitor the long-term impacts of the programme and explore the integration of new features such as artificial intelligence and site user feedback, ensuring continuous improvements.

In conclusion, the IFRC Global Onboarding programme was developed based on comprehensive research and in alignment with the IFRC's mission. The framework

provides a comprehensive structure to improve the onboarding experience and offer support to newcomers, their assigned buddies, and the onboarding team. The programme enhances the IFRC's capacity to respond effectively to humanitarian needs, fostering a unified, efficient and resilient organisation.

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CHAPTER I: INTRODUCTION

1.1 Introduction

The International Federation of Red Cross and Red Crescent Societies (IFRC) is an international and the largest humanitarian organisation in the world, with its headquarters in Geneva, Switzerland. It works to address humanitarian needs, delivering support at a global scale across five priority areas: climate and environment; disaster and crises; migration and displacement; values, power and inclusion. In summary, the Global Plan 2024 affirms that IFRC will continue the life-saving assistance to millions of people and will assist vulnerable communities, fostering a sustainable and positive change “...for increased resilience, better health and more peaceful societies” (IFRC, 2023:6).

Until 2023, each region or department of IFRC has their own onboarding process. Some activities, such as the mandatory courses, are uniform across the organization, but there was no uniform onboarding structure for staff or newcomers.

The document "IFRC Secretariat Strategic Plan – An Agenda for Renewal" (2019) identified a general fragmentation between the IFRC Secretariat in Geneva, between regions, and within Geneva. There is a lack of clarity on roles and responsibilities within the network, “...IFRC not working optimally as a single global organisation but being more akin to patchwork of donor agendas.” Which leads to a trust deficit between IFRC Secretariat and its members (IFRC, 2019:1).

One of the strategic solutions for these gaps would be an onboarding program. In 2021, the Geneva Secretariat (headquarters) requested the Human Resources Management Department (HRMD) to develop a global onboarding programme that could be applied to national, international staff and staff on loan. The programme should draw upon the most effective onboarding practices from different regions and align with the priorities, policies and guidelines of the IFRC.

The IFRC Secretariat allocated resources to design a global onboarding solution. The IFRC acknowledges the importance of standardising the onboarding process, which should facilitate the integration of newcomers into the organisation and its culture from the outset. This should include the provision of information and resources to enable them to become productive team members, acquiring the knowledge and skills required to become effective within the organisation.

The challenge of developing a global onboarding programme for IFRC is compounded by a number of factors. These include the cultural diversity of the organisation's membership, the legal and regulatory differences between countries, the need for careful customisation of information to ensure it can be used by anyone, the importance of engagement during onboarding, both in person and virtually, the technology and infrastructure of each region, the necessity of evaluating and improving the programme, and the allocation of resources to support its development, implementation and maintenance. The time, budget and human resources required to develop, implement and maintain a global onboarding programme are significant.

The onboarding process has the potential to create a powerful impression on newcomers. The primary objective of the IFRC Global Onboarding initiative is to provide an experience that inspires each newcomer, prepares them for their job position, welcomes them from the beginning, and reassures them that they have chosen the right place in which to excel.

In order to achieve these objectives, it is essential to provide employees with the necessary tools and resources to effectively onboard newcomers. This should include the implementation of measurements, a focus on continuous improvement, and the involvement of all relevant parties in the onboarding process. It should be noted that the onboarding programme is designed exclusively for newcomers, and that follow-up onboarding activities, such as an induction to a new position, are not included. This doctoral thesis aims to present the IFRC Global Onboarding programme, which has been meticulously developed to align with the specific needs of the IFRC. It provides comprehensive support to every employee involved in the onboarding process, encompassing strategic planning, measurement of activities, and adjustments. The programme was developed between 2021 and 2023, with all aspects of its construction aligned with the IFRC's fundamental principles and core values, as espoused by Henry Dunant.

1.2 Research Problem

Onboarding is a highly effective instrument for integrating newcomers into the organisation and facilitating their adjustment at both the social and performance levels.

(Godinho *et al.*, 2023). The efficacy of onboarding procedures has been demonstrated to positively influence a number of key performance indicators, including the experience of newcomers, long-term success, performance, team interaction and high retention rates. (Meyer, 2016). When ineffective, the aforementioned factors can impact the newcomer in a number of ways, including reduced job satisfaction, higher turnover rates, low productivity, loss of resources, negative impact on the teams, and the organisation. (Bauer and Erdogan, 2011, 2011; Klein, Polin and Sutton, 2015; Meyer, 2016; Davila and Pina-Ramirez, 2018).

Although there is substantial body of literature on onboarding, there are some areas that require further research:

- There is a deficit of evidence concerning the onboarding practices and the fundamental design elements that are necessary for an effective onboarding programme to support newcomers, the onboarding team and to achieve the organisational objectives. (Sharma and Stol, 2020; Becker and Bish, 2021; Gregory *et al.*, 2022).
- The majority of research onboarding is concentrated in the private sector. The structures and goals of non-profit organisations are distinct from those of their for-profit counterparts, and thus their onboarding needs may diverge. (West, 2022).
- The empirical evidence available on onboarding practices is limited. (Klein, Polin and Sutton, 2015; Meyer, 2016; Becker and Bish, 2021), in particular, it is important to consider how organisations can facilitate the integration of

newcomers with their distinctive requirements and abilities. This should include the integration of newcomers into teams and the wider organisational environment, as well as the provision of support to enable them to perform at their optimal level.

- A paucity of literature exists on the subject of onboarding practices in longitudinal studies, which could provide a more comprehensive understanding of the process over time. (Krasman, 2015; Becker and Bish, 2021; Gregory *et al.*, 2022).
- The production, circulation and utilisation of evidence present significant challenges for research in the IFRC. (Hankey and Pictet, 2019).
- This thesis will present evidence regarding a global onboarding programme in the largest humanitarian organisation in the world. The objective is to provide data that will enable the completion of the existing academic research on this topic and to present a strategic, practical and effective solution to the IFRC.

1.3 Purpose of Research

The objective of this research is to examine the existing literature on onboarding, with a particular focus on the practices employed by the IFRC. The aim is to identify any shortcomings in the current approach to onboarding and to propose a solution. The objective of this research is to:

- The objective is to learn from existing practices within the IFRC in order to develop a global onboarding strategy.

- A further objective is to establish a benchmark of other organisations in the private and public sectors in relation to their onboarding practices.
- In order to develop a comprehensive global onboarding programme, it is essential to include the input of human resources (HR) stakeholders and other managers.
- The analysis will encompass the experiences of newcomers from 2020 until 2022.
- It is also necessary to include the global leadership vision of the IFRC global onboarding.

1.4 Significance of the Study

A doctoral thesis on a global onboarding programme within the IFRC can be of significant value for a number of reasons.

The thesis offers valuable insights into the IFRC, onboarding processes, project management theory and human resources. Such a thesis will lead to improvements in organisational efficiency, employee satisfaction with the onboarding process, and overall effectiveness in achieving the IFRC Fundamental Principles and Strategy 2030.

By examining the specific context of a global onboarding programme within IFRC, it contributes to the academic understanding of human resource management in non-profit organisations with a programme. This can serve to fill gaps in existing literature and provide a foundation for future research in the field.

The IFRC operates in a diverse and cross-cultural environment. The thesis can examine the necessity for onboarding processes to be adapted in order to accommodate and leverage cultural diversity within the organisation, thereby ensuring effective communication and collaboration.

In conclusion, a doctoral thesis on onboarding in IFRC has the potential to make significant contributions to both academic knowledge and practical applications within the humanitarian field and the non-profit sector. Ultimately, this will enhance the effectiveness and impact of onboarding in their respective fields.

1.5 Research Purpose and Questions

The objective of this research and the onboarding solution provided to the IFRC is to standardise the onboarding process for all newcomers to the IFRC, thereby providing an inspiring and consistent experience to both newcomers and current IFRC staff working with newcomers. The solution will provide the necessary tools and resources to facilitate a structured and seamless onboarding process. The objective is to enhance the social integration of newcomers and reinforce their social networks across departments through virtual and in-person briefings and meetings, with the additional support of buddies. Additionally, the IFRC Global Onboarding Programme ensures that mandatory courses are completed before the end of the onboarding process. This is done in order to guarantee familiarity with essential regulations, rules, processes, and systems, and to institutionalise a common working culture.

In essence, the IFRC Global Onboarding Program will facilitate the integration of newcomers into their new environment, providing guidance and support to facilitate their transition and enable them to form strong working relationships with colleagues across all departments. In order to construct a programme that addresses these needs, the research questions (RQ) are as follows:

The first research question (RQ1) is: What was the experience of newcomers during the period between 2020 and 2022?

RQ2. What are the existing onboarding practices within the IFRC?

RQ3. What is the vision of the global leadership with regard to a global onboarding programme for IFRC?

RQ4. What are the HR stakeholders' requirements in a global onboarding?

RQ5. What are the benchmarks for onboarding outside the IFRC?

CHAPTER II:

REVIEW OF LITERATURE

2.1 Henry Dunant

Jean Henry Dunant (1828-1910) is regarded as the founder of the Red Cross. He was born in Geneva, Switzerland, and from an early age demonstrated an interest in humanitarianism, becoming a member of the League of Alms, an organisation focused on “bring spiritual and material comfort and aid to the to the poor, sick, and afflicted” (Dunant, 2013:2). In addition, he was a frequent visitor to prisons and an active participant in various organizations, including the Young Men’s Christian Union and the World Union.

His educational background was in the fields of finance, banking, and business. He held the position of general manager of a subsidiary enterprise of his firm in Algeria, the "Colonies Suisses de Setif". He enjoyed considerable success in business and amassed a considerable fortune (Dunant, 2013).

In 1859, Dunant was engaged in a mission in Italy, Castiglione della Pieve, on the same day that the Battle of Solferino was taking place. This was a brutal conflict between French and Austrian armies. The suffering and lack of medical assistance deeply moved him. He began to organise local volunteers to provide aid using the army medical services and to provide comfort to the soldiers, regardless of their nationality. His life was profoundly impacted by this experience. His business interests were no longer a

priority, and he embarked on a mission to relieve the suffering of those in need, to find ways to prevent it or at least ameliorate it in future wars. (Dunant, 2013).

He wrote "A Memory of Solferino" based on his personal experience, in which he described the atrocities of war and proposed the establishment of voluntary relief societies to care for and support soldiers during wartime. Dunant proposed the establishment of national societies to provide assistance to those in need in various countries. This proposal became one of the components of the International Red Cross and Red Crescent Movement, or simply The Movement.

The fundamental principle of The Movement is the voluntary service. This initiative was met with enthusiasm and was adopted by numerous countries. Dunant put forth the proposal that: "societies of trained volunteers be organized in all countries for the purpose of helping to care for wounded combatants in time of war"(Dunant, 2013:9).

The international aspect of Dunant's ideas regarding the care of wounded soldiers was disseminated. He travelled throughout Europe to disseminate his ideas and spoke with numerous influential figures, including royalty, politicians, and commoners. His proposals were listened to respectfully, even if they doubted the feasibility of convincing people to volunteer during war. "...this young man who had come without warning from obscurity to touch the heart and stir the conscience of Europe" (Dunant, 2013:9).

In 1864, Dunant's endeavours led to the inaugural Geneva Convention. The convention established guidelines for the humane care of wounded and ill military personnel, as well as the safeguarding of medical staff and infrastructure. Twelve European nations participated in the drafting of these ideas, which were subsequently

approved. This led to the establishment of the Red Cross and Red Crescent movement, which has had a profound impact on humanitarian organisations to the present day. (Dick, 1992; Dunant, 2013).

In 1867, Dunant's business collapsed, resulting in the loss of almost all his assets. He was forced to cease focusing on his ideas and was unable to meet his financial obligations. Over the following two decades, he experienced personal and financial challenges, despite receiving financial assistance from friends. In 1892, he was afflicted with illness, and his advanced age compelled him to reside in the local hospital for the remaining 18 years of his life (Dunant, 2013).

In 1901, Henry Dunant was awarded the inaugural Nobel Peace Prize, which he shared with Frédéric Passy. The award was in recognition of his role in founding the Red Cross and promoting humanitarian ideas. Subsequently, he made brief appearances in France, Germany, Italy and England, where he was honoured for founding the Red Cross. However, he continued to live in obscurity.

Despite the passage of time, Dunant's ideas retain their relevance and enduring value. An appropriate political environment can influence the reality of people on a global scale. The significance of identifying and training individuals who are decision-makers and those on the frontlines, through social mobilization, is also worthy of consideration. The value of establishing a system that reaches those in need, the importance of being prepared for disasters and viewing emergencies in a wider context. These are not novel concepts; rather, they are ideas that are frequently challenging to translate into concrete actions (Dick, 1992).

Henry Dunant's legacy lives on in the ongoing work of the International Red Cross and Red Crescent Movement, the world's largest humanitarian network, present in more than 192 countries and bringing together more than 16 million volunteers for the benefit of humanity (IFRC, 2023b).

2.2 The Movement

The International Red Cross and Red Crescent Movement (RCRC) has three independent parts: International Federation of the Red Cross (IFRC); International Committee of the Red Cross (ICRC) and National Red Cross and Red Crescent Societies, or National Societies (NS).

The movement and its three components work closely together to discuss common issues and share best practices through daily collaboration and at Geneva conventions, the Statutory Meetings – this conference is the Movement highest deliberative body and influences the global humanitarian agenda and happens every four years. (IFRC, 2024b)

There is a Standing Commission, which serves as the trustee and offer guidance to the Movement between meetings and every two years, the Movement also convenes the Council of Delegates, that approves resolutions concerning the advocacy and activities of the Movement.

In summary, the components of the movement and their functions are:

- IFRC: is the world's largest volunteer-based humanitarian network, reaching 160 million people each year through our 192 member National Societies. It

behaves impartially towards all people, regardless of their nationality, race, gender, or political beliefs and acts in disasters and health emergencies to help anyone in need.

- ICRC: founded in 1863, its mission is to protect the lives and dignity of those who have been victims of armed conflict and other forms of violence, as well as to assist them.
- National Societies: it assists the public authorities of their own nations in the humanitarian field, providing a variety of services, such as disaster relief, health, and social activities.

The Movement is guided by the Fundamental Principles (Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity and Universality) and has the same purpose: support anyone who suffers without discrimination and contribute to peace worldwide. (IFRC, 2024).

The RCRC movement has played a pivotal role in the provision of humanitarian aid and disaster relief on a global scale. Nevertheless, the advent of digital innovation and the impact of the global pandemic caused by the Coronavirus (COVID-19) have led to a transformation in the dynamics of the impact of the RCRC movement. Researchers have identified a number of ongoing impacts on the current state of the RCRC movement.

The Impact of Digital Innovation was mentioned by Madianou (2019), emphasizing the constitutive role of data and digital innovation in entrenching power asymmetries between refugees and aid agencies. This technocolonialism results in inequalities in the global context. Moreover, the impact of social prescribing services provided by the

British Red Cross (Muller, 2014) serves as an illustration of the evolving landscape of RCRC operations. The rapid shift to digital platforms and the utilisation of data practices have implications for how RCRC interacts with communities and allocates resources. Consequently, there is a need for further research on the impact of digital innovation on humanitarian response.

The impact of the COVID-19 pandemic on healthcare workers (HCWs) has been profound (Melby *et al.*, 2016). It is evident that HCWs are more susceptible to experiencing stigma and bullying related to the pandemic, which is further compounded by the presence of racism and violence. This has direct implications for the role of RCRC in supporting and protecting healthcare workers during global health crises. There is a high risk of COVID-19-related bullying, harassment, and stigma among healthcare workers, and call for a focus on ethical principles to optimise community benefit and healthcare provider experiences (Dye *et al.*, 2020). This highlights the necessity for RCRC to address the intersectional challenges faced by healthcare workers during pandemics.

Titz, Cannon and Krüger (2018) emphasise the effectiveness of community mobilisation for both primary and secondary prevention of intimate partner violence (IPV). Furthermore, Abramsky *et al.* (2016) discuss the impact of community mobilisation interventions on women's experiences of IPV, emphasising the necessity for RCRC to continue engaging in community-based initiatives to address social issues. Nevertheless, the concept of 'community' has been subjected to critical analysis, which has revealed potential problems associated with community-based interventions (Dye *et*

al., 2020). Consequently, future research should investigate the intricacies of community mobilisation and its consequences for RCRC's humanitarian operations.

The RCRC movement has also an impact of public health and the environment (Desalegn, Mossie and Gedefaw, 2014). There is a direct effect of nurses' emotional intelligence on hospital service quality. This finding serves to highlight the significance of emotional intelligence in healthcare settings, particularly during periods of public health crisis. Furthermore, the detrimental impact of the COVID 19 pandemic and associated lockdown measures on health and healthcare. Ranjbar Ezzatabadi *et al.*, (2012) underscores the necessity for RCRC to adapt its interventions and new technologies to address evolving public health challenges. Furthermore, (Muller, 2014; Madianou, 2019) discuss the impact of air pollution on reproductive health, raising concerns about environmental factors that may affect community health and well-being. The role of RCRC in addressing public health challenges and the environmental impact of its activities requires further investigation.

These research insights provided here represent only a small sample of the ways in which RCRC is influencing the landscape of digital innovation, healthcare worker challenges, community mobilisation and public health implications. These areas where further knowledge is needed and there are potential future research directions for understanding the contemporary impact of the RCRC movement.

This thesis investigates the actions of IFRC in regards to digital innovation when presenting the IFRC Global Onboarding in an intranet site, part of the Communication

and Collaboration (C2) programme, owned by Human Resources Management Department (HRMD) and Digital Transformation Department (DTD).

2.3 The Fundamental Principles

The Movement was established on a grand vision that continues to provide inspiration, yet despite the best of intentions, the mission and values can be misinterpreted. Such discrepancies may arise due to the considerable size of the organisation, the diverse cultural backgrounds of its personnel, the prolonged existence of certain offices in comparison to others, and the varied contexts in which its work is conducted, including situations of armed conflict and natural disasters (Pictet, 1980).

The doctrine of the Red Cross and the Statutes of the International Red Cross serve as the fundamental link between the various components of the movement. Is the “cement which holds the stones together to make of them a solid and well build edifice” (Pictet, 1980:133). The doctrine is the foundation of the Red Cross, without which the Movement does not exist.

The Fundamental Principles provide a framework for consistency and integrity in thought and action. The Fundamental Principles facilitate IFRC navigation in complex situations, decision-making based on ethical choices, and the ethical conduct of Red Cross staff in all circumstances. “The humanitarian interests of the persons in need of help lie and whether they will be furthered” (Pictet, 1962:310). It represents the values and practices of The Movement, providing a framework for action and a unifying identity for RCRC for over half a century.

The Fundamental Principles serve as the foundation of the Movement, providing a framework for all members and ensuring that all actions are aligned with the broader mission of the IFRC (Coles, Zhang and Zhuang, 2022). It serves as the most important resource tool “...for gaining access to people affected by conflict and disaster and ensuring everyone knows that our mission is solely humanitarian” (ICRC, 2015:5).

They serve “as an ideal to strive for – and as practical steps to take- to achieve that ideal in times of peace, armed conflict, or natural disaster” (ICRC, 2015:5). It is a call to action to help anyone in need, regardless political affiliation, race, or religion.

The Fundamental Principles provide a framework for fostering trust in all circumstances. Furthermore, they elucidate the values and ideals that unite the Movement and elucidate the reasons for its continued existence and strength. It’s a call to action to all staff and volunteers “compelling us, as the Principle of Humanity describes – to prevent and alleviate human suffering wherever it may be found” (ICRC, 2015:5).

The objective is to influence the behaviour of those working with The Movement by fostering a deeper comprehension of the Fundamental Principles and humanitarian values. The three principal target groups are those working within Red Cross and Red Crescent National Societies, public and private authorities, and members of the communities (IFRC, 2018).

The set of core values and guidelines that govern the actions and operations of the IFRC, ICRC and NS is a comprehensive framework that encompasses the entirety of the organisation's activities. It provides a framework for the implementation of humanitarian action, neutrality, and impartiality. The seven fundamental principles are: humanity,

impartiality, neutrality, independence, voluntary services, unit and universality (IFRC, 2021).

The primary objective of the Movement is to alleviate human suffering, without distinction, in accordance with the principles of humanity, universality and solidarity. The Movement is committed to the safeguarding of the lives, health, and dignity of all.

The Movement adheres to the principle of impartiality, which precludes discrimination based on nationality, race, religious beliefs, class, or political opinions. The Movement provides assistance based on the needs of individuals and communities, with a particular focus on those experiencing the most urgent cases of distress.

The Movement's neutrality is evidenced by its avoidance of involvement in hostilities and its abstention from engaging in controversies of a political, racial, religious, or ideological nature. The neutrality of the Movement enables it to provide assistance to all parties involved in a conflict.

The Movement is independent in its actions and operations, remaining autonomous from political, economic, and military influences. It is imperative that humanitarian actions are based solely on the needs of those affected, and this can only be ensured by maintaining independence.

The voluntary services provided by the Movement are driven by the principle of voluntary service. The Movement relies on the dedication and

selflessness of volunteers who offer their time, skills, and efforts to assist those in need.

The Movement is unified by the principle of one Red Cross or Red Crescent society per country. All societies must adhere to the same fundamental principles, while respecting their own independence and organisational autonomy.

The universality is the Movement's mission is global, and its activities are accessible to all. It respects and seeks to promote the diversity of cultures and societies while maintaining its core principles.

To achieve its purpose, the fundamental principles “must be presented clearly, so that they are understood by everyone” (Pictet, 1980:135). To bring clarity and simplicity to it, Katrien Beekman (2015) build “The 747 framework” that can be seen on the Figure 1.1 Figure 1.1 The 747 Framework: The Seven Skills for Seven Principles, based on the Fundamental Principles of the Red Cross, Commentary (Pictet, 1980).

The seven fundamental principles “serve as an ethical framework from the Movement” (Beeckman, 2015:264). It is a precondition for building and maintaining IFRC culture and purpose. Alone, the Fundamental principles may be abstract and philosophical, hard to connect with concrete actions, however if the knowledge is shared and spread, “may trigger more concrete associations, and thus, be more immediately connect attitudes to behaviors and individuals daily lives” (Beeckman, 2015:270). The Fundamental Principles ensure that humanitarian assistance is provided with integrity, compassion, and a commitment to the well-being and dignity of all individuals, regardless of their circumstances (IFRC, 2024b). It is essential to take care that staff never lose sight of IFRC’s Fundamental Principles, and it should begin since day one

with all newcomers. If they lose the humanitarian perspectives, it goes directly to suffering, it will lose the voluntary character of the organization and then “the Red Cross would be like a flower which has been plucked and soon withers and dies” (Pictet, 1962).

Upon joining IFRC, newcomers are expected to familiarise themselves with the organisation's fundamental principles, which are considered an indispensable subject. These principles are to be aligned with the organisation's culture and leadership. The leader’s genuine commitment to the Movement’s mission and fundamental principles, as well as their relationship with staff, are of paramount importance. “Have been ascertained as being amongst the factors influencing volunteers to stay within or exit the Movement” (Beekman, 2015:293).

From Fundamental Principles...

7 Fundamental Principles	Fundamental Principles components	Related humanitarian values	7 Personal skills
Humanity	<ul style="list-style-type: none"> Alleviate and prevent suffering Protect life and health Ensure respect for and protection of the individual 	<ul style="list-style-type: none"> Active goodwill and care Protection of human dignity and well-being Mutual understanding and peace 	<ul style="list-style-type: none"> – Empathy – Active listening – Critical thinking and non-judgement – Non-violent communication – Collaborative negotiation and mediation – Personal resilience – Inner peace
Impartiality	<ul style="list-style-type: none"> Non-discrimination Actions are solely guided by needs, proportional to the degree of suffering and prioritised on the basis of urgency No individual action or decision on the basis of prejudice or personal preference 	<ul style="list-style-type: none"> Equality of rights, equity of treatment Respect for diversity and openness Objectivity and accountability 	
Neutrality	<ul style="list-style-type: none"> Based on the need to build and maintain the trust of all No taking sides in armed conflicts No engagement in controversies of a political, racial, religious or ideological nature 	<ul style="list-style-type: none"> Confidence (trust) Self-control and discipline Freedom of action and objectivity 	
Independence	<ul style="list-style-type: none"> Not letting political, economic, social, religious or financial pressure interfere with Red Cross Red Crescent position or action Auxiliary to public authorities respecting the country's legislation Maintain autonomy to be able to act in accordance with the Fundamental Principles 	<ul style="list-style-type: none"> Sovereignty and freedom of action Co-operation Integrity and transparency 	
Voluntary service	<ul style="list-style-type: none"> Freely accepted commitment No desire for gain Selflessness 	<ul style="list-style-type: none"> Spirit of altruism and generosity Spirit of service and humility Spirit of responsibility and discipline 	
Unity	<ul style="list-style-type: none"> One National Society per country Open to all Active in entire country 	<ul style="list-style-type: none"> One Red Cross Red Crescent (Movement) Diversity and inclusiveness Harmony and cohesion 	
Universality	<ul style="list-style-type: none"> Global mission Equality of National Societies Solidarity 	<ul style="list-style-type: none"> Openness to all in the world Co-operation Mutual assistance 	

Analysis by IFRC, Principles and Values department, Beekman K. based on Pictet, J. *The Fundamental Principles of the Red Cross. Commentary*. Geneva, 1979, available at: www.ifrc.org/Files/40669/Pictet%20Commentary.pdf

Figure 2.1 The 747 Framework: The Seven Skills for Seven Principles.
Source: Beekman, K. (2015) by ICRC.

The Figure 2.1 outlining the seven Fundamental Principles of the Red Cross and Red Crescent Movement, along with the associated humanitarian values and essential personal skills, is not only fundamental to the IFRC's identity, but also directly aligned with the organisation's strategic priorities, including the Global Plan 2024 and Strategy 2030. These principles - humanity, impartiality, neutrality, independence, voluntary service, unity and universality - serve as the foundation for fostering a consistent organisational culture and guiding decision-making at all levels of the organisation.

In the context of a global onboarding programme at the IFRC, the integration of these principles ensures that newcomers, together with the onboarding team and managers, fully internalise and apply these values from the outset. This alignment is critical to achieving the goals set out in the Global Plan 2024, which focuses on strengthening the capacity of National Societies and increasing the effectiveness of humanitarian action. By instilling these principles during onboarding, the IFRC can ensure that all staff are equipped to contribute effectively to these goals.

Furthermore, Strategy 2030, which envisions a more responsive and globally connected Red Cross and Red Crescent Movement, underlines the importance of these principles in shaping the future of the organisation. The Strategy calls for a focus on inclusivity, innovation and the ability to address global challenges, all of which are deeply rooted in the Fundamental Principles. By embedding these principles into the onboarding process, with the active involvement of the onboarding team and managers, the IFRC can cultivate a workforce that is not only aligned with its core values, but also ready to advance the organisation's strategic goals on a global scale. This approach

ensures that the organisation remains true to its humanitarian mission while adapting to the evolving needs of the global community.

2.4 International Federation of the Red Cross (IFRC)

The IFRC is a constituent part of the International Red Cross and Red Crescent Movement (RCRC), which also includes the International Committee of the Red Cross (ICRC) and National Red Cross and Red Crescent Societies (NS) in nearly every country. Collectively, these entities strive to provide humanitarian assistance and to promote the fundamental principles (IFRC, 2024b).

The International Federation of Red Cross and Red Crescent Societies (IFRC) is headquartered in Geneva, Switzerland, and was established in 1919. The IFRC oversees the coordination of more than 192 National Red Cross and Red Crescent Societies across the globe. It provides them with support through a global secretariat. The staff is diverse, decentralised, and comprises approximately 2,500 individuals. The majority of the staff (86%) are based in the five regional and sub-regional offices around the world. In addition to its staff, the IFRC brings together over 16 million volunteers worldwide. The IFRC is responsible for the day-to-day operations of the organisation, while the governing bodies are tasked with determining the overall direction and policy of the IFRC (IFRC, 2024b).

Accordingly with the Global Plan (2024), the IFRC's goal is "to inspire, encourage, facilitate and promote all times all forms of humanitarian activities. This includes ensuring the co-ordination of our international activities". (IFRC, 2023:49). The

Global Pan implements common standards, policies, organizational development, capacity building and effective disaster management.

The staff are experts in a wide range of fields related to humanitarian assistance, health, disaster law, climate change, migration, logistics, and other related areas. All personnel are engaged in collaborative efforts for the benefit of humanity. The IFRC's work is driven by a commitment to compassion, empathy, and the desire to assist those in need, as espoused by Henry Dunant (IFRC, 2024).

The IFRC is guided by Strategy 2030, which is a collective plan of action designed to address the significant humanitarian and developmental challenges currently facing the world. It delineates the manner in which the IFRC will build upon over a century of endeavours to advance a more humane and peaceful global order, while simultaneously adapting to the evolving challenges of the 21st century. It guarantees the existence of a dynamic global network of organisations that are fit for purpose and able to serve all communities to the best of their ability (IFRC, 2018).

The IFRC's strength lies in its volunteer network, community-based expertise, independence and neutrality. The IFRC strives to enhance humanitarian standards through collaborative efforts with development partners and in disaster response scenarios. Its objective is to influence decision-makers to act in a manner that prioritises the interests of vulnerable populations. Consequently, the IFRC advocates a culture of peace, mitigates vulnerabilities, enhances resilience, and cultivates secure and salubrious communities (IFRC, 2024b).

The IFRC collaborates with its member National Societies (NS) to provide humanitarian assistance, disaster relief, and community support. The organisation's principal objectives are to diminish the impact of disasters, enhance the quality of life for vulnerable communities, advance health and well-being, and cultivate a culture of non-discrimination and volunteerism (IFRC, 2023b).

This distinctive network of National Societies, which encompasses nearly every country on the globe, represents the IFRC's primary asset. The IFRC's objective is to enhance the capabilities and provide assistance to those who are most in need. The global network enables the IFRC to engage with communities at the regional level (IFRC, 2023b).

The Secretariat in Geneva oversees the management and mobilization of relief assistance for international emergencies, while also promoting cooperation between the National Societies, the International Committee of the Red Cross (ICRC), and the National Societies (NS) on an international scale. The Secretariat is structured into business groups, comprising five decentralised zonal offices (each with several regional and country offices reporting to it) that are responsible for frontline delivery through National Societies. These are supported by the Geneva Headquarters.

The Geneva Headquarters is responsible for establishing norms and standards, providing guidance, and ensuring consistency, coordination, and accountability for performance, knowledge sharing, and influential representation with global-level partners. The organisation is structured around four business groups, each of which is responsible for a specific area of activity: Program Services, National Society and

Knowledge Development, Humanitarian Values and Diplomacy, and Governance and Management Services (IFRC, 2024b).

Regional offices and field delegations provide support and advice to National Societies on disaster relief and development projects, and they additionally foster regional collaboration. The regional offices of the Secretariat are located in Nairobi for the Africa Zone, Panama for the Americas Zone, Kuala Lumpur for the Asia-Pacific Zone, Budapest for the IFRC Europe Zone, and Beirut for the Middle East and North Africa (MENA) Zone.

The five regional offices provide support to the National Societies, with the objective of enhancing the network and improving collaboration within the Movement. Additionally, there are 50 country (or country cluster) support offices situated globally.

Three representative offices are responsible for spearheading advocacy and influencing efforts with international organisations. The aforementioned offices are based in New York, where the IFRC represents itself at the United Nations; in Addis Ababa, where the IFRC represents itself at the African Union; and in Brussels, where the IFRC and National Societies in the European Union are represented.



*Figure 2.2 A map illustrating the global presence of the IFRC.
Source: IFRC (2024)*

The map illustrates the IFRC's extensive global presence, with markers spread across several continents, including regions in Africa, Asia, Europe, the Americas and Oceania. This widespread distribution reflects the IFRC's commitment to providing humanitarian assistance and support in almost every part of the world, addressing different needs and challenges that vary from region to region.

The IFRC's global reach is vital as it enables the organisation to respond quickly and effectively to emergencies, natural disasters and crises wherever they occur. It also ensures that the principles of humanity, impartiality, neutrality and independence are upheld universally, fostering trust and cooperation across different cultural and geopolitical contexts. The organisation's presence in both high-risk and more stable areas

enables it to implement preventive measures, build community resilience and promote sustainable development.

In addition, the IFRC's global network supports the goals of the Global Plan 2024 and Strategy 2030 by facilitating international cooperation, knowledge sharing and the dissemination of best practice. This vast network is critical to achieving the strategic goals of improving humanitarian response, strengthening National Societies and fostering global solidarity. The map highlights the organisation's ability to mobilise resources and expertise from around the world, ensuring that its humanitarian mission is both comprehensive and inclusive, reaching those in need wherever they are. The key functions of the IFRC (2024):

- **Disaster Response and Relief:** it coordinates international disaster response efforts, providing emergency relief and assistance to communities affected by natural disasters, conflicts, and other crises. It aims to provide necessities including food, water, shelter, and healthcare.
- **Health and Care:** it focuses on health promotion and disease prevention, including supporting vaccination campaigns, promoting healthy behaviors, and addressing public health challenges.
- **Community Engagement:** it places a strong emphasis on involving local communities in decision-making processes and empowering them to take the lead in their own development and disaster preparedness.

- **Capacity Building:** it provides learning solutions, training, technical assistance, and resources to National Societies to enhance their capacity to respond effectively to emergencies and support their communities.
- **Advocacy:** it advocates for humanitarian principles, international humanitarian law, and the rights of vulnerable populations. It seeks to influence policies and practices that affect humanitarian action and the well-being of communities.
- **Coordination:** it acts as a hub for coordination among National Societies and other humanitarian organizations, facilitating information sharing, resource allocation, and collaboration during emergencies.
- **Innovation:** it encourages innovation in humanitarian work, leveraging technology and new approaches to improve the effectiveness and efficiency of its operations.

2.5 Onboarding

Onboarding is the term used to describe the process through which companies engage newcomers join and integrate into an organization's culture and with their role (Bauer and Erdogan, 2011; Bauer, 2013b). Newcomer refers to a person who has recently joined IFRC, starting in the first day of the job (Reichers, 1987; Wanous, 1992; Bauer *et al.*, 2007). The level of support and guidance provided to newcomers during onboarding can greatly influence their experience and ability to become productive and comfortable

within their new environment (Stein and Christiansen, 2010; Krasman, 2015; Sharma and Stol, 2020).

The term 'onboarding' is used to describe the series of steps taken to integrate new employees into their workplace and familiarise them with the teams, culture, policies, practices, procedures, tools, resources and their roles and responsibilities. The onboarding process is a system of procedures designed to facilitate the learning of newcomers' tasks, facilitate their integration into the team, enable them to become productive members of the team as quickly as possible, and facilitate their acclimation to their new work environment. It represents the first contact of the individual with the organisation (Snell, 2006; Dai and De Meuse, 2007; Bauer, 2010; Bauer and Erdogan, 2011; Davila and Pina-Ramirez, 2018; Gregory *et al.*, 2022).

According to Bauer and Erdogan (2011) the process of supporting new employees to acquire the information, skills, and behaviours necessary to thrive in their new workplaces is known as onboarding or onboarding socialisation. The process will facilitate the transition of new employees from being outsiders to insiders within the organisation. The process of occupational socialisation will emphasise familiarity with the role and position of a particular field, such as becoming an Information Technology or Human Resources professional.

Onboarding is a key process to get newcomers ready to work and their experience is directly related to socialization “which is the transition of the employee from organizational stranger to integrated member” (Meyer, 2016:1). The establishment of a strong bonding between the insider work with the newcomer has a positive impact for

both parties. “For a company to truly benefit from the attributes and skills recognized in each new employee, it’s essential to support them through a comprehensive introductory process” (Snell, 2006:32).

Although organizations invest a significant amount of their resources, time, and energy into finding, hiring, and training new workers, newcomers also put in the effort to be part of the organization and effective members of their team (Snell, 2006; Bauer and Erdogan, 2011). The onboarding process is of paramount importance to both organisations and newcomers, as it represents a direct interaction between the two parties and has the potential to influence the overall functioning of the organisation. It should provide “role clarity, self-efficacy and social acceptance” (Bauer *et al.*, 2007:718) and also, mediate the relationship between newcomer and the organization, through socialization techniques (Bauer and Erdogan, 2011).

The symbolic interactionist perspective (Reichers, 1987) asserts that interactions between newcomers and onboarding teams (insiders’ workers) are essential during onboarding, and that these interactions represent a primary vehicle through which initial socialisation occurs.. “These interactions are the process which newcomers come to understand organizational realities and establish situational identities” (Reichers, 1987:278).

The objective of onboarding is to ensure that new employees have a positive experience during their initial period of employment. The onboarding team plays a crucial role in facilitating the integration of new hires into the organisation and their

respective roles, with the aim of achieving long-term success in their new positions (White, Clapton and Cook, 2020).

Organisations have long acknowledged the significance of the onboarding experience for the success of both the employee and the organisation (Hall *et al.*, 2015). Effective onboarding is essential for integrating new employees into the organisation and ensuring that they are equipped with the necessary knowledge and skills to contribute to the organisation's goals (Chillakuri, 2020). It has been proposed that an understanding of the expectations of different generations, such as Generation Z, is of significant importance for the effective onboarding of new employees (Chillakuri, 2020).

The onboarding process must take into account the characteristics of the new generations of employees. These individuals have been socialised in an environment where technology is a pervasive presence and where the work-to-live mentality is prevalent. They value a balanced lifestyle and seek feedback. They are adept at working in collaborative environments and possess a high degree of self-assurance in their abilities. Additionally, they exhibit a dedication to charitable endeavors (Ferri-Reed, 2013:32).

A study by Depura and Garg (2012) indicates the potential applicability of online gamification in new hire onboarding, which could enhance engagement and learning outcomes. Furthermore, the utilisation of buddies or mentorship has been proposed as a pedagogical method for integrating theory and practice in higher education, which could be extended to onboarding practices in organisational settings (Arnesson and Albinsson, 2017).

Effective onboarding has been associated with a reduction in the learning curve for new employees, which in turn leads to an improvement in productivity within the organisation (Lynch and Buckner-Hayden, 2010). Moreover, Kim *et al.* (2015) conducted research on new employee orientation practices in Korean corporations, emphasising the importance of tailoring onboarding processes to specific cultural contexts.

In the context of web applications, the concept of personalised onboarding has been proposed as a means of enhancing the onboarding experience for users (Hucko *et al.*, 2019) (Hucko *et al.*, 2019). This approach emphasises the importance of customisation and personalisation in the onboarding process, acknowledging the diverse needs and preferences of new employees.

In light of the rapid advancements in technology, Yilmaz, O'Farrell and Clarke (2023) have examined the potential of the metaverse for training and education. This has led to the question of how virtual and augmented reality technologies could be leveraged to enhance the onboarding experience. Similarly, Wolff and Auckenthaler (2014) have investigated the internal processes that psychotherapists undergo as they integrate theoretical orientations, thereby elucidating the psychological aspects of the onboarding experience.

Moreover, the integration of leadership development into newcomers orientations has been proposed as a strategic approach, given the pivotal role that leadership skills play in the success of new employees within the organisation (Kirchner and Akdere, 2019). The integration of leadership development into the onboarding process enables organisations to better prepare new employees for future leadership roles.

Popli and Rizvi (2017) explored the catalytic role of employee engagement in the relationship between leadership style and service orientation. This underscores the significance of employee engagement during the onboarding process, as it can influence service orientation and other organizational outcomes.

It is recommended that newcomers be socially included, be able to perform their tasks in a timely manner, and learn organisational-related aspects. A well-executed onboarding process can positively influence job satisfaction, job attitudes such as organisational commitment, engagement, happiness, performance and can decrease turnover, thereby improving retention rates (Snell, 2006; Bauer, 2013b; Meyer, 2016).

Lin and Huang (2021) explored the relationship between employee turnover intentions, job performance, organizational learning culture, and job satisfaction. Their findings indicate that a conducive learning culture during the onboarding process can positively impact employee job satisfaction and reduce turnover intentions.

There is an important positive impact for the organization in regards to retention of the newcomer, “a successful organizational socialization process can result in effective employees with positive work attitudes, who remain with the organization for a longer time.” (Bauer and Erdogan, 2011:51). “Those organizations which are able to harness the power of the new employee knowledge, skills, abilities quickly are more effective than those who do not.” (Bauer, 2013:2).

Trust is a key-element and it transcends the everyday contact between workers – it relates to high performance, productivity, loyalty, and engagement (Snell, 2006; Bauer and Erdogan, 2011; Meyer, 2016; Davila and Pina-Ramirez, 2018). Also contributes to

build a safe workspace, where people can take risks, feel supported and they can rely on each other (Davila and Pina-Ramirez, 2018).

A well-executed onboarding programme that considers trust and bonding between newcomers and their peers can help to reduce anxiety and stress levels related to the new position (White, Clapton and Cook, 2020). It is possible for newcomers to focus their energy on new tasks and succeed at them when they are able to count on people who know the organisation and are able to offer them valuable advice in support systems (Davila and Pina-Ramirez, 2018).

In a study conducted by Kumari and Nirban (2018), it was determined that organisational culture has a significant impact on employee performance. This suggests that the onboarding experience, which is often the first opportunity for employees to become acquainted with an organisation's culture, can have a significant impact on employee performance.

(Johnson and Senges, 2010) highlighted the role of market orientation in business performance, emphasising the importance of employee satisfaction. This suggests that the onboarding experience, as the initial point of contact, has the potential to influence employee satisfaction, which in turn affects business performance.

Accordingly with Davila and Pina-Ramirez (2018), the failure of onboarding processes is typically attributable to a lack of adequate planning, insufficient time and resources. The outcome of the onboarding process is influenced by a number of factors, including the reality being different than that presented in the onboarding process, the absence of a compelling business case, a lack of sense of belonging or recognition, the

failure to provide employees with a company profile, the failure of the onboarding programme to address diverse needs, metrics and accountability, the lack of ownership and responsibility assumed by those responsible for onboarding, and the focus of onboarding programmes on newcomers alone (Snell, 2006; Dai and De Meuse, 2007; Bauer, 2010; Meyer, 2016; Davila and Pina-Ramirez, 2018).

Other factors that can negatively impact the onboarding process include a lack of involvement, unavailability, a lack of guidance, information overload, the reduction of onboarding to checklists and paperwork, the skipping of sessions to discuss the company's expectations, the delay of sessions with the newcomer, the assumption that the new employee will understand their position and work on it without detailed information, the assumption that unwritten rules are self-evident, the expectation of high performance without the development of a basic level of socialisation, knowledge and skills (Bauer, 2013a; Davila and Pina-Ramirez, 2018; Meyer, 2016).

In the event of an inefficient onboarding process, newcomers may fail to receive the requisite guidance, which could result in a lack of understanding of their roles and responsibilities. This may lead to a reduction in productivity, as well as frustration, delays, poor job satisfaction, misalignment with organisational culture, missed opportunities for growth and development (Snell, 2006; Meyer, 2016). Inadequate onboarding can also result in staff leaving their new roles prematurely or being unproductive. This frequently necessitates the implementation of new recruitment and selection processes, which consume resources and time (Bauer and Erdogan, 2011).

In summary, the process of onboarding can result in a range of positive outcomes for both the organisation and the newcomers. It establishes the foundation for success, accelerates integration, and promotes a positive employee experience, thereby contributing to enhanced performance and retention. It is of paramount importance that organisations recognise the potential negative consequences of ineffective onboarding and strive to design and implement comprehensive onboarding journeys that address the needs of newcomers and the organisation.

Onboarding should be conceived as a multifaceted process that transcends mere orientation. It should be designed and implemented with the objective of fostering collaboration among diverse stakeholders, with the aim of engaging newcomers. This engagement should be facilitated by the integration of support, culture, values, organisational strategic position, direction, activities and experiences, which collectively enable newcomers to build relationships (Stein and Christiansen, 2010; Sharma and Stol, 2020).

“The more you invest in onboarding, the larger its return for your company” (Krasman, 2015:10). It is important “consider the range of individual differences in newcomers’ learning needs and how organizations can adapt their onboarding design accordingly” (Becker and Bish, 2021:2).

Stein and Christiansen (2010) perceived the concept of onboarding to be an intriguing metaphor. The process of welcoming new employees onto a ship is analogous to the welcoming of new passengers onto a cruise ship. In both cases, the staff responsible for assisting the newcomers are tasked with transporting their luggage,

showing them to their cabins, and providing information about safety and activities. Nevertheless, during the onboarding process, new employees are not merely visitors; they are human capital investment and should anticipate remaining with the organisation and making a positive impact. Otherwise, they may choose to leave.

According to Krasman (2015) the onboarding process must be carefully designed and implemented in a strategic manner, as it plays a pivotal role in the growth and development of the organisation. A comprehensive onboarding journey is not merely an isolated event; rather, it encompasses the entirety of the newcomer's experience, from the initial stages of their induction. The onboarding process must be consistent and applicable to all newcomers, with the objective of delivering maximum benefits to the organisation and staff. It is essential to monitor, evaluate and measure the onboarding process on a regular basis in order to identify areas for improvement and implement necessary changes.

Onboarding strategies are processes undertaken by a workforce in alignment with the organisation's and business's overarching strategies (Stein and Christiansen, 2010). The framework encompasses a number of key elements, including clear diagnostics, a quality framework, a feedback system and accountability.

A growing number of workplaces, including global companies such as Microsoft, are implementing Buddy Systems as a strategy during the onboarding process (White, Clapton and Cook, 2020). The objective is to facilitate the rapid integration of newcomers, enhance engagement and satisfaction during the onboarding process, and,

furthermore, to provide support for mental health, given that there is some evidence that buddy systems can be beneficial.

It has been demonstrated by both empirical studies and conventional wisdom that newcomers typically have approximately ninety days to demonstrate their value to an organization (Bauer and Erdogan, 2011; Bauer, 2013a). “The faster new hires feel welcome and prepared for their jobs, the faster they will be able to successfully contribute to the firm’s mission” (Bauer, 2010:1).

The key elements to an effective onboarding program recommended by Krasman (2015) is to have all onboarding-related data be centralized in a single location, preferably in digital format. It is also important to communicate the timeline, alignment of expectations and to minimise the anxiety that newcomers can experience when they do not have information about the next steps. Krasman also recommended that preliminary introductions be made, with a view to facilitating connections with supervisors and staff, if possible, prior to the first day. In the event that the company is receiving newcomers from other cities, it would be advisable to offer a web-based relocation platform.

It is the responsibility of the onboarding team to prepare for the arrival of the newcomer. This preparation should include encouraging organic conversations, preparing work assignments for the following days, and, if possible, going out for lunch with other team members. This is an opportunity to begin building relationships. The first day is a significant event for the newcomer and their family, should they be relocating (Krasman, 2015).

Despite the implementation of an effective onboarding process, it is anticipated that certain challenges may emerge, particularly during the initial stages. These may include the newcomer expressing discontent with their new role or the city, encountering difficulties in integrating into the community, and facing bureaucratic procedures such as visa applications or enrolment in educational institutions for their children. The organisation may address these concerns by implementing an onboarding process that employs project management methodology (Gregory *et al.*, 2022), It is essential to adopt a transparent communication strategy with the newcomer, coupled with the implementation of an effective action plan to address any potential issues (Krasman, 2015).

The onboarding process in the humanitarian sector is of great importance for integrating newcomers into the organisation and ensuring their effective contribution to the organisation's mission. Cozzolino, Rossi and Conforti (2012) emphasised the importance of agile and lean principles in the humanitarian supply chain. The authors highlighted the significance of flexibility, adaptability, and efficiency in responding to humanitarian crises. While their focus was on supply chain management, the principles of Agile and lean operations can be extended to the onboarding process. The authors proposed that future research could investigate the potential for integrating these principles into the onboarding programmes of humanitarian organisations, with the aim of enhancing their responsiveness and efficiency in integrating new staff members.

Asongu and Nwachukwu (2015) provided insights into foreign aid and inclusive development in Africa. The findings of this study underscore the significance of capacity

building and skill development in promoting inclusive development. This has direct implications for onboarding programs in the humanitarian sector, as effective onboarding can contribute to the capacity building of new employees, enabling them to better contribute to the organization's development objectives. Future research should explore the impact of onboarding programs on the capacity building of employees in the humanitarian sector and their subsequent contribution to inclusive development initiatives.

Humayun *et al.*(2017) discussed the implementation of mhGAP training to strengthen existing services for an internally displaced population in Pakistan. This highlights the importance of specialized training and skill development for addressing mental health needs in humanitarian settings. Incorporating mental health training and support into onboarding programs could be a valuable area for future research, especially considering the increasing recognition of mental health challenges in humanitarian contexts.

In their systematic review of the WHO mental health gap action programme (mhGAP) intervention guide, Keynejad, Spagnolo and Thornicroft (2021) emphasised the necessity of evidence-based interventions in mental health care. This highlights the importance of incorporating evidence-based practices into onboarding programmes, particularly with regard to the mental health and psychosocial support aspects of humanitarian work. Further research could concentrate on the assessment of the efficacy of integrating evidence-based solutions into the onboarding process for humanitarian personnel.

Nevertheless, further research is required on the design, implementation and impact of onboarding programmes tailored to the distinctive challenges of humanitarian work. Future research should aim to address these knowledge gaps and contribute to the development of best practices in onboarding for humanitarian organisations.’

2.6 Project Management

The Project Management Body of Knowledge (PMBOK Guide) is the standard guide for managing projects across different industries. It describes the processes, tools, techniques that can be used to achieve project management objectives towards a successful outcome (Guide, 2020).

Accordingly with the Project Management Body of Knowledge (PMBOK Guide, 2020), a project is a temporary endeavor with a beginning and an end. It creates a unique result and requires appropriate knowledge, processes, skills, tools and techniques to have a positive and significant impact on the organization (Rita Mulcahy, 2009; Guide, 2020; Singh and Williams, 2021).

A collection of projects is called program and a portfolio refers “to a collection of projects or programs and other work that are grouped together to facilitate effective management of that work to meet strategic business objectives” (Guide, 2020:8). It is possible to have repetitive elements in project deliverables, but “it does not change the fundamental uniqueness of the project work” (Guide, 2020:5). When the objectives are achieved, the project reached to an end, however there are other forms of ending it, such as no need for the project anymore or lack of resources.

Project management is used to bring desired outcomes while managing constraints and risks. It requires “...the appropriate application and integration of the 42 logically grouped project management processes comprising the 5 Process Groups” (Guide, 2020:6). These 5 Process Groups are: Initiating, Planning, Executing, Monitoring/Controlling and Closing.

In summary, accordingly with PMBOK (2020) and PMI (2024) key aspects of project management include:

- Project definition and scope: clearly defining the project's objectives, scope, deliverables, and requirements is essential for setting the foundation of the project. This helps prevent scope creep (uncontrolled expansion of project scope) and ensures that all stakeholders have a shared understanding of the project's goals.
- Planning: developing a comprehensive project plan that outlines tasks, timelines, resource requirements, and milestones. A well-structured plan helps guide the project's execution and provides a roadmap for project team members.
- Resource allocation: assigning the necessary people, materials, equipment, and budget to various project tasks. Efficient resource allocation ensures that the project stays on track and within the allocated resources.
- Scheduling: creating a project schedule that details when each task should start and finish, taking into consideration dependencies and constraints. This helps manage time effectively and ensures that deadlines are met.

- Risk Management: identifying possible hazards to the project's success and creating plans to address, reduce or prevent it.
- Communication: maintaining effective communication among project stakeholders, including team members, clients, sponsors, and other relevant parties. Clear communication helps prevent misunderstandings and keeps everyone informed about project progress.
- Execution: carrying out the project tasks according to the project plan. This involves coordinating team members, managing resources, and ensuring that work is completed as scheduled.
- Monitoring and Control: regularly tracking project performance against the project plan. If discrepancies arise, project managers take corrective actions to bring the project back on track.
- Quality Management: it ensures the deliverables meet the required quality, with a quality framework to identify and rectify any deviations from quality requirements.
- Closure: formalizing the completion of the project, including finalizing deliverables, conducting project reviews, and obtaining client or stakeholder approval. Lessons learned are documented to improve future projects.

Managing a project includes identify the requirements, address the needs, concerns, expectations of the stakeholders regarding planning and carrying out the project and also, balancing the competing project constraints, such as: scope, quality, schedule, budget, resources, risk.

The program management “is defined as the centralized coordinated management of a program to achieve the program’s strategic objectives and benefits.” (Guide, 2020:10). Actions related to a program management are resolving constraints/conflicts; alignment with organizational strategies and directions; solve issues and change management withing a governance structure (Guide, 2020; Singh and Williams, 2021).

It is essential to consider the environment factors, which refers to “...both internal and external environments factors that surround or influence a project’s success” (Guide, 2020:14). Some examples are: organizational culture, structure, processes; infrastructure; human resources; government standards; project management information systems; commercial databases; marketplace conditions; work organizational systems; political climate (Levitt, 2011; Guide, 2020; Singh and Williams, 2021).

Johnson and Senges (2010) conducted a case study on practice-based learning during the onboarding process at Google, emphasising the importance of a structured onboarding programme in complex organisations. This highlights the necessity for a systematic and comprehensive onboarding process to facilitate learning and adaptation within complex organisational environments.

Project management methodologies are often applied to onboarding processes to ensure a structured, organized, and effective transition for newcomers into the organization (Charvat, 2003; Gregory *et al.*, 2022). The methodology to build IFRC global onboarding program should offer advantages that is focusing on people relationships, should allow improvements, especially in the dynamic and rapidly changing organizational environment. It's essential to consider the IFRC specific needs,

such as a standard onboarding that can be easily updated and characteristics of the global workforce remotely and in person onboardings. The choice of methodology should align with the IFRC mission, culture, and structure.

There are different methodologies to manage a project, such as Agile, Waterfall, Scrum, and Kanban, provide frameworks for organizing and managing projects based on specific principles and practices. The choice of methodology depends on the nature of the project, the industry, and the preferences of the project team (Mulcahy, 2009; Singh and Williams, 2021).

Accordingly with Charvat (2003) a methodology for project management is “a set of guidelines or principles that can be tailored and applied to a specific situation”. It could be also a specific approach, templates, checklists, processes, steps, procedures. It “defines a set of principles and guidelines which define the way a project is manage” (Špundak, 2014:939).

The project management methodology will lead the work of all team members throughout the project and will provide the project manager with a framework associate with the organizational goals. It also prevents failures, such as lack of planning, problems with costs and scheduling, changes on the project scope, lack of communications, testing and monitoring of the project (Charvat, 2003; Singh and Williams, 2021).

Effective project management requires the right choice for methodology considering business needs, plus, a strong leadership, communication skills, problem-solving abilities, and the ability to manage change and uncertainty. It is a critical decision that can significantly impact its success and should be aligned with the needs and context

of the project (Charvat, 2003). It also plays a crucial role in delivering projects on time, within budget, and to the satisfaction of stakeholders (Charvat, 2003; Guide, 2020; Singh and Williams, 2021).

At IFRC, considering the needs of organization and the global onboarding requirements, the project management methodology needs to be highly adaptable and flexible. It must focus on human-centric approaches, allow continuous improvement, transparency, collaboration, predictability, motivate teams. The Agile methodology offers numerous benefits and advantages that well-suits IFRC needs and an onboarding program. The decision was made on project's requirements and the IFRC culture.

The Agile methodology for project management is considered mainstream worldwide and this popularity is related to how the response is quick and effective, for the teams and organizations, achieving accurate business objectives. It allows quick delivers, flexibility and adaptation to the needs and marketing conditions change (Fowler and Highsmith, 2001; Špundak, 2014).

The collaboration between team members is essential for this methodology, which can lead to better communication, faster decision making, stronger networks. Once it encourages continuous improvement before the final deliver, allow teams to deliver high quality products in less time (Špundak, 2014).

According to the “Manifesto for Agile Software Development” (2001), people and interactions are more important than processes and tools, which is essential to build an onboarding program to IFRC. The Agile methodology values the power of human

collaboration and communication, fostering strong relationships during all steps of the project management.

With values and principles, the Manifesto for Agile commit to create an environment where collaboration, adaptability and deliver value are the focus of the methodology. "...the path to success is paved by working together, embracing change, and always striving for improvement" (Fowler and Highsmith, 2001:2).

The values of the Agile methodology, present on the Agile Manifesto official website (2024) are:

- Individuals and interactions over processes and tools: in the pursuit of successful project outcomes, the focus will be always on human collaboration, among team members and stakeholders.
- Working software over comprehensive documentation: delivering functional software that meets all needs, while documenting has its importance, the primary focus is create tangible, usable products usable products that provide value and drive progress.
- Customer collaboration over contract negotiation: working closely with customers and involving them throughout the development process leads to better outcomes. It prioritizes feedback and adapt to evolving needs, fostering a sense of partnership and shared purpose.
- Responding to change over following a plan: change is inevitable. Instead of rigidly adhering to a predefined plan, it remains flexible and responsive. The

change is seen as an opportunity for growth, adjusting our strategies and tactics as required to maximize the chances of success.

These are the Principles of the Agile methodology, present on the Agile Manifesto official website (2024) are: the highest priority is to satisfy the customer through early and continuous delivery of valuable software; welcome changing requirements, even late in development; deliver working software frequently, with a preference for shorter timescales; business people and developers must work together daily throughout the project; build projects around motivated individuals. Give them the environment and support they need and trust them to get the job done; the most efficient and effective method of conveying information to and within a development team is face-to-face conversation; working software is the primary measure of progress; Agile processes promote sustainable development; continuous attention to technical excellence and good design enhances agility; simplicity is the art of maximizing the amount of work not done; the best architectures, requirements, and designs emerge from self-organizing teams; at regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Through these values and principles, the Agile methodology commits to creating an environment where collaboration, adaptability, and delivering value are central to the approach. It recognizes that the path to success is paved by working together, embracing change, and always striving for improvement (Fowler and Highsmith, 2001; Manifesto, 2001; Špundak, 2014).

Agile software development has gained significant attention due to its iterative and flexible approach to project management. Winter (2014) emphasises the importance of principles, patterns, and practices in agile software development. Similarly, Conboy *et al.* (2011) discuss the challenges in agile development, highlighting the significance of prioritising people over processes. Dingsøy *et al.* (2018) Dingsøy *et al.* (2017) present a case study and research agenda for the adaptation of agile methods in very large-scale software development, addressing the need for agile method adaptation.

Employee onboarding plays a crucial role in integrating new employees into an organisation. However, the integration of agile methodologies in the onboarding process remains an underexplored area. Morrison (2011) discusses the impact of employee voice behaviour on organisational socialisation, emphasising the importance of effective communication during the onboarding process. Additionally, Robbins, Ford and Tetrick (2012) examine the relationship between perceived unfairness and employee health, emphasising the significance of a fair onboarding process for employee well-being.

Despite the growing interest in agile methodologies and onboarding programmes, the integration of agile principles in onboarding processes represents a significant knowledge gap. Future research should investigate the advantages of iterative feedback and adaptability in onboarding programmes, as well as the impact of agile onboarding on employee engagement, retention and organisational culture. This will help to bridge the gap and improve organisational effectiveness and employee outcomes.char

2.7 Project Management and Onboarding

Project Management provides a clear framework, which can benefit the onboarding for several reasons (Charvat, 2003; Špundak, 2014; Gregory *et al.*, 2022):

- **Structure:** clear framework for planning, executing, and controlling processes. It ensures that all necessary steps during onboarding are identified and addressed systematically.
- **Defined Objectives:** Onboarding can have various goals, such as introducing the company culture, providing job-related training, and fostering a sense of belonging. Project management helps define these objectives, align them with the overall organizational culture.
- **Timeline:** Applying project management principles establishes a timeline for onboarding tasks, ensuring that they are completed within reasonable timeframes. It prevents delays and helps new employees become productive quickly.
- **Resources:** Project management involves allocating resources effectively to ensure tasks are accomplished efficiently. In onboarding, this could include allocating time, personnel, materials, and technology for training and orientation activities.
- **Engagement:** Successful onboarding involves multiple stakeholders, such as HR, line managers, newcomer. Project management encourages effective communication and collaboration among these stakeholders.

- Risk Management: Identifying potential challenges or issues in the onboarding process allows for proactive planning to mitigate risks.
- Customization: Project management principles allow for tailoring the onboarding process to individual roles or departments while maintaining a consistent overall structure.
- Measurable Outcomes: Project management emphasizes measurable results. Applying this to onboarding enables organizations to track the effectiveness of their processes and make improvements based on data.
- Feedback and Improvement: By treating onboarding as a project, organizations can gather feedback from new employees and stakeholders, enabling continuous improvement of the process over time.
- Scalability: For organizations that onboard a significant number of employees, project management principles can help scale the process while maintaining quality and consistency.
- Documentation: Project management encourages the documentation of processes, tasks, and outcomes. This documentation can serve as a valuable resource for future onboarding efforts.
- Consistency: Implementing a standardized onboarding process across the organization ensures that all employees have a similar experience, regardless of location or department.

Incorporating project management practices into onboarding enhances the efficiency, effectiveness, and overall experience for both the organization and the

newcomers (Ferri-Reed, 2013; Gregory *et al.*, 2022). It helps streamline the transition process, reduces the likelihood of important steps being overlooked, and contributes to the successful integration of new hires into the company culture and workflow.

2.8 Review of Literature Conclusion

The work done in the Movement differing greatly one from another, even if they are part of the same unit (Pictet, 1980). About onboarding processes, the activities are not clearly defined considering the IFRC doctrine and Fundamental Principles.

The research in IFRC is normally produced ad-hoc, meaning that is done to find a solution tailored to a particular objective, challenge, or task as rather than a generalized solution that can be used to related situations. It can result in duplicated efforts, lack of sharing, appropriate storing, or publication of the research (Hankey and Pictet, 2019).

IFRC decisions are often based on evidence and research findings and to mitigate these impacts, IFRC allocated resources to prioritize the onboarding as a global program, that should implement systems to organize, store and retrieve research and evidence efficiently, as well as fostering a culture of sharing and collaboration to design and implement the IFRC Global Onboarding.

By addressing the identified knowledge gaps and pursuing the suggested research directions, scholars and staff can further enhance their understanding of the IFRC's contributions to the field of humanitarian assistance and strengthen its capacity to respond to global crises.

Incorporating project management practices into onboarding enhances the efficiency, effectiveness, and overall experience for both IFRC and the newcomers (Gregory *et al.*, 2022). It helps streamline the transition process, reduces the likelihood of important steps being overlooked, and contributes to the successful integration of newcomers into IFRC culture and workflow.

Accordingly with Becker and Bish (2021) it is essential to research to contribute with the practical aspects challenges associated with onboarding and is missing evidence about the utility of onboarding practices, the measurement of critical design elements during onboarding and how to connect the support to newcomers and organizational objectives (Klein, Fan and Preacher, 2006; Klein, Polin and Sutton, 2015; Becker and Bish, 2021).

This literature review underscores that research has contributed to the understanding of the onboarding impact and its importance. As we navigate through the nuanced perspectives and empirical findings presented by various scholars, it becomes evident that the onboarding field is dynamic and continually evolving.

While existing studies offer valuable insights, there remains a compelling need for future research to delve deeper into onboarding practices, address emerging trends, and innovative methodologies, such as Agile from project management being used to build an onboarding program.

Onboarding is a powerful tool to integrate newcomers into the organization and adjust them at social and performance levels (Godinho *et al.*, 2023). When onboarding is effective, it will positively impact newcomers' experience, long-term success,

performance, team interaction and high retention rates (Meyer, 2016). When it is ineffective can impact the newcomer with reduced job satisfaction, higher turnover rates, low productivity, loss of resources, negative impact on the teams, and the organization (Bauer and Erdogan, 2011, 2011; Klein, Polin and Sutton, 2015; Meyer, 2016; Davila and Pina-Ramirez, 2018).

While there is substantial body of literature on onboarding, there is a laying the groundwork for further research, exploration and refinement and the conclusion of this review of literature is:

- There is a lack of evidence about onboarding practices and essential design elements required for an onboarding program to support newcomer, the onboarding team and achieve the organizational objectives (Sharma and Stol, 2020; Becker and Bish, 2021; Gregory *et al.*, 2022).
- There is a need for further research on the impact of digital innovation on humanitarian sector (Muller, 2014; Madianou, 2019).
- Krasman (2015) proposes the centralisation of onboarding data in a digital format, such as a web-based platform that communicates timelines and expectations. This would help to minimise anxiety for newcomers. The provision of preliminary introductions can facilitate connections with supervisors and staff.
- Most of the research in onboarding is focused on the private sector. Non-profit organizations have different structures and goals, and their onboarding needs may be different (West, 2022).

- The research with empirical evidence about onboarding practices is limited (Klein, Polin and Sutton, 2015; Meyer, 2016; Becker and Bish, 2021), especially considering how organizations can welcome newcomers with their unique needs and talents, including them in their teams and environment and supporting them to perform as efficient as possible.
- Literature is scarce about onboarding practices in longitudinal studies, that can better capture the dynamic nature of the process overtime (Krasman, 2015; Becker and Bish, 2021; Gregory *et al.*, 2022).
- The principles of Agile and lean operations can be extended to the onboarding process. Asongu and Nwachukwu (2015) suggest that future research could investigate the potential for integrating these principles into the onboarding programmes of humanitarian organisations, with the aim of enhancing their responsiveness and efficiency in integrating new staff members.
- Research should investigate the impact of onboarding programmes on the humanitarian sector and their subsequent contribution to inclusive development initiatives (Asongu and Nwachukwu, 2015; Chin *et al.*, 2022)
- Further research could concentrate on the assessment of the efficacy of integrating evidence-based solutions into the onboarding process for humanitarian personnel (Keynejad, Spagnolo and Thornicroft, 2021)
- Research in IFRC faces challenges in terms of production, circulation and use of evidence (Hankey and Pictet, 2019).

In conclusion, the existing literature on the onboarding experience encompasses a wide range of subjects, including the utilisation of technology, mentorship, leadership development and cultural considerations. Moreover, further research is necessary to assess the potential of emerging technologies, such as platforms for onboarding, for enhancing the onboarding experience. The studies should also concentrate on developing more comprehensive and personalised onboarding practices to accommodate the diverse needs of newcomers and onboarding teams in different organisational contexts.

With the conclusion of the review of literature and the transition into Chapter 3, the methodology, it is evident that is needed a comprehensive understanding of the complexities surrounding global onboarding processes, particularly within NGOs (non-profit organisations) and international humanitarian organizations like the IFRC. The insights gained from previous research have illuminated various challenges, opportunities, and best practices associated with onboarding.

Building on this foundation, Chapter 3 will delve into the mixed methodology employed to investigate and address these intricacies within the specific context of the IFRC. By synthesizing theoretical frameworks, empirical findings, and organizational nuances, the methodology will be meticulously crafted to capture the essence of a global onboarding needs for IFRC and the previous experiences of newcomers, offering a roadmap for a humanistic, effective and culturally sensitive approach. This chapter serves as a crucial bridge between the theoretical underpinnings and the practical implementation of strategies to develop and implement a global onboarding for IFRC.

CHAPTER III: METHODOLOGY

3.1 Overview of the Research Problem

The onboarding programme is of significant importance in integrating new members into an organisation, establishing the tone for their subsequent engagement and productivity. In the context of the IFRC, a global onboarding process gains even greater significance due to its humanitarian, diverse and expansive nature.

This thesis aims to provide data to fill the existing gap in academic research by offering evidence about onboarding practices, design elements and focusing on the needs of the IFRC. It captures the vision of different stakeholders, measures the impact of the programme on the newcomer's experience, and provides a solution to the IFRC with its challenges in terms of production, circulation, and use of evidence.

3.2 Research Purpose and Questions

The International Federation of Red Cross and Red Crescent Societies (IFRC) was established with the objective of providing humanitarian assistance to those in need. Should the purpose of the IFRC be forgotten, the organisation risks losing its humanitarian perspective, which in turn could lead to suffering. This would result in the loss of the voluntary character of the organisation and its associated values. "The Red Cross would be akin to a flower that has been plucked and will soon wither and die" (Pictet, 1962:34). This sense of purpose is a pervasive theme throughout this thesis and

the entire process of developing the IFRC Global Onboarding initiative. It is important to consider the IFRC's cultural context and its fundamental principles when developing the initiative.

The initial phase of the programme development process involves a comprehensive analysis of the concepts presented in the literature, the IFRC requirements, the current state of the onboarding practices, and an understanding of the global leadership vision for the IFRC global onboarding. The following research questions (RQ) must be addressed:

- RQ1: What was the experience of newcomers during the period between 2020 and 2022?
- RQ2. What are the existing onboarding practices within the IFRC?
- RQ3. What is the vision of the global leadership with regard to a global onboarding programme for IFRC?
- RQ4. What are the HR stakeholders' requirements in a global onboarding?
- RQ5. What are the benchmarks for onboarding outside the IFRC?

3.3 Research Design

The integration of qualitative and quantitative methodologies facilitates a more comprehensive comprehension of the research questions and the necessities of the organisation. The mixed-methods approach to research has gained considerable popularity in recent years, offering a comprehensive and holistic methodology for the gathering and analysis of data.

In his work, Perreault (2011) discusses the integration principles and practices at three levels in mixed methods research and provides illustrative examples. The author emphasises the importance of integrating qualitative and quantitative data at the design, implementation, and interpretation stages of research. This comprehensive integration approach ensures that the strengths of both qualitative and quantitative methods are leveraged in order to provide a more profound understanding of the research topic.

Furthermore, Palinkas *et al.* (2015) it is crucial to highlight the significance of purposeful sampling for the collection and analysis of qualitative data in mixed-method implementation research. The authors emphasise the necessity for deliberate and strategic sampling techniques to guarantee that qualitative data enhances the precision of quantitative findings. This insight contributes to the ongoing discussion on integration principles, as purposeful sampling represents a crucial practice for achieving comprehensive integration in mixed-methods research.

In their 2013 publication Fetters, Curry and Creswell (2013) discuss the principles and practices that can be employed in order to achieve integration in designs that employ both qualitative and quantitative methods. The authors emphasise the importance of integrating qualitative and quantitative data throughout the data collection, analysis, and interpretation processes. Furthermore, the authors emphasise the importance of developing a clear conceptual framework to guide the integration process. This insight provides a robust foundation for comprehending the fundamental elements of integration in mixed-methods research.

The integration of quantitative and qualitative research methodologies provides a more comprehensive understanding of the onboarding needs for the IFRC and the impact of the programme following its implementation. The combination of both methods allows for triangulation, whereby the findings from the qualitative research can be compared and corroborated with those from the quantitative research. This reinforces the overall validity and reliability of the thesis, enabling the overcoming of the inherent limitations of each method. This cross-verification enhances the overall robustness of the research. The combination of both methods enables researchers to address research questions at varying levels of depth, thus providing a more comprehensive understanding of the subject matter. The integration of both types of data provides researchers with a more robust foundation for the formulation of recommendations and the informing of policy or practice.

A mixed-methods approach permits researchers to be adaptable and to modify their methods in accordance with the evolving requirements of the research project (Gray *et al.*, 2007). Should the initial qualitative findings indicate a necessity for further exploration through quantitative means (or vice versa), the researchers may adjust their approach accordingly. The integration of qualitative data with quantitative data allows for a more comprehensive contextualisation of the numerical findings, thereby providing a more complete picture of the phenomenon under study.

It is of the utmost importance to adopt a critical perspective when constructing and analysing the data, in order to accurately assess the impact of the onboarding

programme. The data gathering “entails looking beyond the obvious and into the many possible meanings and interpretations” (Gray *et al.*, 2007:14).

The methods are replicable “...research should be conducted in such a way that those who question its outcomes can repeat it and obtain the same results” (Gray *et al.*, 2007:11). There is reliability “...since scientific knowledge has to be cumulative, reliability is a cornerstone of science; one cannot build a coherent body of information without reliable measurement tools” (Gray *et al.*, 2007:11), with a concern about a rich and deep data.

The qualitative methods employed (interviews, focus groups, thematic and content analysis) permit the acquisition of detailed insights into individuals' perspectives, experiences and behaviours, while also capturing the context and nuances of a phenomenon (Erickson, 1985; Banister *et al.*, 2011). The major characteristics of the qualitative research in this thesis follows the perspective of Banister *et al.* (2011): the richness of description in the data. There is also a concern that the individuals' perspective may not be adequately captured. Furthermore, there is a desire to adhere to the postmodern sensibility. Finally, there is an examination of the constraints of everyday life and the reality constructed by the individual.

The quantitative method (survey) yielded statistical data that could be analysed to identify the onboarding experience directly from newcomers. This provided a novel perspective on the onboarding process over the past two years, thereby facilitating the replication of the programme after its launch. This approach permitted the comprehension and measurement of the influence of the programme, thereby facilitating the

implementation of improvements when necessary. The quantitative method provides statistical generalisations and identifies trends at a broader level, thereby enabling the identification of broader trends and patterns. The provision of adequate statistical information enables the results to be interpreted in a meaningful way (Newell, 1992; Gray *et al.*, 2007; Hancock, Mueller and Stapleton, 2010).

The table 3.1 shows the intricate connection between the research design and the research questions.

Table 3.1 Research Questions and Methodologies

Research Question	What was the experience of newcomers during the period between 2020 and 2022?	What are the existing onboarding practices within the IFRC?	What is the vision of the global leadership about a global onboarding for IFRC?	What are the HR stakeholders' requirements in a global onboarding?	What are the benchmarks for onboarding outside the IFRC?
Instruments	Survey multiple-choice and open question.	Semi-Structured Interview	Semi-Structured Interview	Focus Group Interview	Semi-Structured Interview
Analysis	Quantitative and Qualitative	Content and thematic analysis	Content and thematic analysis	Content and thematic analysis	Content and thematic analysis
Research Type	Evaluation Research	Descriptive Research	Descriptive Research	Exploratory Research	Descriptive Research
Participants	Newcomers hired between 2020-2022	Managers	Global Leadership Team	HR stakeholders	Other organizations and sectors.
Sample	242	24	8	32	7
Total	313				

Source: Author's work

Table 3.1 systematically outlines the research questions, methods and participant groups that form the basis of the study. The table provides a comprehensive overview of the research design by detailing the different tools, analytical methods and types of research used to explore the experiences of newcomers, existing onboarding practices and the perspectives of global leaders, managers and HR stakeholders within the IFRC, as well as benchmarking against other organisations. This structured approach ensures that the research is thorough, methodologically sound and able to address the complexities of global onboarding practices, thereby contributing significantly to the overall rigour and validity of the doctoral research.

3.4 Ethical Considerations

In order to guarantee the integrity and confidentiality of the data gathered throughout the research process, all data were stored securely and access was restricted to the Human Resources Management Department (HRMD). The software primarily utilises tools recommended by the IFRC, including Microsoft Office (Teams, Outlook, SharePoint, Microsoft Forms). The data is encrypted, thereby ensuring the protection of all sensitive information belonging to the IFRC. Access to and manipulation of the data is permitted only to those individuals who have been duly authorised to do so.

The research was subjected to a review by the Human Resources Management Department (HRMD). This was done to ensure that all ethical considerations were taken into account in order to protect the participants and to guarantee compliance with IFRC standards.

Furthermore, the utilisation of Miro board and Gmail Drive further enhanced data security, offering encrypted storage solutions that mitigate the risk of unauthorised access or data breaches. The utilisation of these technologies enabled the researchers to prioritise the privacy and confidentiality of the participants in accordance with the ethical standards and legal requirements governing the handling of research data.

Prior to the commencement of data collection, a comprehensive consent form was created, outlining the purpose, procedures, and potential implications of the research. The consent form was integrated into the email invitation to participate in the research project, the survey, and all team meeting invitations.

Upon accepting the meeting invitation or replying to the survey, the participant is thereby deemed to have consented to all aspects of the research, including the survey, interviews and focus group sessions. The author prioritised the autonomy and dignity of individuals involved by obtaining informed consent from each participant. This entailed emphasising their right to make voluntary decisions, the possibility of stopping at any moment, and informed decisions regarding their participation in the study.

This ethical framework serves to emphasise the commitment to upholding the highest standards of integrity and respect throughout the research process, ensuring that the participants are treated with the utmost respect and that the research is conducted in an ethical manner. Furthermore, it encourages a reliable and accountable approach to the acquisition of knowledge.

The appendix A contains the survey cover letter and questions. The appendix B contains the informed consent form, which was distributed via email and included in the

team meeting invitation for all participants. The appendix C contains the interview guide for human resources focal points. The appendix D contains the interview guide for the global leadership. The appendix E contains the focus group guide. The appendix F contains the benchmark interviews' guide.

3.5 Population and Sample

The population of the research is dependent upon the specific research question and the objectives of the research. It is not feasible to study the entire staff of the IFRC, given the size of the organisation. Nevertheless, there is a group that represents the majority of the population. This thesis emphasises the importance of a balanced approach in determining sample sizes, considering factors such as job position and participation in onboarding processes in order to avoid compromising the reliability of results and ensure the quality and precision of the research.

The selection was made with great care in order to ensure the validity and generalisability of the research findings. The sample is representative of the global population in order to ensure the results can be applied or generalised to the IFRC. Furthermore, the objective is to ascertain the perspectives of all regions connected with the Geneva headquarters.

- Survey sent to newcomers: 742 people were hired between 2020-2022. The survey was replied by 242 people, considering that 147 people did not receive the email (end of contract or left the organization when the survey was sent in 2023) and 215 were deployed to missions in the field (automatic replies).

- Interview with managers: the invite was sent to all staff working as managers, specially connected with onboarding activities at IFRC. The invite was sent to 43 people and 24 accepted to do the interview.
- Global Leadership Team: is composed of 11 people, including Secretary General (1 person), Under Secretary General (3 people), Regional Directors (5 people), Chief of Staff and Director of the Office of the Secretary General (1 person); Director of the Office of Internal Audit and Investigations (1 person). The invite was sent to the 11 people and 8 accepted to do the interview.
- Focus Group: the invite was sent to 53 HR stakeholders from all the regions. 32 accepted to participate to the sessions.
- Benchmark: the invite was sent to 24 organizations/companies from private, public sector, international organizations and other non-governmental organizations (NGOs). 7 people accepted to participate.

3.6 Participant Selection

Given the extensive nature of onboarding scenarios in the IFRC, which often preclude the possibility of speaking with or observing every participant and related practice, a rational selection strategy was employed to determine which individuals, occasions, and dates to include. The method employed was that of random sampling. Accordingly with Glesne (2016), the method is suitable for the selection of a sizable, statistically representative sample from which generalisations can be made, and is frequently employed in quantitative research.

It is important “to try and get a range of views on the topic of your research” (Seale *et al.*, 2003:17). It is possible for individuals to engage in divergent or contrasting discourses regarding a singular subject, such as onboarding. The process of identifying participants is of paramount importance in determining the outcomes of the research and the decision-making process involved in the construction of the global onboarding programme. The recruitment process was conducted in an ad-hoc and opportunistic manner. Furthermore, some participants recommended other individuals in their respective fields for inclusion in the study.

Given the global nature of the onboarding programme, the participant selection included individuals from a diverse range of backgrounds, with varying job roles and levels within the organisation. The objective of the benchmark was to collect information about onboarding practices in other organisations and companies. The selection strategies employed in each study are outlined below:

Table 3.2 Selection of Participants Strategy

Survey	Interviews with managers	Interviews with global leadership	Focus Group with HR stakeholders	Benchmark
Homogeneous sampling: selecting similar cases to describe a subgroup in depth.	Typical case sampling: participants related with the research theme, highlights what is typical, normal.	Homogeneous sampling: selecting similar cases to describe a subgroup in depth.	Snowball: obtains knowledge of potential cases from people who know people.	Maximum variation sampling: searches for common patterns across great variation.

Newcomers hired between 2020-2022 have a fresh experience with onboarding, including the COVID-19 pandemic period.	Staff working with onboarding brings their experience, needs, best practices and how the tasks are done.	Is essential to understand the vision of the global leaders about a global onboarding in IFRC, considering a strategic approach and priorities.	To implement a global onboarding, the managers from all the regions are essential and they are the ones knowing their real needs and how could be applied.	Knowing what is happening outside the organization brings insights of best practices, onboarding methods and steps that can serve as inspiration.
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Source: Author's work, based on Glesne (2016)

Table 3.2 outlines the strategic selection of participants to ensure that the research captures a diverse and relevant range of perspectives essential for understanding and improving global induction practices within the IFRC. The table highlights different sampling methods tailored to each research component, such as homogeneous sampling to capture the experiences of newcomers, typical case sampling for interviews with managers and HR stakeholders, and maximum variation sampling for benchmarking against external practices.

This strategic approach ensures that the research provides a comprehensive and balanced set of insights from the operational to the strategic level, taking into account both internal experiences and external benchmarks. In doing so, it makes a significant contribution to the thesis by ensuring the validity, depth and applicability of the research findings, ultimately supporting the development of a robust, evidence-based global onboarding programme.

The comprehensive research conducted with the participants contributes to the enhancement of the onboarding process for the entire organisation. The experience of newcomers is contingent upon a number of factors, including their job position, geographical location and the specific objective of the contract in question. For instance, if the contract is solely for a mission in the field in response to an emergency, it is advisable to streamline the onboarding process and ensure its effectiveness. For those assuming a senior management position, the onboarding process is typically expected to span at least three months.

3.7 Instrumentation

This research is structured around three principal axes of inquiry. The primary objective is to make a contribution to the development of onboarding theory. Secondly, it will examine phenomena that are thought to be of significant importance in the onboarding processes. Thirdly, the objective is to develop more effective onboarding practices that can be applied globally within the IFRC. “Regardless of the tool used, the questions that researchers hope to answer nearly always concern abstract issues that are not directly observable” (Nemoto and Beglar, 2014:1). The aim of this thesis is to ensure that the data collection process allows for an understanding of the onboarding context within and beyond the IFRC, and to respond to the research questions using a combination of theoretical and empirical evidence.

This thesis employs a variety of scientific research methodologies, including evaluation, exploration and description, with the objective of gaining a comprehensive

understanding of onboarding processes and practices. This allows for the formulation of informed decisions and the development of a programme that aligns with the needs of the organisation. The evaluation research “focuses on problem solving and measuring the results and specific outcomes of the implementation of various social programs and policies” (Nardi, 2018:11). This type of study encourages accountability, informs decision-making, facilitates learning and improvements, and ensures that the resources allocated are effectively addressed to meet the needs and challenges identified. It plays a pivotal role in evidence-based practices, thereby contributing to the overall success and impact of programmes (Patton, 1987; Newell, 1992; Nardi, 2018).

The methodology employed in this study involved the use of a Likert scale and an open-ended question. This approach permitted the researchers to examine and assess the onboarding experience of newcomers over recent years, including the period during which the global pandemic of 2019-2020 was unfolding.

The descriptive research provides a basic description of the topics and participants involved. The utilisation of interviews with a diverse range of stakeholders, both within and beyond the IFRC, is of particular value in order to gain insight into the lived experiences of individuals and their work. The insights generated contribute to a more comprehensive understanding of onboarding from a variety of perspectives, including those of human resources stakeholders, the global leadership team, and other organisations and companies with expertise in onboarding practices.

The exploratory research is used to “get a rough sense of what is happening on a particular topic for which we don’t yet have enough information” (Nardi, 2018:10). The

programme addresses the needs and objectives of a global onboarding initiative for the IFRC, with participants engaged in everyday tasks related to onboarding. The focus groups are “a collection of respondents organized in a group discussion format to present their ideas about a subject – are frequently designed to achieve many of these exploratory objectives” (Nardi, 2018:10).

Once the objective is to gain a deeper understanding of the most effective onboarding practices and the specific needs of HR stakeholders and managers, it is essential to consider the unique dimensions of onboarding practices that are already being employed. The objective of this study is to gain insight into the onboarding practices employed in each region, to ascertain their needs, and to identify ways of translating these into effective practices. The development of a series of five focus group sessions allows for the identification of pertinent topics and the exploration of diverse perspectives on IFRC. This approach enables the construction of a programme that addresses the identified gaps in the organisation, including the needs and expectations of HR stakeholders.

The data gathering was carefully designed with scientific procedures “to avoid the kinds of everyday thinking that could lead to incomplete data and erroneous conclusions” (Nardi, 2018:14). The instrumentation of the research was conducted in accordance with the research questions and the type of information deemed necessary for collection. Table 1 provides a summary of the instrumentation employed. The data were gathered through the use of surveys, semi-structured interviews, and focus groups.

3.7.1 Survey with an open question

The surveys have 12 multiple choice questions using the Likert scale. It is a “...psychometric scale that has multiple categories from which respondents choose to indicate their opinions, attitudes, or feelings about a particular issue” (Nemoto and Beglar, 2014:2).

One advantage of this type of instrument is that it allows for the participation of a large number of individuals in a relatively short period of time. Additionally, the interpretations derived from the data can be validated through a variety of methods. The data can be “compared, contrasted, and combined with qualitative data-gathering techniques, such as open-ended questions (Nemoto and Beglar, 2014:2)”.

The survey was conducted in an anonymous manner and employed a set of standardised questions. The survey is suitable for probability sampling and more accurate generalizability. The survey was designed in such a way that it could be replicated, allowing for the investigation of different topics related to the onboarding experience of newcomers. Furthermore, the survey was open for a period of two months, allowing participants to answer at their own pace. It is important to acknowledge that this approach also has some inherent limitations. For example, respondents may misunderstand the questions, or they may fail to provide a complete and accurate answer due to misunderstanding, overlooking, skipping around, or otherwise. It is not possible to guarantee that the responses provided by participants are entirely accurate when the researcher is not present during the answering process. Furthermore, it is not possible to

delve deeper into the questions, unless the respondent has left a comment in the open-ended question (Nardi, 2018).

The final question of the survey is an open-ended one, and therefore not obligatory. Participants are at liberty to provide further details regarding their onboarding experience. The subsequent analysis was conducted using a thematic content analysis (Bardin, 2011; Vaismoradi, Turunen and Bondas, 2013).

3.7.2 Semi-structured interviews

The semi-structured interviews were conducted with managers, global leaders, and representatives of the benchmark. A structured set of questions is presented to each interviewee, who is then recorded. The transcript is produced and a standardised analysis procedure is employed, namely thematic content analysis (Bardin, 2011; Vaismoradi, Turunen and Bondas, 2013). The semi-structured interview strikes a balance between structure and flexibility, with the establishment of a set of core questions. This enables the interviewer to delve deeply into the subject matter and pose supplementary inquiries when necessary (Galletta, 2013). The semi-structured interview is an appropriate methodology for the investigation of onboarding contexts, the elicitation of diverse perspectives, and the collection of detailed and nuanced responses.

Accordingly with Nardi (2018), the utilisation of semi-structured interviews confers a number of advantages. Firstly, the possibility of exploring and probing for additional information allows for a more comprehensive understanding of the subject matter. Secondly, the researcher is able to clarify the meaning of questions, thereby

reducing the likelihood of ambiguity or misunderstanding. Thirdly, the inclusion of unanticipated responses can lead to the discovery of unexpected findings. The limitations of semi-structured interviews pertain to the sample size, which is restricted to a smaller number of participants. Moreover, the process of conducting and analysing the data is time-consuming. Moreover, it is more challenging to reproduce the results of a semi-structured interview. The characteristics of the interviewer, including their race, age, and gender, as well as their interviewing style, could influence the responses of the participants.

The semi-structured interviews are capable of discover data on everyday practices and compare between participants their point of views and responsibilities during onboarding. “Interviews are, by their very nature, social encounters where speakers collaborate in producing retrospective (and prospective) accounts or versions of their past (or future) actions, experiences, feelings and thoughts” (Seale *et al.*, 2003:35). The invitation of different groups (HR stakeholders, global leadership team and benchmark other organizations ensures the representativeness of cases and decision-making processes reliable once “...including the use of combined qualitative and quantitative methods will support generalizations and recognition of the merits of representative sampling as well as theoretical sampling” (Seale and Silverman, 1997:380).

To develop the interview “...the type of question was related to experience or behaviour questions” (Glesne, 2016:117), leading the participants to reply about their perspective related to onboarding. The questions were designed with consideration of various aspects of temporality. For those occupying managerial or human resources roles,

the questions relate to their current actions and experience of onboarding. For those occupying senior leadership roles on a global scale, the questions relate to their vision of the future. The categories of the questions included experience, feeling, background, and were carefully crafted to align with the participants' roles at IFRC and their respective regions.

The process of choosing the interview questions, revising, piloting and starting the interviews was done considering the steps proposed by Glesne (2016:15): “View the process of interview question construction as a continuing interaction among your topic, your questions, a few collaborators, and your reflective thoughts” The questionnaire was drafted, reviewed by the team, and then subjected to a process of comparison with the relevant onboarding topics in order to ensure its alignment with the requisite content. This was followed by a further iteration of the questions and a re-evaluation of their suitability.

The pilot interviews were conducted with four individuals employed in the HRMD department, although they were not directly involved in the onboarding process. The pilot participants provided invaluable feedback on the questions, not only responding to them but also offering constructive criticism on the usability of the answers. The suggestions were duly considered and subsequently incorporated into the subsequent interview questions.

The semi-structured interview is employed to ascertain the manner in which managers and benchmarks interact with the onboarding process, with the aim of gaining insight into the specific ways in which these individuals engage with the process and the

factors that influence their behaviour. This entails an examination of the various tasks and phases involved in the onboarding process, including general tasks, social inclusion of newcomers, administrative onboarding, and so forth. The aforementioned questions permit the identification of both the barriers and facilitators encountered on a daily basis.

The semi-structured interviews with the global leadership team are conducted with the objective of identifying the key elements to be included in a global onboarding programme. This is done by taking into account the organisation's overall structure, the relevant documents, policies and procedures, and the participants' direct access to decision-making positions. The participants' vision of the programme aligns with the strategic vision of the IFRC, the global plan and strategy 2030, and their understanding of the implementation needs.

All interviews were conducted online via Microsoft Teams, with the audio and video recordings being captured and transcribed in real time. The tool is encrypted and approved by the Digital Transformation department, which will be the department responsible for officially implementing it within the IFRC.

The email accompanying the invitation included details of the objectives of the interviews, the consent form, the interview questions and the contact details of the researcher in case of any queries. Furthermore, participants were permitted to propose an alternative time if they deemed the proposed one to be unsuitable. In order to identify suitable times for the interviews, it is possible to utilise the scheduling assistant in Teams, which displays the availability of all those invited to the meeting. The interviews with managers lasted approximately one hour. The shortest interview lasted 32 minutes, while

the longest lasted 1 hour and 13 minutes. All the interviews with global leadership were done in 30 minutes.

All the interviews with other companies and organizations (benchmark) were done in 45 minutes.

3.7.3 Focus Group

Focus group is considered a new data gathering technique and has gained popularity in recent years, specially after the “...World War II, for example, focus group research was used to develop training material for the troops” (Glesne, 2016:32). This technique is becoming increasingly prevalent in a range of disciplines, particularly in the fields of action and evaluation research. The technique enables participants to present a range of perspectives on a shared experience, thereby facilitating the design of research studies, the comprehension of site characteristics, and the determination of research questions, participant selection, and data collection strategies (Powell and Single, 1996; Freitas *et al.*, 1998; Glesne, 2016).

In a nutshell, focus Group are in-dept interview with a group, analysing the interactions inside the group, working with tables using the Miro Board. During the sessions, “the participants influence each other through their answers to the ideas and contributions during the discussion. The moderator stimulates discussion with comments or subjects”(Freitas *et al.*, 1998:2). The data analysis was done based on the tables build, the research reflections and annotations.

This technique allows the researcher to collect data in a short period of time and “potentially will be of great worth, because it will be collected with great difficulty through the simple observation of reality” (Freitas *et al.*, 1998:4). The focus group grants richness and a flexibility during data collection, “...not usually achieved when applying an instrument individually; at the same time permitting spontaneity of interaction among the participants” (Freitas *et al.*, 1998:4).

The advantages of focus groups include their relative ease of implementation, their capacity to delve deeply into specific topics, and their ability to observe the interactions between participants on a given subject. Additionally, focus groups facilitate the rapid generation of results. The disadvantages of focus groups include the lack of control over the data generated, the inability to ascertain whether the interaction within the group accurately reflects individual behaviour, and the effort required to assemble the groups (Freitas *et al.*, 1998).

In the context of the humanitarian sector, focus group qualitative research has been employed to develop a screening tool for the identification of female survivors of gender-based violence in a humanitarian setting, with a particular focus on refugees in Ethiopia (Wirtz *et al.*, 2013). Nevertheless, the particular application of focus group qualitative research in the onboarding process within the humanitarian sector remains under-researched.

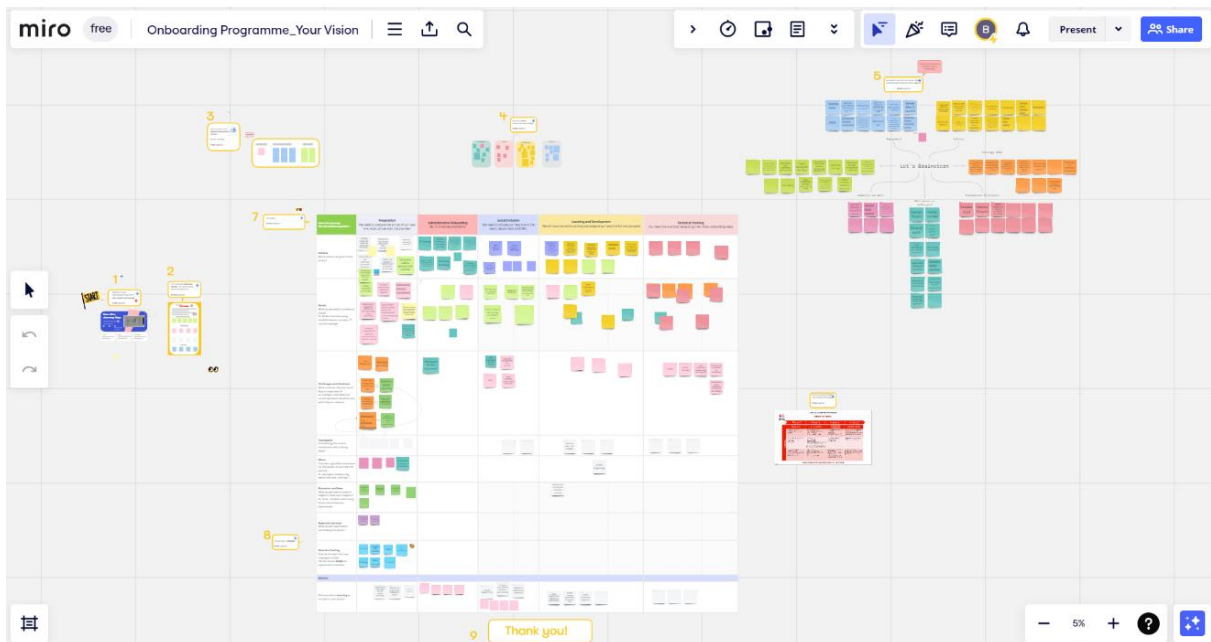
The utilisation of online focus group discussions has gained prominence in qualitative research. Furthermore, the comparison between online and traditional in-person focus group discussions has been conducted to examine the differences in data

quality between the two methods (Woodyatt, Finneran and Stephenson, 2016). Studies have compared the use of web conference technology for online focus group interviews and examined methodological considerations for online focus group discussions. The results demonstrate that online focus group discussions are a valuable research tool, offering time savings and the ability to engage with participants from diverse geographical locations (Tuttas, 2015; Reisner *et al.*, 2018)(Tuttas, 2015; Reisner *et al.*, 2018). The utilisation of online focus group discussions has gained prominence in qualitative research. Furthermore, the comparison between online and traditional in-person focus group discussions has been conducted to examine the differences in data quality between the two methods (Woodyatt, Finneran, & Stephenson, 2016). Studies have compared the use of web conference technology for online focus group interviews and examined methodological considerations for online focus group discussions. The results demonstrate that online focus groups are a valuable research tool, offering time savings and the ability to engage with participants in diverse geographic locations (Tuttas, 2015; Reisner *et al.*, 2018). This is crucial for conducting research in the IFRC, given the global dispersion of participants.

The themes that emerged from the interviews and survey were used to inform the development of a potential structure for global onboarding by the HR stakeholders. This was achieved through the utilisation of the Miro tool, which facilitated discussion and collaboration on the identified themes. Miro is an online collaborative whiteboard platform that enables users to work together in real-time. The tables were organised according to different themes, including: the journey of a new hire; the main areas for

improvement that require consideration; ideas; engagement, trust, culture, Strategy 2030, Fundamental Principles, humanitarian work, what makes us different, onboarding structure model, and the wish list.

The Miro board offers a visually engaging platform that enables all participants to engage in discussion and collaborative writing about their ideas. It is possible to collate, organise and analyse data. The platform encourages participation, facilitating a comprehensive understanding of participants' experiences, suggestions for improvement, and the collaborative creation of a global onboarding process. The image below illustrates the Miro Board, which was employed in the focus group sessions.



*Figure 3.1 Miro Board used in the focus group sessions
Source: Author's work*

The focus group sessions were conducted via Microsoft Teams meetings with human resources stakeholders, including managers and personnel engaged in onboarding activities. Furthermore, participants were permitted to refer other colleagues to participate

in the sessions. A total of five sessions were conducted, with a total of 32 participants. Each meeting was scheduled to last for one hour, and the invitation was sent via email, accompanied by the requisite consent form. Participants were invited to contribute their thoughts directly to the Miro Board.

3.8 Data Collection Procedures

The data collection was conducted during the years 2022 and 2023. The steps taken were approved by various teams within the IFRC, including the Human Resources Management Department and the Digital Transformation Department.

The requisite approvals were obtained by transmitting the pertinent documents, review comments and feedback, and then resending them to the relevant teams for final approval. In addition to the transmission of all pertinent documentation, meetings were held prior to the scheduling of interviews or the distribution of surveys.

Prior to the commencement of data collection, a series of communications were disseminated to stakeholders, including emails and meetings, which informed them of the project and requested their assistance in recruiting participants. These were included on the agendas of global meetings, such as the Global HR, Digital Transformation Department, Talent and Engagement meetings, and so forth.

All participants in the studies were furnished with comprehensive information via email regarding the collection, analysis, protection, and ethical considerations associated with the data.

The list of new employees hired between 2020 and 2022 was obtained from a PowerBI report generated by the Human Resources department and an email sent via Outlook.

The participants of the interviews and focus group sessions (managers, HR stakeholders, global leadership and benchmark) received the meeting invitation via Teams, accompanied by a description of the scope and all the information about data collection.

The project comprised five principal stages, each of which involved the requisite approvals, the definition of objectives, the formulation of a plan of action, the implementation of that plan, the monitoring and control of the project, and the closure of the project, including the data collection procedures.

The initial phase of the project, which spanned from November 2021 to January 2022, involved the conceptualisation and initiation of the project. This phase resulted in the creation and approval of the project charter. The document delineates the research design, objectives, timeframe, and data-gathering methodology. Subsequently, the participants were selected and a research protocol was developed.

The second phase of the project, which commenced in February 2022 and concluded in April 2022, entailed the definition and planning of the project. In this phase, the scope of the project was redefined to include an external interview (benchmark). The work breakdown schedule was revised to include a budget for the subsequent quarter in 2023. With the additional time afforded to the project, a communications strategy and capacity-building plan (including learning and e-learning solutions) were incorporated.

Furthermore, new ethical considerations, informed consent, and tools approval (Microsoft 365, Miro Board, and Google Drive) were introduced.

The third phase of the project, which spanned from April 2022 to February 2023, involved the execution of the project. In this phase, emails were sent to participants, which included information about consent and meeting invitations. The interviews were conducted, and the survey was distributed to newcomers. Furthermore, focus group sessions were scheduled. During this period, manuals, e-learning solutions, data collection and analysis were developed. A SharePoint site was created to serve as a repository for a multitude of resources pertaining to the IFRC Global Onboarding initiative.

The fourth phase of the project involved collaboration with the Digital Transformation Department. The team provided support to HRMD in the construction of a SharePoint site for the purpose of presenting the global onboarding initiative. The site was made available to the public in November 2023, marking the commencement of the monitoring and control phase (March 2023 to September 2023). Concurrently, data analysis and reporting were conducted for all departments involved in the development of the solution.

The project was concluded in November 2023 and continued until December 2023. The site was made available on the IFRC intranet, and a communications strategy was implemented through the use of articles, news, emails, and meetings to disseminate information about the IFRC Global Onboarding initiative.

3.9 Data Analysis

The data analysis requires a context within the texts and observations are examined. “The researcher must construct a world in which the texts make sense allowing them to answer research questions” (Vaismoradi, Turunen and Bondas, 2013:8). In order to analyse the data, it is necessary to have a broader understanding of the organisation and the field of work of the IFRC. Once the context is taken into account, it is possible to gain insight into the stories and experiences of each participant.

The objective of the content and thematic analysis, in conjunction with the quantitative data, was to produce evidence of the highest possible quality regarding onboarding practices and experiences. The studies were designed to gain insight into the perspectives of those involved in onboarding activities within and outside the IFRC.

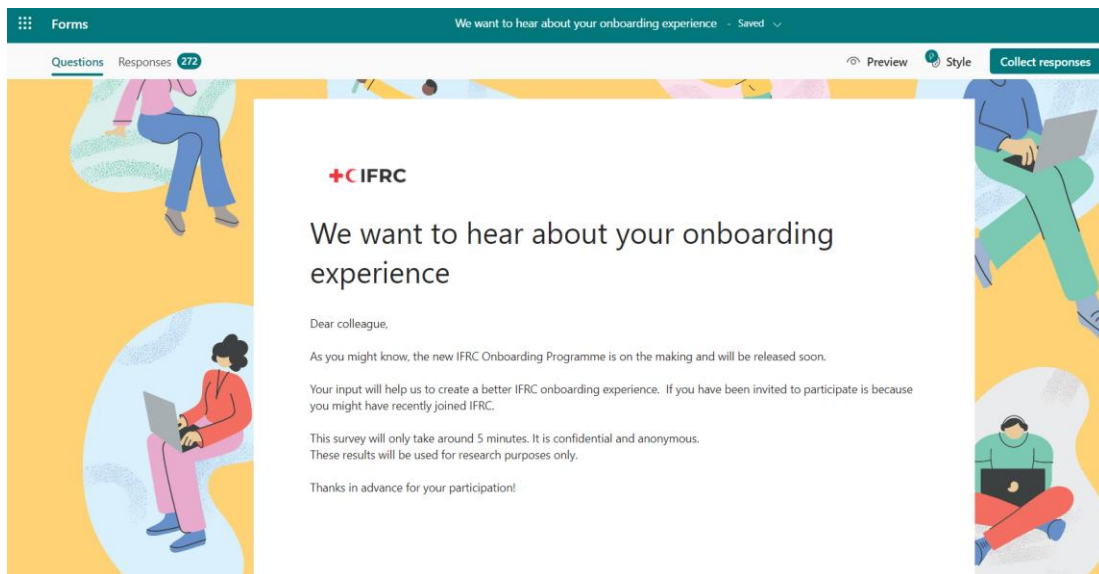
The analysis of data is a continuous process that starts as soon as the research begins (Glesne, 2016). The process of observation and interviewing is not merely an analysis of the videos and transcriptions; it also considers the relationships, meanings, behaviours and explanations that underpin the data. It is recommended that these details be considered at the outset of the analysis process, as they facilitate the gathering of data through observation and listening. The results are comprehensive and facilitate a more nuanced understanding of the research questions (Seale and Silverman, 1997; Glesne, 2016).

A series of considerations and feedback from various teams informed the collection and analysis of both qualitative and quantitative data. This process entailed an evaluation of the conceptual, ethical, and methodological decisions made by the

researcher. The data were subjected to analysis using a variety of approaches: quantitative (survey); content and thematic analysis (semi-structured interviews and survey open question); focus group using Miro board.

3.9.1 Quantitative Analysis (survey)

The survey was conducted electronically via the Microsoft Forms platform. The tool is employed extensively within the IFRC, where it is integrated with Microsoft 365. This integration facilitates the process of responding to questions and analysing the data. The survey has been designed to be responsive, enabling respondents to complete it on a desktop computer, mobile phone, or tablet.

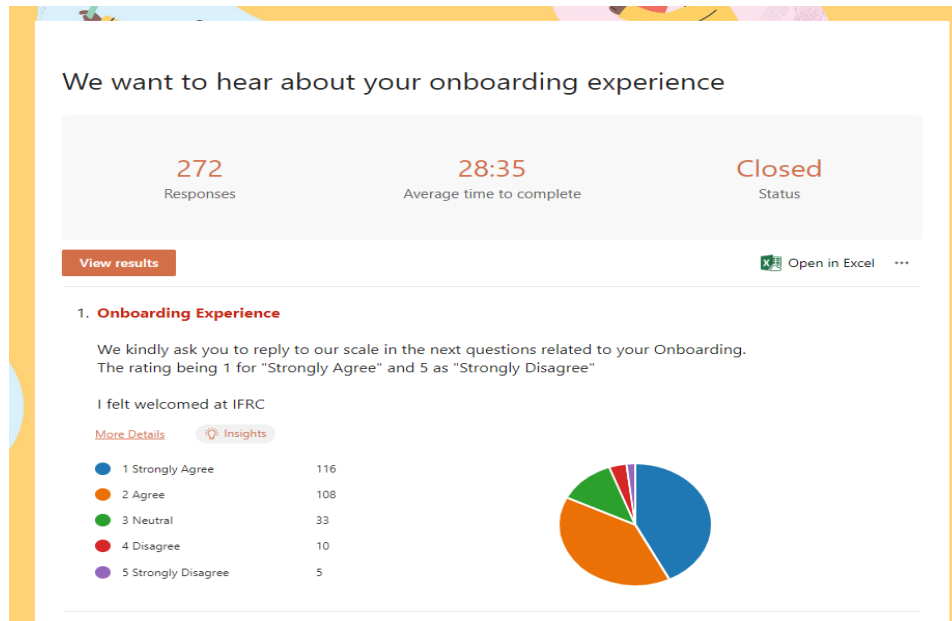


*Figure 3.2 Screenshot of the survey sent to newcomers using Microsoft Forms
Source: Author's Work, Survey in Microsoft Forms*

Figure 3.2 illustrates the introductory page of the survey, which employs a theme provided by Microsoft as a template. The text and the IFRC logo were created by the

researcher. The survey form comprises questions pertaining to Research Question 1, which is as follows: "What was the experience of newcomers during the period between 2020 and 2022?" The survey was distributed via email to all IFRC personnel, and the questions can be found in the Appendix A and the Informed Consent, Appendix B.

The survey was made available for responses for a period of two months and disseminated to all individuals who had been newly employed between January 2020 and December 2022. The emails were extracted from a PowerBI report containing information about the newcomers, including their regions of origin. A total of 742 individuals were invited to respond, with 242 providing a reply. A total of 147 individuals were not included in the survey because they had either reached the end of their contract or had departed from the organisation at the time the survey was distributed in 2023. Furthermore, 215 individuals were deployed to field missions and therefore received automatic replies. Microsoft Forms provides a comprehensive overview of the survey data. The following section presents a series of screenshots, accompanied by illustrative examples, for the purpose of illustration.



*Figure 3.3 General analysis of the survey done by Microsoft Forms
Source: Author's Work, Microsoft Forms*

Microsoft Forms offers a user-friendly platform that simplifies the process of creating, distributing, and analyzing surveys, as can be seen in the Figure 3.3. As respondents complete the survey, their answers are automatically collected and stored in real-time, allowing users to access and review the data instantly. The tool aggregates all responses into a centralized location, making it easy to manage and analyze the information efficiently.

One of the key features of Microsoft Forms is its ability to generate automatic visual summaries of survey data. The tool creates charts and graphs for each question, using formats like bar charts, pie charts, or line graphs depending on the question type, such as multiple-choice or rating scales. These visualizations help users quickly grasp

overall trends and patterns in the responses, making it easier to understand the collective feedback.

In addition to visual summaries, Microsoft Forms allows users to view individual responses, providing insights into how each participant answered every question. This feature is particularly useful for qualitative analysis or when follow-up with specific respondents is necessary. Furthermore, Microsoft Forms offers data export options, enabling users to export the collected data into Excel or other formats. In Excel, the data is organized into rows and columns, where each row represents a respondent and each column represents a question. This structure facilitates more advanced data manipulation, statistical analysis, and the creation of custom reports.

For quantitative data, Microsoft Forms automatically calculates basic statistics, such as averages, counts, and percentages. For instance, in a Likert scale question, it can calculate the average rating or the percentage of respondents who selected each option. Additionally, the tool provides filtering and sorting capabilities within the analysis interface, allowing users to filter responses based on different criteria, such as date, specific answers, or completion time.

Microsoft Forms also supports conditional logic, or branching, during the survey design phase, where subsequent questions are tailored based on previous responses. This feature ensures that respondents are only asked relevant questions, making the survey more dynamic and personalized.

Overall, Microsoft Forms is designed to provide real-time feedback, enabling users to monitor responses as they come in. This is especially useful for live surveys

where understanding participation trends is crucial. While Microsoft Forms offers robust tools for basic analysis, its ability to export data for more detailed analysis in Excel or other formats makes it a versatile tool for gathering and interpreting survey data across various contexts.

1. Onboarding Experience We kindly ask you to reply to our scale in the next questions related to your Onboarding. The rating being 1 for "Strongly Agree" and 5 as "Strongly..."

272 Responses

ID ↑	Name	Responses
1	anonymous	2 Agree
2	anonymous	1 Strongly Agree
3	anonymous	2 Agree
4	anonymous	3 Neutral
5	anonymous	5 Strongly Disagree
6	anonymous	3 Neutral
7	anonymous	3 Neutral
8	anonymous	2 Agree
9	anonymous	4 Disagree
10	anonymous	2 Agree
11	anonymous	2 Agree
12	anonymous	2 Agree
13	anonymous	1 Strongly Agree
14	anonymous	2 Agree

*Figure 3.4 Example of an individual analysis done by Microsoft Forms
Source: Author's work, Microsoft Forms*

The use of a quantitative survey using Microsoft Forms with new recruits hired between 2020 and 2022 significantly improved the quality of the data used to build the IFRC's global induction programme. Quantitative surveys provide a structured approach to data collection, enabling consistent measurement of different aspects of the onboarding

experience. By collecting responses from a broad group of new hires, the survey can capture different perspectives and experiences, ensuring that the onboarding programme is built on a solid foundation of real-world insights.

Overall, the use of a quantitative survey through Microsoft Forms ensures that the data collected is both reliable and actionable, including individual analysis (Figure 3.4) providing the necessary insights to create a more effective and welcoming onboarding experience for all new hires at the IFRC.

3.9.2 Content and Thematic Analysis

The data analysis of the semi-structured interviews and the open-ended questions in the survey employed the same methodology, namely thematic and content analysis. The analysis of qualitative data is informed by a range of philosophical perspectives, assumptions, postulates, and approaches that researchers employ to render their work open to analysis, critique, replication, repetition, and/or adaptation.” (Vaismoradi, Turunen and Bondas, 2013:1).

Qualitative methods are human-centered approaches (Erickson, 1985; Patton, 1987; Seale and Silverman, 1997) such studies permit researchers to ascertain behavioural, attitudinal and genuine motivational factors. In order to achieve the objectives of this thesis, it is necessary to gain an understanding of the actions, needs and feelings of each individual within the departments under consideration in relation to the onboarding practices in question.

The authors Nowell et al. (2017) discussed the application of thematic analysis as a method for identifying, analysing, and reporting patterns within data. The authors provided a comprehensive overview of thematic analysis, emphasising its flexibility and suitability for addressing a wide range of research questions and contexts. Furthermore, they emphasised the significance of meticulously identifying themes and patterns within the data, as well as the iterative nature of thematic analysis, which enables a profound comprehension of the data.

The authors Elo *et al.* (2014) concentrated on the dependability of qualitative content analysis, elucidating the methodological rigour essential for guaranteeing the credibility and dependability of the findings. Although the discussion of thematic analysis was not exhaustive, the insights provided by the authors are pertinent to thematic analysis in the humanitarian sector. It is important to note that trustworthiness is a critical aspect of qualitative research. Consequently, future studies could explore the application of trustworthiness criteria in thematic analysis within the humanitarian context.

Furthermore, (Vaismoradi, Turunen and Bondas, 2013) presented implications for conducting a qualitative descriptive study using content analysis and thematic analysis. The authors delineated the procedure for conducting content and thematic analysis, emphasizing the significance of rigor and transparency in the analytical process. The authors underscored the necessity for transparent and methodical approaches to data analysis, which is a pivotal consideration in the humanitarian sector due to the sensitivity and complexity of the subject matter.

Moreover, (Braun and Clarke, 2021) addressed the concept of the theme and the techniques for its construction, offering valuable insights into the process of identifying and developing themes in qualitative research. Although these sources did not focus on thematic analysis per se, their discussions on identifying and constructing themes are fundamental to the practice of thematic analysis. It is crucial for researchers engaged in thematic analysis in the humanitarian sector to have a comprehensive understanding of the intricacies involved in the development of themes.

The theme development in qualitative content analysis and thematic analysis, emphasising the importance of systematic coding and categorisation of data to derive meaningful themes. This highlights the necessity for a meticulous and methodical approach to thematic analysis, particularly in the humanitarian sector where the data frequently encompasses diverse and sensitive narratives (Vaismoradi, Turunen and Bondas, 2013; Vaismoradi *et al.*, 2016).

The studies using qualitative methods, namely content and thematic analysis lies in the knowledge that is generated based on the results but also as a method of treating research as “living entities that resist simple classification, and can result in establishing meaning and solid findings” (Vaismoradi, Turunen and Bondas, 2013:3).

The usage of content and thematic analysis similarly are associated with two modalities: inductive and deductive (Bardin, 2011; Vaismoradi, Turunen and Bondas, 2013). The inductive content analysis and thematic analysis were employed as the study was the inaugural investigation into onboarding within the IFRC. Consequently, the categories were derived from the data collected and subsequently coded. The deductive

approach is employed when there is already extant research and the researcher wishes to test the theory in a different context or to compare categories at different points in time. In this research, the inductive content and thematic analysis techniques were employed.

The content analysis is a systematic process of coding and categorising textual data. In this research, the transcription of the interviews and the open-ended questions posed in the survey are subjected to this analysis.

The purposed is to analyse “who says what, to whom, and with what effect” (Vaismoradi, Turunen and Bondas, 2013:1). It is related to “what is mediated between people including textual matter, symbols, messages, information...” (Vaismoradi, Turunen and Bondas, 2013:8).

Thematic analysis is a method of identifying, analysing and reporting patterns or themes within a given data set. It furnishes researchers with essential data regarding the primary themes that emerged from the interviews. In conjunction with content analysis, it offers a dependable qualitative approach to research. This approach is able to “offer the systematic element characteristic of content analysis, and also permits the researcher to combine analysis of their meaning...” (Vaismoradi, Turunen and Bondas, 2013:9).

Furthermore, this study is concentrate on the incorporation of cutting-edge technologies and instruments to augment the efficacy and efficacy of thematic analysis within the humanitarian sector and in IFRC. The utilisation of digital platforms for the collection, analysis, and visualisation of data presents novel avenues for researchers.

The content and thematic analysis followed the steps proposed by Bardin (2011); Nasir (2005); Vaismoradi, Turunen and Bondas (2013):

1. Read the transcriptions
2. Select sample: identifying the texts to be examined
3. Prepare, organize and explore data
4. Specify the unit of analysis: sorter determined themes of the interviews
5. Double check transcriptions with the videos and Miroboard tables
6. Selection of the main themes (topics)
7. Data coding (topics and subtopics)
8. Code the content of the text with the theme
9. Double check the themes (topics and subtopics) with the interviews
10. Peer review of the analysis
11. Microsoft 365 - CoPilot double check of the tables
12. Data processing (analysis, comparisons)
13. Presentation of first results
14. Data interpretation and discussion with HRMD
15. Final analysis and reporting

The initial analysis was conducted manually, and the Excel file included in Appendix E contains the results of this analysis for all interviews. Figure 3.5 below provides a screenshot of the fourth step. Based on the text of the interview, words are selected and a theme is added. Subsequently, the data was organised in an Excel spreadsheet (see figure 3.5 and figure 3.6), which included all the information from the interviews, the code and the results.

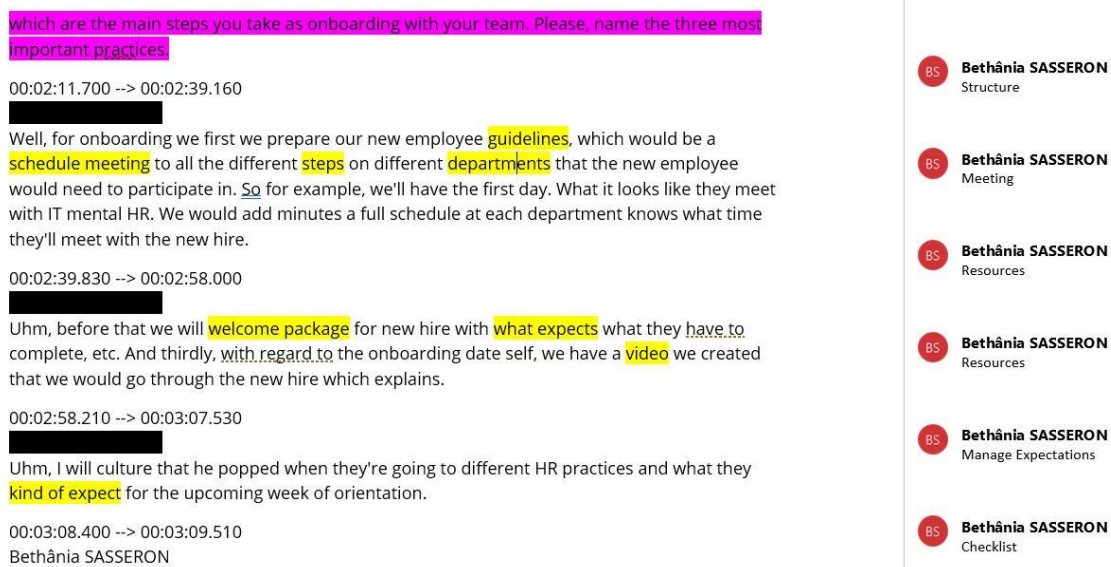


Figure 3.5 Example of the data coding of one interview transcription
 Source: Author's Work

The figures 3.5 and 3.6 presents a content and thematic analysis of a transcription related to onboarding practices. The content analysis involves identifying and highlighting key parts of the transcript where the speaker discusses specific onboarding practices and components. The pink highlight marks the question posed to the speaker, asking them to name the three most important onboarding practices. The yellow highlights highlight specific elements mentioned by the speaker, such as "guidelines", "schedule meeting", "welcome package", "what to expect", "video" and "expect".

In the thematic analysis, the highlighted content is grouped into broader themes, which are labelled on the right-hand side of the figure. These themes include 'structure', 'meeting', 'resources', 'managing expectations' and 'checklist'. Each of these labels represents a key aspect of the induction process. For example, "Structure" refers to the organisation of the onboarding process, such as the preparation of guidelines, while

"Meeting" refers to the scheduling of meetings with different departments. "Resources" involves providing materials such as welcome kits and videos to help new hires understand their roles, and "Manage Expectations" focuses on setting clear expectations for new hires. Finally, 'Checklist' suggests the use of a checklist to ensure that all the necessary steps in the onboarding process are completed.

This analysis is critical to understanding the essential components of a successful onboarding process. By categorising the specific actions and elements mentioned by the speaker into broader themes, the analysis helps to identify best practices and areas for improvement. It ensures that the onboarding process is well organised, comprehensive and tailored to the needs of new employees, ultimately leading to a more effective integration of new hires into the organisation.

The analysis of onboarding practices involves a systematic process of familiarisation with the data, initial coding, identification of patterns, grouping of related codes into broader themes and refinement of themes. The first step involves a thorough review of the transcript to identify recurring ideas, key actions and significant statements related to the induction process. The researcher then assigns specific codes to phrases or sentences that represent important aspects of the onboarding process, such as meetings or resources. These codes are then reviewed and refined to accurately capture the key elements of the onboarding process. The final themes provide a clear framework for understanding the onboarding practices under investigation.

General Questions							
Which are the main steps you take in Onboarding with your team? Please, name the three most important practices.	How do you present the IFRC work within the ICRC Movement: IFRC, ICRC, National Societies?	How do you present the IFRC functions? Example: headquarters, regions, country clusters, country offices.	Do you present the work delivered as a team, at a level of department?	Please, name the three most important practices during your Onboarding.	Do you have any part of the Onboarding that you would like to change? If yes, which one?	What do you think is innovative in the onboarding process of your team? Do you use any tool for Onboarding?	What do you think is outdated in the onboarding process of your team? Do you have a possible solution for that?
Briefing programme Meeting with departments	HR - meeting	Meeting	Yes	Camera on / Face to face Briefing pack	The experience of the new hire	Briefing pack	Files not updated No structure
IT Badge Briefing Programme	Never had	Never had	Yes	Introduction to the team Template for managers Schedule	Having structure	N/A	Not having an onboarding
Meeting with team members Meeting with line manager Explain IFRC structure	Meeting	Meeting	Yes	Introduction of new hire Training Practical knowledge	Having manual list of contacts interactive material	N/A	No structure Scheduling is difficult No checklist from departments Communication failures
Meeting with team members Welcome email List of contacts Meeting with line manager Explain IFRC structure	Meeting Mandatory trainings Briefing package	Organizational chart Documents Links	Yes	Focal Point to refer Not overwhelm the new hire Structure	Briefing Programme	Checklist Briefing programme	Documents HR information
Welcome meeting Office Tour Organize Meetings Deliver list of contacts and useful links	Meeting	Meeting	Yes	Welcome the person Facilitate contacts	Having structure	N/A	No timeframe No structure No socialization tactics after COVID

Figure 3.6 Example the organization of themes (topics and subtopics)

Source: Author's work

In the process of analysing and presenting the results of the study, the researcher referred to the identified themes as topics and subtopics (Figure 3.6). This terminology was introduced once it had been agreed that it would be used within the IFRC. By theme, Vaismoradi, Turunen and Bondas (2013) the findings demonstrate an understanding of the cohesive integration of the data elements, collectively integrating the findings. This represents a significant finding within the data set that responds to the research question. Furthermore, it represents a pattern or meaning within the data set.

The thematic analysis complements the content analysis and the methods overlaps between them. Analyse data using both “may prove helpful in enhancing our understanding of it and defending it as a research approach in its own right” (Vaismoradi, Turunen and Bondas, 2013:9). In conclusion, the qualitative data analysis entailed the identification of patterns and themes within the transcribed interview text. The quantified

data was subjected to content analysis with the objective of measuring the frequency of different categories (topics and subtopics).

Following the completion of the manual data analysis and subsequent revision by the HRMD team, the Digital Transformation department proposed the utilisation of Microsoft 365 CoPilot to analyse the Excel results tables, thereby ensuring the accuracy and high-quality data.

3.9.3 Focus Group Analysis

Being an *observer as participant* is a technique described by Glesne (2016) as the researcher observing the participants but also interacting with them. It is true that participant and observing is a paradox, once “the more you risk the eye of the uninvolved outsider, yet the more you participate, the greater your opportunity to learn” (Glesne, 2016:66). It was of the utmost importance to engage the stakeholders from the human resources department prior to the commencement of the study. The researcher was eager to gain insight and engage in discourse with these individuals. However, colleagues from the human resources management division observed the focus group sessions but did not engage in the discussions.

The principal objective of the focus group sessions was to gain insight from HR stakeholders by listening to their perspectives and actions regarding onboarding. It is these individuals who are most intimately acquainted with the tasks in question and who would be responsible for implementing them on a daily basis. The focus groups were

conducted with meticulous observation and employed a systematic nine-step approach utilising Miro Board within a controlled environment in virtual meetings.

The utilisation of Miro Board as a tool for the focus group enabled the generation of visual data and the engagement of participants. This entailed the participants discussing and recording their ideas in the designated tables. The sessions were conducted in a collaborative manner, with participants engaged in the creation of the board and encouraged to contribute their ideas for optimal onboarding solutions.

The visual data created and analysed by the researcher and participants assisted in the identification and resolution of issues related to onboarding. This participatory mapping technique is also known as community mapping and/or ethno-cartography. The participants collaborated to create a visual representation of the research theme, with the guidance of a facilitator (Seale and Silverman, 1997; Freitas *et al.*, 1998; Glesne, 2016).

Participatory mapping represents a valuable postcolonial methodology that facilitates the co-production of knowledge, challenges the dominance of colonial knowledge systems, and enhances perceptions, thereby making it an effective tool for both inquiry and action research (Glesne, 2016; Hall and Tandon, 2017). The observational data during the focus group sessions was done based on (Powell and Single, 1996; Freitas *et al.*, 1998; Glesne, 2016). This concept is concerned with the analysis of a series of interconnected elements, including acts (or routine activities), the setting or environment, events associated with the onboarding process, the processes (or explicit and implicit rules, regulations, and rituals that delineate how participants engage

with one another), discourse and interactions, and visual materials (an examination of the Miro Board in relation to the aforementioned elements).

The focus group was conducted in accordance with the following procedure: the Miro Tables were created with themes derived from the results of the newcomers' survey, and the global leadership and managers were interviewed. The meeting invitations were dispatched, which included a consent form, a link to the Miro board, and an invitation to refer other colleagues. A total of five focus group sessions were conducted, with the third and second sessions comprising five groups each.

The structure of the sessions was as follows: an introduction, collaborative work with the nine tables in Miro Board, a brainstorming session to identify potential additions to each table, and a joint analysis of the results. Subsequently, the recordings, tables, and notes of the observer were subjected to analysis. This was followed by a discussion with HRMD to present the results. The final stage of the process was the preparation of a report on the sessions.

The five focus group sessions were each scheduled to last one hour and were conducted across different time zones in order to ensure that all participants had the opportunity to attend, regardless of their geographical location. The email address of the individual in question was added to the Miro Board tool, thereby enabling them to commence editing from the outset. The activity was divided into nine distinct tables, each with a specific objective and a different approach and visual aid. The tables serve as a structure for the discussions, facilitating the organisation of ideas and the capture of feedback in an effective manner. This is achieved through the use of different templates,

which are tailored to specific purposes, such as brainstorming, mapping, and journey mapping.

The participants were encouraged to engage in a collaborative discussion, adding stickers with their notes, using a real-time collaboration tool that could be accessed from any location and that permitted the inclusion of multimedia content, such as video.

The introductory table (Table 1) provided an overview of the research, the focus group objectives, and the Miro Board tool, including a video that demonstrated the tool's key features.

Table 2 presented a review of the interview results and a definition of best practice for maintaining the aforementioned practices. This was followed by an initiation of a discussion concerning the primary areas for improvement.

Table 3 presents the principal areas for improvement, as identified in the preceding tables, with regard to communication, administration, learning and development tasks.

The fourth table was designed to elicit further suggestions regarding potential improvement areas. These were to be classified into four categories: (1) Continue: factors that facilitated progress; (2) Stop: obstacles that impeded progress; (3) Invent: alternative approaches to achieve the desired outcomes; (4) Act: recommended actions to be taken in the future.

Table 5 represents a brainstorming session on the following themes: humanitarian work, trust, engagement, culture, Strategy 2030, Fundamental Principles, and what differentiates us.

Table 6 presents a discussion of a potential structure model for onboarding.

Table 7 presents a proposed "New Hire Journey," which encompasses various stages, including preparation, administrative tasks, social inclusion, learning and development, and technical training. The table should include a list of actions, needs, challenges, solutions, touchpoints, when, resources, and the expected feelings of the new hire.

The final table, entitled the "Wish List," allows participants to propose additional resources that could be included during onboarding.

The ninth table is a discussion of the board, which is conducted via Zoom activities. This enables participants to gain a comprehensive understanding of the map and its key details. Furthermore, this serves to express gratitude to those who have participated in the process.

3.10 Research Design Limitations

Considering data analysis, there is a limitation in regard to the qualitative studies. It is known "a lack of consistency and the absence of a clear boundary between thematic analysis and qualitative content analysis" (Vaismoradi, Turunen and Bondas, 2013:5). Some authors consider it a "phenomenological thematic analysis" (Nasir, 2005; Bardin, 2011; Vaismoradi, Turunen and Bondas, 2013) due to the complexity of analysis.

Mostly of the research about onboarding is quantitative and considering methodology, it is common in humanities and social sciences "published papers is essentially thematic, but is either described as something else such as content analysis or

simply not identified as a particular method” (Vaismoradi, Turunen and Bondas, 2013:5).

This research was meticulously designed to integrate data from content analysis, thematic analysis, quantitative data, and the comparison between the results, thereby ensuring the highest quality evidence. Nevertheless, it is imperative to acknowledge the following limitations:

The process was lengthy, with the interviews themselves taking approximately seven months to complete. A further four months were required to analyse the data and produce the requisite reports. The IFRC provided financial support for the project, and the researcher was granted a contract renewal to enable the completion and delivery of the IFRC Global Onboarding.

One of the limitations of the study was the relatively small sample size. This was due to the difficulty of scheduling interviews with staff working in different time zones and in locations affected by natural disasters or armed conflict. The research was conducted in the aftermath of the global pandemic and in the context of numerous ongoing conflicts, including those in Ukraine and Sudan, as well as numerous natural disasters.

The objective of the study was to assess the impact of the programme. The impact of the IFRC Global Onboarding programme was assessed over a two-month period, from November 2022 to December 2022. The measurement included an analysis of site usage and a replication of the survey, which yielded 39 responses. The resources allocated to this project have now been exhausted, rendering it impossible to conduct a further

exploratory study to assess the experience of the programme. A comparison of the situation before and after the programme's launch would be a valuable addition to this study.

The results of the survey indicated that, due to the nature of the work at the IFRC, personnel frequently change their positions and departments. It is not uncommon for staff to be deployed to other regions and to work in other parts of the Movement, such as National Societies or the ICRC. The survey was distributed to IFRC staff, and 147 individuals were excluded from the analysis due to the termination of their contracts or their departure from the organisation. Of the remaining 215 respondents, 21% received automatic replies. It would be advantageous to expand the sample size if the survey were to be distributed on a monthly basis, thereby enabling the assessment of the programme's efficacy following its implementation.

Qualitative research is often subject to criticism on the grounds of its lack of "scientific rigour and credibility," which is perceived to be lacking in a value-free framework and which relies on the measurement and analysis of casual relationships between variables (Vaismoradi, Turunen and Bondas, 2013:7). In order to address the aforementioned criticism, the data collection and analysis were conducted by different reviewers. Furthermore, an artificial intelligence tool (CoPilot) was employed to verify the accuracy of the results.

In addition to these limitations, the programme was successfully created and implemented, including the results of all data gathered. The IFRC Global Onboarding

research study was identified as the most comprehensive and exhaustive investigation of onboarding practices within the IFRC.

3.11 Conclusion

This thesis employs a combination of qualitative and quantitative methods, eschewing any attempt to polarise or compete with one method over another in terms of perceived superiority. Both methods were employed meticulously from the outset, throughout the process of initial data collection, analysis and reporting, and finally, the implementation of the IFRC Global Onboarding.

The strengths of the qualitative methodology lies on “eliciting deeper insights into designing, administering, and interpreting assessment and test; and exploring behaviours, perceptions, feelings and understandings” (Rahman, 2020:2) about onboarding.

The focus group sessions facilitated engagement with a range of stakeholders, thereby enhancing visibility for the IFRC Global Onboarding Programme. In addition to the data collected, the utilisation of Miroboard proved an effective method of facilitating interaction between participants and producing visually appealing tables on a range of topics.

Conversely, the quantitative data collected in the survey yielded a substantial sample size, thereby facilitating a more expedient and streamlined data collection process. The Microsoft Forms tool is an excellent instrument for providing insights and facilitating the analysis of the results. The decision to incorporate an open-ended inquiry and employ a qualitative methodology (content and thematic analysis) enabled a more

profound comprehension of the onboarding experience from the perspective of newcomers.

It was deemed appropriate to express gratitude to all participants as part of the data collection procedures. Given the extensive nature of the research project and the significance of developing an onboarding programme for the IFRC, it is important to acknowledge the contributions of all those who participated in the process. Expressing gratitude is a means of acknowledging the contributions of those who assisted in the development of the programme (Glesne, 2016).

CHAPTER IV:

RESULTS

4.1 Research Question One

The research question one is “how was the newcomers’ onboarding experience between 2020-2022?”. The survey was distributed to all new employees hired between 2020 and 2022. The analysis was conducted on a question-by-question basis, encompassing both Microsoft Forms analysis and content and thematic analysis of the open-ended questions.

The form contains a series of questions pertaining to the resources available to the individuals, the clarity of their objectives, their understanding of the organisation, their preparedness to work, their knowledge about their role and responsibilities, their comfort with the systems they need to use, and their satisfaction with the onboarding process. Furthermore, the survey included questions pertaining to the alignment of the IFRC Fundamental Principles with the individuals’ values. The form includes an open question requesting further information that may be beneficial for the IFRC Onboarding Programme.

The survey in terms of overall feelings during the onboarding experience, newcomers generally expressed mixed feelings about their onboarding experience. Ratings ranged from 'strongly agree' to 'strongly disagree' on various aspects, with some respondents feeling welcomed and supported, while others highlighted significant challenges.

In terms of resources and clarity, some newcomers felt that they had the necessary resources to do their job effectively and that their objectives were clearly defined. However, there were notable instances where respondents disagreed, indicating gaps in the availability of resources and clarity of role expectations.

Challenges cited included difficulties with administrative processes, particularly those related to relocation and settling into a new environment. This was particularly challenging for those who moved to Geneva or other locations during the COVID-19 pandemic. Some participants expressed that the onboarding programme did not fully address their specific needs, particularly in areas related to fieldwork or unique regional challenges.

Where positive feedback was given, it often highlighted the support provided by direct managers or team members, the quality of specific induction sessions and the overall mission-driven culture of the IFRC.

Key areas for improvement often pointed to the need for better communication and more personalised onboarding experiences, especially for roles requiring specific technical or regional knowledge. Suggestions included improving the clarity of onboarding materials, providing more comprehensive support for international hires, and improving the alignment between onboarding and the actual work environment.

The overall rating of the onboarding experience varied, with some newcomers rating it highly and others rating it lower, reflecting a wide range of experiences depending on individual circumstances.

The figures 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7 and 4.8 from Microsoft Form summary analysis reflects the diverse experiences of newcomers to the IFRC, highlighting both strengths and areas for significant improvement. Addressing these feedback points could lead to a more cohesive and supportive induction process, ultimately improving newcomers' job satisfaction and performance.

1. Onboarding Experience

We kindly ask you to reply to our scale in the next questions related to your Onboarding. The rating being 1 for "Strongly Agree" and 5 as "Strongly Disagree"

I felt welcomed at IFRC

● 1 Strongly Agree	116
● 2 Agree	108
● 3 Neutral	33
● 4 Disagree	10
● 5 Strongly Disagree	5



Figure 4.1 Analysis of the question 1 done by Microsoft Forms
 Source: Author's Work, Microsoft Forms

2. I have all the resources I need to do my job

● 1 Strongly Agree	80
● 2 Agree	107
● 3 Neutral	47
● 4 Disagree	25
● 5 Strongly Disagree	13



Figure 4.2 Analysis of the question 2 done by Microsoft Forms
 Source: Author's work, Microsoft Forms

3. My objectives were clearly defined and explained to me

1 Strongly Agree	79
2 Agree	103
3 Neutral	56
4 Disagree	26
5 Strongly Disagree	8



Figure 4.3 Analysis of the question 3 done by Microsoft Forms
Source: Author's work, Microsoft Forms

4. During my onboarding I met the people that allowed me to understand the organisation

1 Strongly Agree	93
2 Agree	110
3 Neutral	42
4 Disagree	20
5 Strongly Disagree	7



5. After my onboarding, I felt prepared to work

1 Strongly Agree	66
2 Agree	104
3 Neutral	62
4 Disagree	31
5 Strongly Disagree	9



6. I have enough knowledge about my role and responsibilities

1 Strongly Agree	96
2 Agree	122
3 Neutral	30
4 Disagree	15
5 Strongly Disagree	9



Figure 4.4 Analysis of the question 4, 5 and 6 done by Microsoft Forms
Source: Author's work, Microsoft Forms

7. I feel comfortable using the different systems I need in my role

● 1 Strongly Agree	58
● 2 Agree	112
● 3 Neutral	54
● 4 Disagree	36
● 5 Strongly Disagree	12



8. I have a good idea about what I need to develop to do my job well

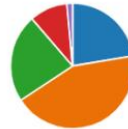
● 1 Strongly Agree	70
● 2 Agree	138
● 3 Neutral	46
● 4 Disagree	14
● 5 Strongly Disagree	4



*Figure 4.5 Analysis of the question 7 and 8 done by Microsoft Forms
Source: Author's work, Microsoft Forms*

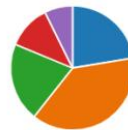
9. So far, the information provided has been at the right level for me

● 1 Strongly Agree	61
● 2 Agree	118
● 3 Neutral	62
● 4 Disagree	27
● 5 Strongly Disagree	4



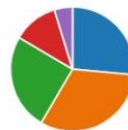
10. I am satisfied with my onboarding process

● 1 Strongly Agree	61
● 2 Agree	104
● 3 Neutral	56
● 4 Disagree	31
● 5 Strongly Disagree	20



11. I received sufficient information about the city, the office and personal tips that can help me be successful at my job in the new location (e.g., transportation, schools, insurance)

● 1 Strongly Agree	72
● 2 Agree	87
● 3 Neutral	68
● 4 Disagree	32
● 5 Strongly Disagree	13



*Figure 4.6 Analysis of the question 9, 10 and 11 done by Microsoft Forms
Source: Author's work, Microsoft Forms*

12. How would you rate your onboarding experience?

3.60
Average Rating

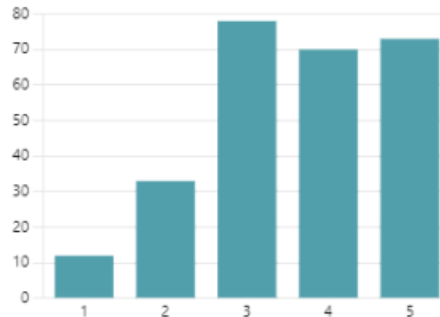


Figure 4.7 Analysis of the question 12 done by Microsoft Forms
Source: Author's work, Microsoft Forms

13. **Open question**

Can you please provide any additional information that may be useful for our IFRC Onboarding Programme? If you want to provide more feedback, please, leave us your email and we will contact you directly.

124
Responses

Latest Responses
"Should have some provision for training / orientation home and abroad on cur..."



Figure 4.8 Analysis of the question 13 and world cloud done by Microsoft Forms
Source: Author's work, Microsoft Forms

The word cloud in the figure 4.8 provides a visual summary of the most frequently mentioned words in the responses from newcomers about their onboarding experience. The size of each word indicates the number of times it was mentioned,

providing insight into what aspects of the onboarding experience were most important or challenging for respondents.

One of the most prominent terms in the word cloud is 'IFRC system', suggesting that many newcomers focused on their experience with, or need to better understand, the IFRC's internal systems. This suggests a potential need for more comprehensive training or clearer guidance on how to navigate these systems during the onboarding process. In addition, the frequent mention of 'information' indicates that newcomers either felt that there was a lack of information provided or that access to information was critical to their successful integration. Improving the clarity and availability of information could therefore significantly improve the onboarding experience.

The repetition of terms such as 'onboarding' and 'onboarding programme' reflects the respondents' focus on the overall effectiveness of the onboarding process. This emphasises the importance of having a well-structured onboarding programme that meets the specific needs of new employees. The mention of 'HR' and 'IFRC departments' suggests that respondents see these entities as playing a significant role in their onboarding experience. This may indicate a need for better coordination and communication between HR, different departments and new staff to ensure a smoother transition into the organisation.

Terms such as 'work' and 'new staff' in the word cloud indicate that respondents are concerned about how well the onboarding process prepares them for their role and helps them integrate into the IFRC team. This suggests that the onboarding programme should be closely aligned with job-specific requirements and facilitate the effective

integration of new staff into their roles. In addition, the use of "onboarding package" suggests that newcomers value receiving a comprehensive set of materials or resources at the start of their employment, indicating the importance of providing thorough and user-friendly onboarding materials.

Finally, the words 'time' and 'different' could indicate challenges related to the timing of onboarding activities or the different experiences of different newcomers. This could suggest the need for more flexible or tailored approaches to onboarding that take into account individual circumstances and timing. Overall, the word cloud highlights key areas for improvement, particularly in providing clearer information, better preparing new staff for their roles, and ensuring that the onboarding process is flexible and comprehensive, which could lead to a more positive experience for newcomers to the IFRC.

The overall analysis and comparison of data can be seen in the table 4.1 below:

Table 4.1 Key takeaways of survey analysis

Question 1	I feel welcome at IFRC	<ul style="list-style-type: none"> • 4% of people answered “disagree” for this question, and the majority (60%) answered “neutral” for question 9. • 43% of people answered “Strongly Agree” for question 1, and the majority (83%) answered “high” for question 12.
Question 2	I have all the resources I need to do my job	<ul style="list-style-type: none"> • 30% of people answered “strongly agree” for this question, and the majority (90%) answered “high” for question 12.

		<ul style="list-style-type: none"> • 30% of people answered “strongly agree” for this question, and the majority (83%) answered “strongly agree” for question 1.
Question 3	My objectives were clearly defined and explained to me.	<ul style="list-style-type: none"> • 30% of people who answered “strongly agree” to question 2, and the majority (67%) answered “strongly agree” to question 3.
Question 4	During my onboarding I met the people that allowed me to understand the organisation	<ul style="list-style-type: none"> • 30% of people who answered “strongly agree” for question 2, majority (70%) replied “strongly agree” for question 4.
Question 5	After my onboarding, I felt prepared to work.	<ul style="list-style-type: none"> • 30% of people answered “strongly agree” for question 2, and the majority (60%) answered “strongly agree” for question 5.
Question 6	I have enough knowledge about my role and responsibilities	<ul style="list-style-type: none"> • 30% of people answered “strongly agree” for question 2, and the majority (70%) answered “strongly agree” for question 6.
Question 7	I feel comfortable using the different systems I need in my role.	<ul style="list-style-type: none"> • 40% of people answered “agree” to question 2, and the majority (53%) answered “agree” for question 7.
Question 8	I have a good idea about what I need to develop my job well.	<ul style="list-style-type: none"> • 40% of people answered “agree” to question 2, and the majority (69%) answered agree for question 8.
Question 9	So far, the information provided has been at the right level for me	<ul style="list-style-type: none"> • 40% of people answered “agree” for this question, and the majority (67%) of them answered “agree” for question 9.

Question 10	I am satisfied with my onboarding process.	<ul style="list-style-type: none"> • 5% of people answered “strongly disagree” for question 2, and the majority (70%) answered “strongly disagree” for question 10.
Question 11	I received sufficient information about the city, the office and personal tips that can help me be successful at my job in the new location (e.g., transportation, schools, insurance)	<ul style="list-style-type: none"> • 5% of people answered “strongly disagree” for this question, and the majority (67%) answered “strongly disagree” to question 10.
Question 12	How would you rate your onboarding experience?	<ul style="list-style-type: none"> • 35% of people answered “strongly agree” for question 4, and the majority (87%) answered high to question 12.

Source: Author’s work

The overall analysis of the multiple questions of the survey indicates that the participants had a positive onboarding experience. Responses show that most participants strongly agreed or agreed with statements related to feeling welcomed, having clear objectives, meeting key people, feeling prepared to work, having sufficient knowledge and resources, and being satisfied with the onboarding process.

Overall, there is generally positive feedback regarding feeling welcome, resource availability, clarity of objectives, knowledge about roles, and comfort with systems. However, there are some concerns regarding satisfaction with the onboarding process and the adequacy of information provided about the location and office. When analysing the results, it is possible to affirm that regarding:

- Feeling welcome and having all resources to start the work: 43% strongly agree they feel welcome at IFRC, with 4% disagreeing; 30% strongly agree they have all the resources needed for their job.
- Having clear objectives and the onboarding process: 30% strongly agree they had clear objectives explained to them; 30% strongly agree they met the necessary people during onboarding to understand the organization; 30% strongly agree they felt prepared to work after onboarding.
- The knowledge acquired and feeling comfortable during onboarding: 30% strongly agree they have enough knowledge about their role and responsibilities; 40% agree they feel comfortable using different systems required for their role; 40% agree they have a good idea of what they need to develop their job well; 40% agree that the provided information has been at the right level for them.
- Satisfaction with onboarding process and rating: 5% strongly disagree they are satisfied with their onboarding process; 5% strongly disagree they received sufficient information about the city, office, and personal tips for success.
- 35% strongly agree with their onboarding experience, with the majority (87%) rating it as high.

The survey had an open question “Can you please provide any additional information that may be useful for our IFRC Onboarding Programme? If you want to provide more feedback, please, leave us your email and we will contact you directly.”

The analysis of these 124 answers (from 272 of total replies if the survey) was done with content and thematic analysis.

Each reply was counted with 1, 2, 3, 4 (...), 124. The analysis was done classifying in different topics and subtopics, the number of times the topic or subtopic was chosen to qualify the answers. It associates an analysis of the frequency of the themes mentioned with the whole content of the replies. The words topics and subtopics were chosen to do the internal presentations due to familiarity with the terms within the organization.

By using this analysis methodology, it is possible to compare the repeated data with the precise relationships between the topics and subtopics (Alhojailan, 2012; Vaismoradi, Turunen and Bondas, 2013). The use of content and theme analysis combined allows for the connection of newcomers diverse ideas and viewpoints with data collected throughout the survey in various contexts and at various points in time.

The resume of the open question analysis is at the table 4.2

Table 4.2 Content and Thematic analysis of the survey open question

Topics	Total Topics	Subtopics	Total Subtopics
Experience during onboarding	141	Opinion/Feelings	42
		Insufficient information	41
		Social Integration	15
		Troubles with briefings/meets	11
		Organization/Standardization	10
		Not having onboarding	8
		Relocation issues	8
		Onboarding duration issues	6
Suggestions to an onboarding program	82	More content and tools	46
		Standardization	27

		Social Integration	5
		Information at the same place	4
Support during onboarding	45	Official support	28
		Unofficial support	9
		Don't know where to find support	8
Nothing to add	15		15

Source: Author's work

Based on the analysis of the responses provided in the "Open question" of the survey, the main challenges faced during the onboarding process can be summarized as follows:

- Limited guidance and support during onboarding: participants mentioned the need for more structured guidance and support during the onboarding process to ensure a smoother integration into the organization.
- Variability in onboarding experiences: there were contrasting experiences reported, with some participants highlighting positive and rigorous onboarding experiences, while others indicated challenges in the level of onboarding quality provided to different colleagues at a similar level.
- Integration difficulties: participants expressed challenges in integration, suggesting the need for closer supervision and support from supervisors to help new staff members familiarize themselves with different departments and procedures.
- Lack of clear procedures: the need for clearer procedures and a more systematic approach to the onboarding process was mentioned to ensure that no steps are missed in the integration of new staff members.

Another important information from the survey includes feedback regarding their job responsibilities, onboarding experience, and challenges faced during remote work due to COVID-19. Employees expressed concerns about lack of information on logistics, administration, and finances in their roles. Newcomers mentioned difficulty in the onboarding process, such as having only self-paced training, outdated resources, and broken videos due to software issues. Overall, their answers highlight the importance of clear job expectations, more information about their roles and responsibilities, effective onboarding processes, and having support for remote work.

Some participants mentioned not having all the necessary resources they needed to start working; difficulties in finding resources because it is spread in IFRC platforms, with many documents existing in multiple places, some being out of date, and issues with broken onboarding videos and trainings due to an Adobe license update problem. This indicates a lack of easily accessible and up-to-date resources for starting work.

The analysis proof that having a successful onboarding experience in IFRC includes: newcomers feeling welcomed, availability of necessary resources, clear objectives, meeting key people, feeling prepared to work, knowledge of role and responsibilities, comfort with systems, understanding development needs, satisfaction with onboarding process, information about the location.

Another positive perspective from participants is related to the gratitude to their teams and departments, they mentioned feeling welcomed at work and many participants expressedd gratitude for the efforts made to improve the onboarding process. They mention being pleased with the introduction briefings from colleagues representing

different departments, finding the IT department's briefing particularly useful. Additionally, newcomers showed appreciated the information shared and regularly uses it to solve issues, indicating a positive work environment at work.

The final analysis of the survey, including multiple choice questions and open question suggests that the onboarding program should be well-structured and comprehensive, contributing to a positive experience for the participants. The most valuable insights from are related to the positive feedback on the onboarding process, particularly the effectiveness of the IT department's briefing in providing useful information and support. Additionally, the respondent highlighted areas for improvement in the onboarding process, such as the need for more information on performance goals, financial procedures, and available resources for IFRC employees. The feedback indicates a strong emphasis on clarity, support, and information provision during the onboarding process.

It is necessary to consider more onboarding content and new tools, focusing the onboarding in the social integration of the newcomer, having the information organized at the same place, including a standardization of onboarding processes, and more support during onboarding.

This data provides valuable insights into the areas of onboarding that could be improved. For example, providing more information and tools, standardizing the process, and improving support could enhance the onboarding experience. It's also interesting to note that some people had no additional comments, suggesting they were satisfied with the process.

The answer of the RQ1 accomplish its goals – it is possible to understand the newcomers positive and negative experience, identify gaps during their onboarding and think about a suitable solution to build an global onboarding for IFRC. The results suggests that the onboarding program should be well-structured and comprehensive, with more information on performance goals, financial procedures, and available resources easy to be found and at the same place. The survey also suggests focusing on social integration, organization of information, standardization of onboarding processes, and must improve support.

Overall, based on the result analysis of the survey, these are the key considerations for building a global onboarding program:

- Address insufficient information: many new hires felt there was insufficient information during onboarding. To address this, the program could include comprehensive resources and tools that cover all aspects of the job and the company.
- Standardize the process: the onboarding process must ensure every newcomer receives the same information and training about the organization, regardless of their location or department.
- Promote social integration: the program should include more briefings, team meetings, team-building activities and opportunities for newcomers to interact with their colleagues and superiors.

- Provide support: Both official and unofficial support are crucial during onboarding. The program should establish a clear support system, such as assigning a buddy to newcomers hire.
- Address specific issues: lack of updated content about onboarding, troubles or lack of briefings/meets, relocation issues, and not having an onboarding period defined.
- Centralize Information: having all onboarding-related information was mentioned in several replies, a dedicated onboarding portal could be helpful in this regard.

4.2 Research Question Two

The RQ2 “What are the existing onboarding practices within the IFRC?” was answered through the 24 interviews with managers. The structure of the interview questions was done in blocks: questions about general information, administrative information, onboarding methodology, learning and development, social inclusion and final questions. The content and thematic analysis provided insightful knowledge topics to consider when building the program. The table 4.3 has a summary of the analysis:

Table 4.3 Content and Thematic analysis of interviews done with HR Stakeholders

Topics	Total topics	Subtopics	Total Subtopics
Social Inclusion	84	Social Activities	19

		Socialization tactics	17
		Team building activities	13
		Adjustments to the Onboarding	12
		Friendly mentors	11
		Create a process of introduction of the newcomer	6
		Introduce of the office/organization culture	6
Onboarding monitoring	57	Lack of measurement during onboarding	21
		Follow-up during onboarding	19
		Informal feedback during onboarding	14
		Formal feedback during onboarding	3
Practices during Onboarding	52	Innovation during onboarding	20
		Need to improve experience during onboarding	14
		IFRC systems and tools	7
		Meet the colleague as priority	6
		Meetings with departments	3
		Behaviours and conduct	2
Learning and Development	51	Need of different learning activities	12
		Corelate the performance with onboarding	11
		Mandatory Courses	10
		Follow-up about mandatory courses and learning curve	9
		Review of duties and responsibilities	9
Steps taken during the onboarding	40	Training	18
		Integration of the newcomer	15
		Preparation to the position	4
		Meetings and briefings	3
Introduction to the Red Cross Movement:	40	Structure and Communications	18
		Priority	13
		Need tools and resources	9

Administrative and technical	31	Common issues during onboarding	17
		Include departments during onboarding	10
		Improve administrative procedures and information	4
Personal opinions about the Onboarding	9	Feeling lost during onboarding	6
		Onboarding is a priority	3

Source: Author's work

Based on the provided data, it is possible to analyze the various topics discussed during interviews with HR stakeholders, along with their subtopics and total subtopics.

Here are some key observations:

- **Social Inclusion:** this topic has the highest number of total topics (84) and covers various aspects such as social activities, socialization tactics, team building activities, adjustments to onboarding, friendly mentors, and the introduction of newcomers to office/organization culture. This indicates the importance placed on fostering a sense of belonging and integration within the organization.
- **Onboarding Monitoring:** it is a significant concern, with 57 total topics. Subtopics include the lack of measurement during onboarding, follow-up processes, and feedback mechanisms, both formal and informal. This suggests a focus on evaluating and improving the effectiveness of the onboarding process.
- **Practices during Onboarding:** this category (52 total topics) highlights the importance of innovation during onboarding, improving the overall

onboarding experience, utilizing IFRC systems and tools, and emphasizing interactions with colleagues and departments.

- **Learning and Development:** with 51 total topics, this category underscores the need for diverse learning activities, correlating performance with onboarding, mandatory courses, follow-up on learning activities, and reviewing duties and responsibilities.
- **Steps taken during the onboarding:** this section (40 total topics) emphasizes various steps such as training, integrating newcomers, preparing them for their positions, and conducting meetings and briefings.
- **Introduction to the Red Cross and Red Crescent Movement:** this topic (40 total topics) focuses on familiarizing newcomers with the structure and communications within the organization, prioritizing tasks, and providing necessary tools and resources.
- **Administrative and Technical:** administrative and technical issues during onboarding are discussed in this category, with 31 total topics. Common issues include departmental inclusion, improving administrative procedures, and providing necessary information.
- **Personal Opinions about Onboarding:** a smaller category with 9 total topics, personal opinions touch on feelings of being lost during onboarding and the perceived priority of onboarding within the organization.

Overall, the data indicates a comprehensive approach to onboarding, encompassing various aspects such as social integration, monitoring, best practices,

learning and development, administrative efficiency, and personal experiences. This suggests a commitment to ensuring that newcomers are effectively welcomed, supported, and integrated into the organization.

4.3 Research Question Three

The RQ3 “What is the vision of the global leadership with regard to a global onboarding programme for IFRC?” was a crucial part of this thesis and helped to create an onboarding program that is tailored to the IFRC's culture, goals, and strategic priorities, while also demonstrating a commitment to employee development and success.

Understanding organizational culture is paramount. Global leaders provide invaluable insights into the ethos, values, and mission of IFRC. By tapping into their perspectives, the onboarding program can be tailored to align seamlessly with the overarching goals and culture of the organization. This ensures that newcomers grasp the essence of the organization from the onset, fostering a sense of belonging and cultural integration.

Secondly, global leaders play a pivotal role in clarifying expectations for line managers, HR stakeholders and newcomers. Through their guidance, they articulate the organization's expectations and what success looks like within its framework. This clarity empowers new employees to comprehend their roles and responsibilities more effectively, enabling them to hit the ground running and contribute meaningfully from the outset of their tenure.

Moreover, interviewing global leadership aids in identifying key skills and competencies required for success within specific teams or departments. Global leaders are well-positioned to pinpoint the essential skills and knowledge necessary for thriving in their respective domains. This insight is instrumental in crafting targeted training modules and onboarding materials tailored to meet the specific job requirements, thereby enhancing the efficiency and effectiveness of the onboarding process.

The text provided outlines the IFRC's commitment to its 191-member National Red Cross and Red Crescent Societies and the communities they serve, as well as its strategic priorities for 2024. This commitment is closely aligned with the objectives of the IFRC Global Onboarding initiative, which aims to strengthen the capacity of National Societies, enhance operational and strategic coordination, and foster accountability and integrity across the IFRC network.

The table 4.4 shows the data analysis of the interviews, including topics, subtopics and the total of mentions of each one.

Table 4.4 Content and Thematic analysis of interviews done with global leadership

Topics	Total Topics	Subtopics	Total subtopics
IFRC Culture	26	Fundamental Principles	13
		Agenda for Renewal	4
		Strategy 2030	3
		Global Plan	3
		Status of the Movement	1
		Principles of humanitarian work	1
		Roles and responsibilities	1
Stakeholder engagement	18	Trust	7
		Engagement	4
		Building a value-driving mindset	3
		Capacity building	2

		Best existing onboarding practices	1
		Social inclusion	1
Onboarding implementation	17	Onboarding framework	7
		Roles and positions within IFRC	4
		Reduction of duplication of work	2
		Ownership and accountability	2
		Good practices and benchmarks	1
		Learning solutions	1
		Leadership	8
Learning solutions to managers	1		
Leadership expectations	1		
Resources	1		
Involvement of Heads of Delegation	1		
Communication	1		
Work environment	1		

Source: Author's work

Accordingly with the Global Plan 2024 and Strategy 2030 (IFRC, 2018, 2024), IFRC should work on strengthening the position of National Societies, reaffirming the centrality of volunteers, and providing vital support aligned with the priorities of individual National Societies, directly contributing to the goals of building an IFRC Global Onboarding. By aligning resources and efforts with the needs and priorities of local communities, the IFRC ensures a more effective and impactful response to humanitarian challenges worldwide.

Furthermore, the Agenda for Renewal (IFRC, 2019) and Statutes of the Movement (IFRC, 2021) highlights the IFRC's collaborative approach, emphasizing partnerships and coordination within the network and with external stakeholders. This collaborative spirit mirrors the principles of IFRC Global Onboarding, which seeks to foster cooperation and synergy among all stakeholders involved in humanitarian action. In summary, the analysis of the interviews highlighted:

- **IFRC Culture:** the interviews indicate a strong emphasis on the organization's culture, with discussions revolving around fundamental principles, such as the Fundamental Principles, Agenda for Renewal, Strategy 2030, and the Global Plan. This suggests that IFRC's leadership envisions an onboarding program deeply rooted in the organization's core values and strategic objectives. Understanding the status of the movement and principles of humanitarian work also underscore the importance of aligning new hires with IFRC's overarching mission and ethos.
- **Stakeholder Engagement:** another prominent topic particularly focusing on building trust and fostering engagement among various stakeholders. This indicates that IFRC's leadership recognizes the importance of cultivating positive relationships with internal and external stakeholders. Incorporating elements of trust-building, capacity building, and social inclusion into the onboarding program suggests a commitment to integrating newcomers into the broader IFRC community and promoting collaboration. This topic goes in the same direction of the Statutes of the ICRC, Article 7 Cooperation: "ICRC and IFRC shall maintain frequent regular contact with each other at all appropriate levels so as to coordinate their activities in the best interest of those who require their protection and assistance" (IFRC, 2021:12). IFRC must maintain regular contact to stakeholders, coordinate their activities in the best interest of those in need. They must also agree strategies about onboarding and harmonize their activities. Regional cooperation between

Movement components is essential, based on their common mission and Fundamental Principles, within their respective statutes. This cooperation within the Movement is encouraged and allowed while maintaining independence and identity.

- Onboarding Implementation: the data also highlights considerations related to the implementation of the onboarding program, including the development of an onboarding framework, defining roles and positions within IFRC, and reducing duplication of work. This suggests that IFRC's leadership envisions a structured and efficient onboarding process that clarifies roles, responsibilities, and expectations for new hires while minimizing redundancies and optimizing resources.
- Leadership: lastly, there is a focus on leadership within the context of the onboarding program, including discussions on change management, leadership expectations, and resources for managers. This indicates that IFRC's leadership recognizes the critical role that leaders play in facilitating the onboarding process and ensuring its success. Involving heads of delegation, providing learning solutions for managers, and fostering a supportive work environment underscore a commitment to nurturing effective leadership at all levels of the organization.

Overall, the interviews with the global leadership illustrates how the IFRC's strategic priorities are deeply connected with the objectives of IFRC Global Onboarding, underscoring the organization's ongoing commitment to strengthening

local capacity and ensuring a principled and effective humanitarian response at the community level (IFRC, 2019, 2023a, 2024).

The IFRC’s global leadership envisions a comprehensive onboarding program that not only integrates newcomers into the organization’s culture and values but also fosters stakeholder engagement, streamlines implementation processes, and cultivates effective leadership positioning.

4.4 Research Question Four

To answer the RQ4. “What are the HR stakeholders’ requirements in a global onboarding?” the methodology used was focus group. The structure of the sessions was done following the tables of Miro, guided by the researcher. The analysis of the data collected of the focus group is reunited below, in table 4.5. The table 4.6 shows the content and thematic analysis.

Table 4.5 Analysis of the Focus Group Sessions using Miro Board

Table	Objectives	Summary
1	Introduction	Explain objectives of the focus group sessions with HR stakeholders and the importance of their vision about a global onboarding program at IFRC. The researcher encourages participation, teamwork, learning from others, and sharing ideas. The sessions include activities such as reviewing interview results, identifying areas for improvement, and collaboratively building a new hire journey map. Watched the video "Practical Journey Mapping" by Alex Gilev on Miroverse, to teach how Miro board can be edited in real time by everyone.
2	Review interviews results and define best practices to keep	Participants defined key points for creating an effective onboarding program: (1) Fundamental Principles: onboarding program should align with

		<p>the organization's values, including sustainability, equality, and humanitarian values; (2) Foster co-creation and innovation: encourage new hires to actively participate in the onboarding process and contribute their ideas and insights; (3) Best practices to keep are sending a welcome email, meetings with line managers and departments, office tours, lunch, mandatory trainings, checklists, and creating a comfortable work environment; (4) Build trust and support: emphasize the importance of trust, comfort, dialogue, peer support, patience, and understanding to create a welcoming and supportive environment for new hires; (5) Socialization and team building: exercises, mentoring programs, buddy systems, and overall team support to help new hires integrate into IFRC culture; (6) Manage expectations: clearly communicate role descriptions, provide weekly follow-ups, and establish mechanisms to measure the effectiveness of the onboarding process. Overall, the goal is to create an onboarding program that is easy, effective, and promotes collaboration, innovation, and a positive experience for new hires.</p>
3	Discussion about the main improvement areas	<p>The main improvement areas that need to be considered are communication, learning and development, administrative processes, collaboration between departments before and during onboarding, training for managers, defining and following up onboarding processes, completing IT tasks before arrival, implementing checklists for managers, departments, and new hires, conducting performance reviews, measuring the effectiveness of onboarding, addressing knowledge gaps, and planning for the arrival of new hires with proper time management and deadlines for each phase.</p>
4	Add more ideas about improvement areas	<p>Based on several areas for improvement during onboarding, the participants suggestions were related to implement policies and procedures to address these issues. They also emphasize the importance of communication between line managers and new hires from the beginning. To</p>

		<p>enhance the onboarding experience, they propose avoiding information overload and providing basic information about the city, country regulations, and relocation packages. They recommend sending contracts two weeks before the first day and offering different types of contracts and onboarding packages. Additionally, they suggest creating an interactive platform for newcomers to share experiences and organizing briefings with stakeholders from different departments. They highlight the need to clearly define onboarding and avoid using jargon in communication. Lastly, they recommend assigning specific responsibilities to line managers during the candidate selection process. The team also suggests including a welcome message from the Secretary General when sending the contract to a newcomer.</p>
5	<p>Brainstorm about the following themes: humanitarian work, trust, engagement, culture, Strategy 2030, Fundamental Principles, what make us (IFRC staff) different.</p>	<p>Participants mentioned various actions that should be present during the onboarding process related to the themes. These actions range from meetings with stakeholders and an onboarding curriculum to promoting inclusiveness and engaging staff through social activities. Other actions include conducting surveys, establishing the desired culture, visiting National Societies, and understanding the Fundamental Principles in practice. Leadership training, discussions with high management, and connecting departments are also important aspects. The Strategy 2030 and Agenda for Renewal are emphasized, along with positive communication, trust, and preparation for new joiners. The importance of peer support, humanitarian work, and spread IFRC culture and the Movement's work is highlighted. Overall, it showcases the focus on creating a welcoming and inclusive environment while aligning with the organization's goals and values.</p>
6	<p>Discussions of a possible structure model for onboarding</p>	<p>The participants created a structure of onboarding including four phases: (1) Preparation: contracts, IT tasks, welcome message, welcome kit, agenda preparation; (2) Social Inclusion: meeting with line manager, meeting with the team, deliver manuals, briefings with departments, office tour,</p>

		lunch or coffee break, alumni opportunities; (3) Learning and Development: introduction to the Movement, main tools and websites, duties and responsibilities, mandatory courses, priority documents, include buddies during onboarding, do assessments and meetings; (4) Technical Training: job assignment, objectives setting, feedback, monitoring, ampliation of job duties, team meetings, list of regular tasks, goals for the month, key performance indicators and develop a plan to accomplish it.
7	New Hire Journey build together, including preparation, administrative tasks, social inclusion, learning and development and technical training. Should include actions, needs, challenges, solutions, touchpoint, when, resources, new hire expected feeling.	It includes various activities such as mandatory courses, briefings on topics like finance and IT, training on systems and processes, social engagement, and ensuring access to relevant systems. The content also highlights the importance of clear communication, customization based on individual needs, and the involvement of line managers and HR in the onboarding process. Challenges mentioned include late action by hiring units and external factors like visa approval delays. Overall, the focus is on improving knowledge management, time management, and providing a smooth and user-friendly onboarding experience. The new hire must feel reassured, comfortable, engaged, motivated, excited, safe, not scared or overwhelmed.
8	Wishlist allows participants to dream about amazing resources that could be included during onboarding.	The Wishlist includes activities related to comfort, safety, and work in the field. It mentions the involvement of NS (National Societies) volunteers in the first year, along with the rotation of people inside IFRC as an investment. There is also a mention of tickets to the Museum IFRC and access to the learning platform to all courses, before having an IFRC email account. Additionally, there is a reference to a welcome kit that includes cups, a ticket to the museum, and a tablet. The content also touches upon budget considerations for new hires and career development opportunities such as cross-training and mentorship programs.
9	Analyse the board together	Play with the zoom in the tool to show the board and thanks their participation.

Source: Author's work

The focus group sessions were designed to gather insights from HR stakeholders on the development of a global onboarding programme. The sessions focused on the importance of stakeholders' vision in shaping the onboarding process and emphasised collaboration, learning and idea sharing. Key practices identified included fostering co-creation and innovation, creating a comfortable work environment, building trust and support, and managing expectations.

Several areas for improvement in the induction process were identified, including better communication, streamlined administrative processes, enhanced learning opportunities and improved collaboration between departments. Participants suggested policies and procedures such as clear communication, avoiding information overload and creating an interactive platform for newcomers to share experiences.

The sessions also focused on themes suggested by the global leadership, such as humanitarian work, trust, engagement, organisational culture, Strategy 2030 and core principles. A structured induction process was proposed, consisting of four phases: Preparation, Social Inclusion, Learning and Development, and Technical Training. Participants developed a detailed new hire journey map outlining actions, challenges, solutions and touch points throughout the onboarding process.

Table 4.6 Content and Thematic Analysis of Focus Group sessions

Topics	Total topics	Subtopics	Total Subtopics
Social Inclusion	78	Promoting teamwork	39
		Social activities	22
		Encouraging newcomer participation	10

		Lunch	5
		Office Tour	2
IFRC Culture	66	Fundamental Principles	25
		Introduction to the Movement	20
		Alignment with IFRC goals and values	12
		Trust	4
		Dialogue	2
		Team support	2
		Patience	1
Learning and Development	61	E-learning solutions	15
		Manuals for onboarding	12
		Checklists	7
		Leadership Guidance	6
		Facilitating learning from others	6
		Encouraging idea sharing	5
		Address knowledge gaps	4
		Training for managers	4
Experience during onboarding	40	Mandatory courses	2
		Buddy System	26
Improvement Areas	31	Fostering a positive employee experience	14
		Onboarding curriculum	9
		Interactive platform creation	7
		All onboarding information in one place	5
		Enhancing the effectiveness of the onboarding process	3
		Improving retention rates and reducing turnover costs	3
		Onboarding feedback	3
Structure	22	Communication	1
		Planning	9
		Send welcome email	5
		Objective Setting	4
		Connect newcomers with National Societies	3
		IT done before newcomers' arrival	1

Source: Author's work

Replying to the RQ4: “What are the HR stakeholders’ requirements in a global onboarding?”, accordingly with the focus group data analysis, it becomes evident that there are several key aspects to consider, such as the six main topics: Social Inclusion, IFRC Culture, Learning and Development, Experience during onboarding, Improvement Areas, and Structure. Each of these categories encompasses various subtopics, reflecting the breadth of focus within IFRC Global Onboarding.

The distribution of topics reveals that "Social Inclusion" holds the highest number of topics, followed closely by "IFRC Culture" and "Learning and Development." This indicates a significant emphasis on fostering inclusivity and cultural alignment within the organization, as well as prioritizing employee growth and development.

Furthermore, within each main topic, there is a diverse array of subtopics. Prominent subtopics include promoting teamwork and social activities under "Social Inclusion," Fundamental Principles and introduction to the movement under "IFRC Culture," and e-learning solutions and manuals for onboarding under "Learning and Development." These areas represent focal points for organizational attention and investment.

Identifying priority areas is crucial for strategic planning and resource allocation. The abundance of subtopics under "Social Inclusion" underscores its importance in cultivating a collaborative and cohesive workplace culture (Snell, 2006). Similarly, the significance of "IFRC Culture" highlights the organization's commitment to upholding its core values and principles.

Moreover, prioritizing "Learning and Development" underscores the organization's dedication to employee skill enhancement and growth. E-learning solutions have become indispensable tools in modern organizational training strategies (Bauer, 2013a; Renz *et al.*, 2014). With the flexibility to accommodate diverse learning styles and schedules, e-learning platforms offer a convenient and efficient way to deliver educational content. From onboarding new hires to continuous professional development, e-learning solutions provide a versatile approach to skills enhancement and knowledge acquisition.

Manuals for onboarding play a crucial role in orienting new employees to the organization's policies, procedures, and culture. These comprehensive guides serve as valuable resources, offering detailed information on various aspects of the workplace, from administrative processes to employee benefits. By providing clear and concise instructions, manuals for onboarding streamline the integration process, empowering new hires to navigate their roles with confidence and efficiency (Dai and De Meuse, 2007; Bauer, 2013a).

Checklists are invaluable tools for ensuring consistency and thoroughness in various organizational processes. Whether it's onboarding new employees, conducting performance evaluations, or implementing project tasks, checklists provide a systematic approach to task management. By outlining key steps and milestones, checklists help employees stay organized and focused, reducing the likelihood of oversights or errors.

Leadership Guidance is essential for nurturing and developing effective leaders within an organization. Through targeted training programs and mentorship initiatives,

leadership guidance equips individuals with the skills and knowledge needed to inspire and motivate teams, drive innovation, and achieve strategic objectives. By fostering strong leadership capabilities, organizations can cultivate a culture of accountability, empowerment, and continuous improvement (Snell, 2006; Stein and Christiansen, 2010).

Facilitating learning from others harnesses the collective knowledge and experience within an organization. By creating opportunities for peer-to-peer learning, mentorship, and knowledge sharing, organizations can tap into a wealth of expertise and insights. Whether through formal training sessions, collaborative projects, or informal discussions, facilitating learning from others fosters a culture of collaboration and continuous learning, driving organizational growth and innovation.

Encouraging idea sharing is essential for fostering a culture of innovation and creativity within an organization. By creating platforms and channels for employees to share their ideas, suggestions, and feedback, organizations can harness the collective intelligence of their workforce. Whether through brainstorming sessions, suggestion boxes, or online forums, encouraging idea sharing empowers employees to contribute to the organization's success and drive positive change.

Addressing knowledge gaps is vital for ensuring that employees have the skills and information they need to perform their roles effectively. By conducting training needs assessments and providing targeted learning opportunities, organizations can identify and address areas where employees may be lacking in knowledge or expertise. Whether through formal training programs, on-the-job coaching, or self-directed learning

resources, addressing knowledge gaps supports employee development and enhances organizational performance.

Training for managers is essential for equipping leaders with the skills and competencies needed to effectively manage teams and drive results. From communication and conflict resolution to performance management and decision-making, manager training programs provide valuable insights and techniques for navigating the complexities of leadership. By investing in the development of their managers, organizations can cultivate strong leadership pipelines and drive organizational success.

Mandatory courses play a critical role in ensuring compliance with regulatory requirements, IFRC standards, and organizational policies. Whether related to safety protocols, data privacy regulations, or professional certifications, mandatory courses provide essential knowledge and skills that employees need to fulfill their roles responsibly and ethically. By prioritizing compliance training, organizations can mitigate risks, uphold standards of integrity, and maintain a culture of accountability. Currently, the Mandatory Courses in IFRC are stored in Learning Platform.

The focus on "Experience during onboarding" underscores the importance of creating a welcoming and supportive environment for newcomers, while "Improvement Areas" signal a proactive approach to addressing areas in need of enhancement.

Actionable insights emerge from the analysis, suggesting strategies for organizational improvement. These include developing comprehensive onboarding program for promoting teamwork and social activities, strengthening alignment with

Fundamental Principles, and investing in e-learning solutions for onboarding and continuous learning.

Additionally, implementing effective buddy systems and initiatives can enhance the onboarding experience, while addressing improvement areas such as consolidating onboarding information and enhancing communication can drive organizational efficiency and effectiveness (White, Clapton and Cook, 2020).

Ultimately, ensuring proper planning and structure for a well-organized onboarding process is essential for facilitating a seamless transition for newcomers and fostering a positive organizational culture.

4.5 Research Question Five

The RQ5. “What are the benchmarks for onboarding outside the IFRC? ” was replied with seven interviews with different organizations and companies listed below, aiming to benchmark best practices about onboarding outside IFRC.

The German Red Cross (DRK) is the primary Red Cross Society in Germany, committed to humanitarian efforts both domestically and globally. It operates within the International Red Cross and Red Crescent Movement (RCRC). The DRK's core mission is to extend aid to individuals in need, irrespective of geographical boundaries. Its activities and services include providing medical aid, conducting search and rescue operations, managing healthcare facilities, overseeing blood donation services, offering social services, and conducting first aid training courses. It operates through a network of regional branches, with volunteers as a cornerstone. The DRK national society actively

participates in international humanitarian efforts, collaborating with national Red Cross and Red Crescent societies and international bodies ICRC and IFRC (German Red Cross, 2024).

Interview with International Committee of the Red Cross (ICRC). The ICRC was founded in 1863, is an independent, neutral organization that aids victims of conflict and armed violence worldwide. Based in Geneva, Switzerland, it employs over 21,000 people in over 100 countries and is funded by voluntary donations from governments and National Red Cross and Red Crescent Societies. The ICRC's mission is to provide protection and aid to victims of armed conflict, promoting the development of international humanitarian law.

The CI&T is from private sector and its works is related to global digital solutions, helping companies transform and thrive in the digital age. They offer a range of services including strategy, design, engineering, and analytics, helping organizations leverage technology to drive innovation, improve customer experiences, and achieve business goals. CI&T works with clients across various industries, such as finance, healthcare, retail, and manufacturing, providing tailored solutions to address their specific challenges and opportunities in the digital landscape.

LHH is formerly known as Lee Hecht Harrison, is a global consulting firm specializing in talent development, career transition, and workforce transformation. They offer a range of services to both individuals and organizations, including career coaching, leadership development, outplacement services, and talent management solutions. LHH helps individuals navigate career transitions, develop their skills, and achieve their

professional goals, while also assisting organizations in managing change, developing their workforce, and optimizing talent strategies to drive business success.

The United Nations Office of the High Commissioner for Refugees (UNHCR) is also known as the UN Refugee Agency. It has been working to protect the rights and well-being of people forced to flee their homes due to conflict and persecution for over 70 years. Established in 1950, it works in 135 countries and provides life-saving assistance, including shelter, food, water, and medical care. UNHCR defends the right of refugees to reach safety and helps them find a place to rebuild their lives. They also work with countries to improve and monitor refugee and asylum laws and policies, ensuring human rights are upheld. UNHCR considers refugees and those forced to flee as partners, putting them at the centre of planning and decision-making. The organization's vision is a world where every person forced to flee can build a better future.

The United Nations Climate Change secretariat is the United Nations entity tasked with supporting the global response to the threat of climate change. The United Nations Framework Convention on Climate Change (UNFCCC) is an international treaty signed in 1992 by 154 states to combat dangerous human interference with the climate system, including stabilizing greenhouse gas concentrations in the atmosphere. Its ultimate objective is to stabilize greenhouse gas concentrations in the atmosphere to prevent dangerous anthropogenic interference with the climate system. The UNFCCC's work currently focuses on implementing the Paris Agreement, which entered into force in 2016. The agreement aims to limit global temperature rise to well below 2°C (3.6°F) above pre-industrial levels while holding it at 1.5°C (2.7°F).

Nubank is a leading financial technology company based in Brazil, often referred to as a neobank or challenger bank. It offers a range of digital financial services primarily through its mobile app, including no-fee credit cards, digital savings accounts, personal loans, and more recently, investment products and insurance services. Nubank is known for its customer-centric approach, user-friendly interface, and transparent fee structure, which have contributed to its rapid growth and popularity among consumers, especially in Brazil. The company leverages technology to provide convenient and accessible financial solutions, aiming to disrupt traditional banking models and improve financial inclusion in the region.

Table 4.7 Resume of the seven benchmark interviews

ORGANIZATION / COMPANY	ONBOARDING STEPS	HIGHLIGHTS	OTHER INFORMATIONS
German Red Cross	Manual NS Website guidance Training on tools Meeting with all department	Planner (Teams) to organize onboarding	
ICRC	Manual Website guidance Material delivered on first day Social Inclusion done before trainings	APP V Community (volunteers can meet, share stories, ask and answer questions about the Movement)	
CI&T	Material before arrival Global Onboarding Meeting with Line Manager Meeting with Team members	Global Onboarding (2 days) with HR KPIs - survey (week 1, 3, 6 months) ESG focus on	Onboarding every Monday (between 30-80 people) Manager follow up in each project Attractive packing with marketing,

	Training on project (manager)	diversity and inclusion Policies Mental Health support	belonging, benefits, partnerships
LHH	Material sent before arrival Manual Global Meeting Department Meeting 1to1	Graphic with all departments and showing where the person is located Weekly meetings	1 month onboarding Focus on sales Soft Skills Training KPIs well defined since beginning
UNHCR	Receive material before arrival Meeting with team members Meeting with manager Shadowing other colleagues	Global Meeting Virtual Global Coffee	
UNFCCC	Email Meeting with HR, line manager and team Manual deliver	Meeting about the tools Checklist ERP system	
NuBank	Administration Pre-Onboarding (check the first tasks) Onboarding (Learning and Development) Mandatory Trainings Live Meetings with CEO, Business Onboarding, Diversity, Leadership and Management for leaders	Measurement done with 3 interviews of onboarding) Tool: slack and donut Diversity and Inclusion focus since hiring and training people.	Buddy System focused on career development Challenges: flexibility, policies for international hiring and amplify the culture without losing the essence.

Source: Author's work

The table 4.7 presents a summary of seven benchmark interviews conducted with different organisations to understand their onboarding practices. The table highlights the

specific steps taken by these organisations, the key aspects of their onboarding processes, and other relevant information that could be valuable in improving the IFRC's onboarding programme.

Benchmarking other organisations is essential as it provides a comparative analysis of best practices, innovative approaches and potential areas for improvement. By examining how other organisations, both within and outside the humanitarian sector, approach onboarding, the research can identify effective strategies that could be adapted to the IFRC's context.

This comparative perspective will ensure that the recommendations are grounded in real-world examples, thereby enhancing their credibility and applicability. The inclusion of external benchmarks is essential because it broadens the scope of the research, allowing the study to explore different induction practices and assess their relevance to the IFRC's unique needs.

It helps identify gaps in the current onboarding process, introduces new tools and methodologies, and ensures that the IFRC can implement a global onboarding programme that is both innovative and aligned with best practice in the field. This research question and analysis is fundamental as it supports the development of a well-rounded, evidence-based onboarding strategy that can effectively address the challenges faced by the IFRC.

Table 4.8 Content and Thematic Analysis of Benchmark Interviews

Topics	Total topics	Subtopics	Total Subtopics
Learning and Development	26	Global Onboarding	6
		Mandatory Courses	5

		Manual	4
		E-learning	4
		Infographs	3
		Training about the tools	2
		Checklist	2
Social Inclusion	15	Team Meetings	7
		Activities	4
		Buddy System	3
		Diversity and Inclusion focus	1
Onboarding Steps	11	Shadowing	3
		Materials delivered before arrival	2
		Meeting with HR	2
		Meeting with line manager	2
		Leadership Guidance	1
		Measurement (onboarding KPIs)	1

Source: Author's work

Table 4.8 provides a content and thematic analysis of the benchmark interviews, categorising the themes and sub-themes that emerged during the interviews. The analysis identifies three main areas of focus: Learning and Development, Social Inclusion and Induction Steps. Learning and development is the largest category, with 26 themes, including subtopics such as global onboarding, mandatory courses and e-learning. Social Inclusion includes 15 topics, with an emphasis on team meetings, activities and buddy systems. Onboarding Steps, with 11 themes, highlights practices such as shadowing, pre-arrival materials and meetings with HR and line managers.

This analysis is crucial as it distills the essential elements of successful onboarding practices and provides a structured framework that can inform the development of a comprehensive onboarding programme within the IFRC. A summary of the findings can be found in the next section.

4.6 Summary of Findings

The data shows that common trends in onboarding experiences include issues with insufficient information, social integration, and the need for more content and tools. Standardization and support are also key themes. Learning and development topics focus on global onboarding, mandatory courses, and social inclusion. Interviews highlight the importance of social activities, socialization tactics, and the need for monitoring and feedback during onboarding. These patterns suggest a strong emphasis on improving the onboarding process through better information, support, and social integration.

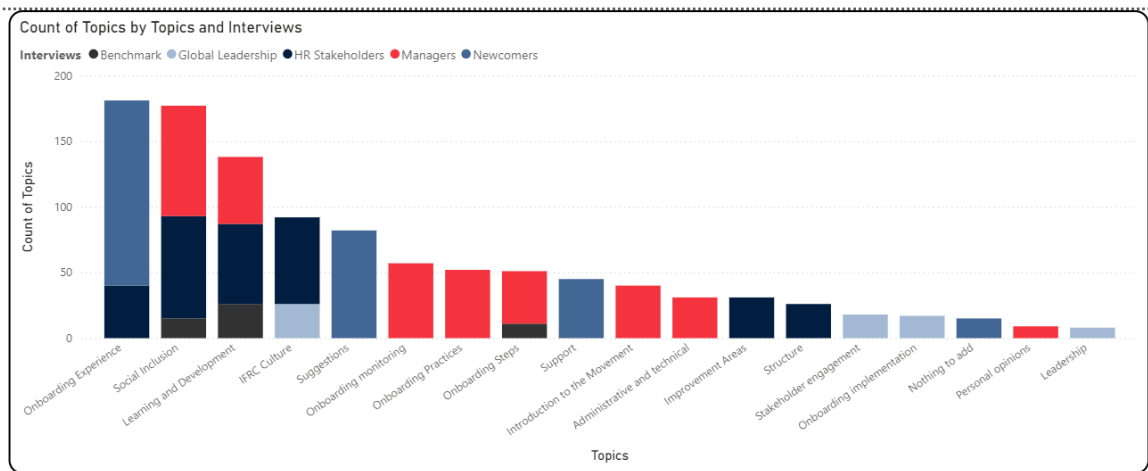


Figure 4.9 Count of topics and interviews results
Source: Author's work

The figure 4.9, extracted from a PowerBI dashboard built to present the results of IFRC Global Onboarding, highlights the analysis of topics and subtopics of various aspects of the onboarding process as perceived by different stakeholder groups, including newcomers, managers, HR stakeholders, global leadership, other organisations.

The most frequently discussed topics are 'onboarding experience' and 'social inclusion', indicating that these are the main areas of focus.

Newcomers place particular emphasis on their onboarding experience, highlighting the importance of a smooth, welcoming process that sets the tone for their future engagement with the organisation.

Similarly, both managers and HR stakeholders recognise the importance of social inclusion in ensuring that new recruits feel a sense of belonging, which is crucial for their long-term integration and satisfaction within the IFRC.

Learning and development also emerges as an important issue, particularly for managers and global leadership, as reflected in the dashboard data. This suggests that there is a strong organisational focus on equipping newcomers with the necessary skills and knowledge to perform effectively in their roles. Ensuring that new employees have access to comprehensive learning and development opportunities is seen as critical to their success and, by extension, the success of the organisation.

In addition, 'IFRC culture' is discussed extensively by HR stakeholders and global leadership, highlighting the importance of aligning new hires with the organisation's core values and mission from the outset. The data visualisation of these interview results provides clear evidence of the emphasis placed on cultural integration during onboarding.

The graph also shows a focus on 'onboarding monitoring' and 'suggestions', particularly from managers and HR stakeholders. This reflects an ongoing commitment to improving the onboarding process through regular feedback and monitoring, as illustrated in the figure with the PowerBI dashboard's detailed breakdown of these topics. The emphasis on monitoring suggests that these stakeholders are keen to ensure that the

onboarding process is not only effective, but also continually refined based on the experiences and feedback of those involved.

Meanwhile, newcomers express significant interest in the 'support' and 'administrative and technical' topics, indicating the need for adequate resources and clear communication to ease their transition into the organisation. The PowerBI dashboard provides a comprehensive view of these concerns, helping to identify specific areas for improvement.

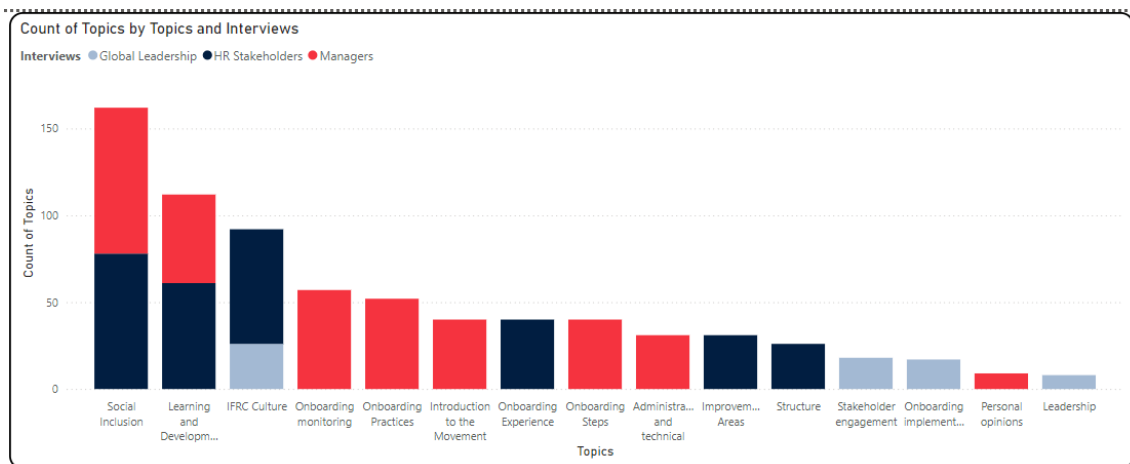
Other issues such as 'induction', 'areas for improvement' and 'stakeholder engagement' are also discussed, albeit to a lesser extent, as shown in the dashboard. The focus on introducing newcomers to the IFRC's broader mission indicates its importance in helping them understand the organisation's goals and their role within it. While issues such as structure, implementation of induction and leadership are less frequently mentioned, they remain relevant, particularly in specific contexts or with specific stakeholder groups.

The figure 4.9 suggests that enhancing the onboarding experience, promoting social inclusion and providing robust learning and development opportunities are key to improving the IFRC's induction process.

There do not appear to be any outliers in the dataset provided. The data seems to be consistent and follows a pattern with various topics and subtopics related to onboarding experiences, social integration, support, and the participants of all data gathering process. The data varies across different topics and subtopics in terms of the number of mentions. For example, in the "Onboarding Experience" topic, the subtopic

"Opinion/Feelings" has 42 mentions, while "Not having onboarding" has 8 mentions. In the "Learning and Development" topic, "Global Onboarding" has 6 mentions, while "Mandatory Courses" has 5 mentions. This shows that some subtopics are more frequently discussed or considered important compared to others within the same topic.

It is interesting to mention that the data changes under different scenarios or conditions by reflecting varying topics and subtopics based on the specific focus or context. For example, under the "Onboarding Experience" topic, the data shows subtopics like "Opinion/Feelings" and "Insufficient information," while under "IFRC Culture," subtopics include "Fundamental Principles" and "Agenda for Renewal." The data adapts to different scenarios by adjusting the emphasis on themes, interviewees or areas of interest, depending on the context being analysed.



*Figure 4.10 Comparison between global leadership, hr stakeholders and managers
Source: Author's work*

The Figure 4.10 highlights the key issues discussed by different stakeholder groups: Global Leadership, HR Stakeholders and Managers in relation to the IFRC induction process. Social Inclusion emerges as the most frequently mentioned topic,

particularly among Managers and Global Leadership. This strong emphasis suggests that ensuring that new recruits feel a sense of belonging and are smoothly integrated into the organisation is seen as crucial to the success of the onboarding process. The high frequency of this discussion underlines the importance of fostering an inclusive environment that supports the integration of newcomers into the wider IFRC community.

Learning and development is another critical area of focus, with significant input from both HR stakeholders and managers. This indicates a clear priority within the organisation to equip new staff with the necessary skills and knowledge to succeed in their roles. The active involvement of HR in these discussions suggests that structured learning and development programmes are seen as an essential part of the induction process, ensuring that newcomers are prepared to contribute effectively from the outset.

IFRC culture is also prominently discussed, particularly by the Global Leadership, reflecting the importance of aligning new staff with the core values and mission of the organisation from the outset. This focus on cultural alignment underlines the need to ensure that newcomers not only understand the operational aspects of their role, but also embody the values that define the IFRC. This alignment is seen as key to maintaining organisational cohesion and fostering long-term success.

Issues such as 'onboarding monitoring' and 'onboarding practices' are particularly highlighted by managers, indicating a commitment to continually assess and refine the onboarding process. This suggests that there is an active effort to ensure that the onboarding process is both effective and adaptable, with a focus on identifying and addressing potential issues early. In addition, the discussion around 'Introduction to the

Movement' across all groups, but particularly among managers, highlights the importance of ensuring that newcomers are not only integrated into their specific roles, but also have a clear understanding of the wider mission and impact of the IFRC as a global humanitarian movement.

Other topics such as 'onboarding experience', 'onboarding steps' and 'administrative/technical support' are also discussed, particularly by HR stakeholders and managers. These discussions highlight the need for a structured and supportive onboarding process that addresses the administrative and technical needs of new hires. While topics such as "Improvement Areas" and "Structure" are less frequently mentioned, their presence indicates an ongoing dialogue about how to improve and organise the onboarding process across different departments or regions.

Topics such as 'Stakeholder Engagement' and 'Onboarding Implementation' highlight the importance of effective communication and collaboration between the various stakeholders involved in the onboarding process. Ensuring that all parties are aligned and that the onboarding process is implemented consistently across the organisation is critical to its success.

The onboarding duration varies across different departments or teams. For example, in the "Onboarding Experience" section, it is mentioned that "Onboarding duration issues" are a subtopic with 6 total subtopics. This indicates that the duration of onboarding is a concern for some newcomers and HR stakeholders. Additionally, in the "Onboarding Steps" section, it is noted that "Training" is a subtopic with 18 total

subtopics, suggesting that the training duration might vary based on departments or teams.

Considering HR stakeholders and newcomers data, became clear that delays in the onboarding process impact the onboarding experience. It commonly occurs during the training stage, integration of the newcomer, and preparation for the position. These stages are critical for the successful onboarding of new employees but can face challenges leading to delays. Training, integration, IT preparation are key components in ensuring that newcomers are equipped with the necessary knowledge and skills to smoothly transition into their roles.

The data shows that manuals should be part of the onboarding process, with a total of 4 subtopics related to manuals. This indicates that manuals play a crucial role in providing information and guidance to newcomers and onboarding team during. Also, besides manuals, the results shows that there are 4 subtopics related to e-learning solutions under the topic of Learning and Development. These subtopics are part of the total of 26 topics in the Learning and Development category.

Having information in the same place is a subtopic under the Onboarding Experience topic. It is mentioned that under the Onboarding Experience topic, there are 4 subtopics, one of which is "Information at the same place." This suggests that having information in the same place is a concern or aspect related to the onboarding experience.

There are positive best practices to keep when building IFRC Global Onboarding, including stakeholder engagement, trust, capacity building, and leadership expectations within the IFRC culture. These practices are essential for fostering a positive work

environment and ensuring effective operations. Stakeholder engagement and trust build strong relationships, capacity building enhances skills, and clear leadership expectations promote accountability and direction. These practices contribute to a supportive and productive organizational culture.

The main improvement areas during onboarding are lack of measurement, follow-up, informal and formal feedback, innovation, learning activities, performance correlation, integration, preparation, structure, communication, administrative procedures, information, and support. These areas were identified through topics and subtopics related to onboarding experiences and feedback from newcomers and HR stakeholders.

4.7 Conclusion

The process of data collection and data analysis refers to the methods researchers collect and interpret “...that most closely approximates daily life – observation, conversation and interviewing(...) but also listening, explaining, observing, questioning, communicating, recording, discussing and revising” (Schensul and LeCompte, 2012:3).

The organisation's workforce is comprised of highly organised and detail-oriented professionals, with extensive experience in onboarding practices, human resources activities, IFRC global leadership, and newcomers who have demonstrated a proven track record in optimising onboarding experiences and fostering social inclusion within diverse teams.

Demonstrates expertise in the implementation of innovative onboarding practices and the facilitation of learning and development initiatives. A collaborative leader with a focus on continuous improvement and stakeholder satisfaction.

Human resources stakeholders were instrumental in spearheading initiatives aimed at enhancing social inclusion through the implementation of a range of onboarding practices, including social activities, team-building exercises and buddy systems. They developed and monitored onboarding frameworks with the objective of ensuring effective integration and engagement of newcomers. A collaborative effort with other departments has been undertaken to streamline administrative procedures and improve information dissemination during the onboarding process.

The Global Leadership team spearheaded efforts to align onboarding practices with the IFRC culture and strategic goals, emphasising the importance of the Fundamental Principles and stakeholder engagement. The team's objectives are aligned with the implementation of learning and development programmes, with the aim of equipping managers with the requisite skills to facilitate effective onboarding and drive organisational change. The team advocated for a culture of trust, dialogue, and team support in order to promote a positive employee experience and facilitate knowledge sharing.

The focus group sessions consider onboarding to be a facilitated teamwork process, with newcomers participating through initiatives such as social activities, office tours, and lunch gatherings. The team requested learning and development strategies, including e-learning solutions and leadership guidance, to address knowledge gaps and

enhance skill development. The identified areas for improvement within the onboarding process relate to curriculum development, the use of interactive platforms, and communication strategies.

It is recommended that the organisation benchmarks other organisations and companies that have established learning and development initiatives, including global onboarding standards, mandatory courses, and training materials. The organisation has prioritised social inclusion through the implementation of team meetings, activities, and the implementation of buddy systems, with the objective of fostering diversity and inclusion within the organisation. The onboarding process was streamlined by the introduction of shadowing opportunities, the delivery of materials before arrival, and the implementation of measurement tools for the monitoring of onboarding key performance indicators (KPIs).

The data collected provides evidence of the existence of different expertise in optimising onboarding experiences, fostering social inclusion, and driving learning and development initiatives within the IFRC. This demonstrates your capacity to collaborate with stakeholders, implement innovative practices, and facilitate continuous improvement across diverse teams.

Following the data analysis, it became evident that there were a number of key topics that needed to be considered in order to build the IFRC Global Onboarding programme. A standard programme for all IFRC secretariat personnel, based on the Fundamental Principles and IFRC values, would be beneficial. An innovative repository for onboarding materials, accessible to all, would facilitate compliance with mandatory

courses during the onboarding process. The creation of e-learning solutions, manuals for newcomers and HR stakeholders, training about the tools, checklist, and reinforcement of the importance of social inclusion through team meetings, social activities, and the implementation of a Buddy System would also be beneficial. Finally, the measurement of the impact of the onboarding process and the implementation of leadership guidance would be beneficial. The aforementioned topics encompass a comprehensive array of elements essential to the successful implementation of an effective onboarding process. These include, but are not limited to, training, social integration, support, and organisational culture.

CHAPTER V: DISCUSSION

5.1 Discussion of Results

The results of the data gathering provided insights into various topics and subtopics discussed within the IFRC organization. It highlights key areas of focus such as IFRC culture, onboarding experience, social inclusion, leadership, and learning and development. The data shows a significant emphasis on improving onboarding processes, with suggestions for more content, tools, and standardization. Social inclusion is also a prominent theme, with discussions on promoting teamwork, social activities, and encouraging newcomer participation. Leadership and learning solutions are other important topics, indicating a focus on e-learning, manuals, checklists, and leadership guidance. Overall, the data reflects a comprehensive approach to enhancing organizational culture, onboarding experiences, social integration, and learning opportunities within IFRC.

The creation of a global onboarding intranet site by IFRC holds immense significance. As a globally operating organization, IFRC engages diverse teams, volunteers, and stakeholders across various countries and cultures. By centralizing essential resources, policies, and guidelines on the intranet, IFRC ensures consistent information dissemination during the onboarding process. This standardization minimizes ambiguity, aligns employees with organizational values, and fosters a shared understanding. Moreover, the intranet's accessibility allows employees worldwide to

access crucial materials conveniently, promoting efficiency and reducing administrative overhead.

Beyond efficiency, the intranet SharePoint site serves as a virtual hub for IFRC staff. It facilitates collaboration, knowledge sharing, and networking across geographical boundaries. Employees can connect, participate in forums, and engage in discussions related to their work. Furthermore, the intranet showcases digital innovation, best practices, and success stories, inspiring employees to adopt new technologies. Researchers within IFRC can also leverage this platform to share insights, propose future research directions, and contribute to evidence-based decision-making. In summary, the global onboarding intranet site plays a pivotal role in shaping IFRC's contemporary impact and positioning it as a forward-thinking humanitarian organization.

5.2 Discussion of Research Question One

The analysis of newcomers' experiences within the IFRC is of paramount importance for the development of effective global onboarding processes. By understanding the journey of these individuals, including the factors that facilitate their integration and those that impede it, the most effective practices and positive experiences they have encountered, and their expectations for the future, it is possible to identify the challenges and areas for improvement within the onboarding process.

These insights inform the design of more effective global onboarding programmes. Furthermore, the implementation of pragmatic recommendations based on

newcomers' experiences enhances the onboarding process, ensuring that newcomers feel supported, engaged, and prepared for their roles.

Given the IFRC's global reach, the analysis of newcomers' experiences enables the tailoring of onboarding to diverse cultures, contexts, and organisational structures. What is effective in one region may require adjustments in another, and an understanding of these nuances is essential for the development of a comprehensive and effective global onboarding process.

It is of great importance that newcomers are able to complete their onboarding process seamlessly, particularly in online communities that rely on the contributions of outsiders. While previous studies have explored various aspects of the joining process and motivation in open collaboration communities, there is a lack of focus on identifying and understanding the critical barriers that newcomers face when making their first contribution. This period is often a significant factor in newcomers' decisions to remain in or leave their communities (Bauer & Erdogan, 2011). This is one of the gaps that RQ1 addressed by examining the onboarding experiences of newcomers hired between 2020 and 2021 in IFRC.

Regarding the analysis of a survey conducted to evaluate the onboarding experiences of new employees at IFRC, the majority of participants reported a positive onboarding experience. In particular, 43% strongly agreed that they felt welcome at IFRC. Additionally, 30% of respondents indicated that they strongly agreed that they had all necessary resources, clear objectives, and felt adequately prepared after their onboarding. Furthermore, 40% of participants agreed that they were comfortable using

the required systems and had a good understanding of what was needed to perform their job well.

Despite the overall positive feedback, some challenges were highlighted. Approximately 5% of respondents expressed strong disagreement with their satisfaction regarding the onboarding process. Major issues cited included insufficient information about the city, office, and personal tips. Integration difficulties were also noted, with participants expressing the need for more structured guidance and support during onboarding to ensure smoother integration into the organisation.

Thematic analysis of the open-ended responses revealed several themes. A significant proportion of respondents indicated that they had experienced insufficient information, issues with social integration, difficulties with briefings, and a lack of standardisation in the onboarding process. Suggestions for improvement included the need for more comprehensive content and tools, better standardisation of processes, and enhanced efforts to facilitate social integration. Additionally, the importance of providing both official and unofficial support was emphasised, as some newcomers were unsure where to find the help they needed.

To address these findings, several recommendations were made. Firstly, it is of the utmost importance to provide comprehensive resources and tools that cover all aspects of the job and the organisation in order to address the issue of insufficient information. Standardising the onboarding process across all locations and departments will ensure consistency and equal quality of training for all newcomers. Promoting social

integration through more briefings, team meetings, and team-building activities will help new employees feel more connected to their colleagues and superiors.

Furthermore, the establishment of a transparent support system, such as the assignment of a mentor or buddy to each newcomer, will provide the necessary guidance and assistance during the onboarding period. The centralisation of all onboarding-related information in a dedicated portal will facilitate the accessibility of the information required by new hires. The addressing of specific issues, such as the updating of content, the resolution of relocation challenges, and the clarification of onboarding periods, will further enhance the onboarding experience.

In conclusion, the survey indicates that a well-structured and comprehensive onboarding programme focusing on clarity, support, and information provision is essential for IFRC. Improvements in providing more resources and tools, standardising processes, enhancing social integration, and centralising information will help build an effective global onboarding programme for IFRC, ensuring a positive experience for all newcomers.

5.3 Discussion of Research Question Two

The RQ2 was answered with an in-depth analysis of the existing onboarding practices within the IFRC, based on interviews with 24 managers. These interviews covered various areas, including general administrative information, onboarding methodology, learning and development, social inclusion, and feedback mechanisms.

Key findings were summarised through a content and thematic analysis, which revealed several critical insights.

Social inclusion emerged as a significant aspect, with 84 topics discussed. This category emphasises the significance of social activities, socialisation tactics, team-building activities, modifications to the onboarding process, supportive mentors, and the introduction of newcomers to the organisational culture. These elements illustrate the organisation's commitment to fostering a sense of belonging and integration for new employees.

Onboarding monitoring was another significant concern, with 57 topics identified. This category encompasses the absence of measurement during onboarding, follow-up procedures, and both formal and informal feedback mechanisms. The objective of this category is to evaluate and improve the effectiveness of the onboarding process in order to ensure that it meets the needs of new hires and the organisation.

The practices employed during onboarding were discussed across 52 topics. This category highlights the importance of innovation in onboarding, improving the overall onboarding experience, utilising IFRC systems and tools, and prioritising interactions with colleagues and departments. These practices are essential for creating a supportive and cohesive onboarding environment.

Another critical area is that of learning and development, with 51 topics addressed. This category underscores the need for diverse learning activities, correlating performance with onboarding, mandatory courses, follow-up on learning activities, and

reviewing duties and responsibilities. Continuous learning and professional growth are emphasised as vital components of the onboarding process.

Steps taken during onboarding were emphasised in 40 topics. This category encompasses a range of activities, including training, integrating newcomers, preparing them for their positions, and conducting meetings and briefings. These steps are of paramount importance for ensuring that new employees are adequately prepared and effectively integrated into their roles.

The introduction to the Red Cross Movement also featured prominently, with 40 topics. This category focuses on familiarising newcomers with the organisation's structure and communications, prioritising tasks, and providing necessary tools and resources. This is of great importance for enabling new employees to comprehend the wider context of their work.

The administrative and technical issues encountered during the onboarding process were discussed in 31 topics. This category encompasses common issues such as departmental inclusion and the improvement of administrative procedures and information. It is of the utmost importance to address these issues in order to create a smooth and efficient onboarding experience. This category addresses the emotional experience of feeling lost during the onboarding process and the perceived priority of onboarding within the organisational structure. These personal insights provide valuable feedback for improving the onboarding process.

This study indicates that IFRC managers are committed to effectively welcoming, supporting, and integrating newcomers into the organisation, in alignment with its strategic priorities and in a manner that fosters a principled humanitarian response.

5.4 Discussion of Research Question Three

The RQ3 addressed the vision of global leadership regarding a global onboarding programme for the IFRC, based on interviews with key stakeholders. This analysis highlights several crucial elements that inform the development of an effective onboarding programme aligned with the organisation's culture, goals, and strategic priorities.

It is of paramount importance for IFRC's global leaders to understand the organisation's culture. They provide valuable insights into the organisation's ethos, values, and mission, ensuring that the onboarding programme aligns seamlessly with IFRC's overarching goals and culture. This alignment helps newcomers grasp the essence of the organisation from the outset, fostering a sense of belonging and cultural integration.

Global leaders also play a pivotal role in clarifying expectations for line managers, HR stakeholders, and newcomers. Their guidance articulates the organisation's expectations and defines what success looks like within its framework. This clarity empowers new employees to understand their roles and responsibilities more effectively, enabling them to contribute meaningfully from the outset. Furthermore, interviews with global leadership help identify key skills and competencies required for success within

specific teams or departments. Leaders pinpoint the essential skills and knowledge necessary for thriving in their respective domains. This insight is instrumental in the creation of targeted training modules and onboarding materials that are tailored to meet specific job requirements, thereby enhancing the efficiency and effectiveness of the onboarding process.

The study outlines the commitment of the International Federation of Red Cross and Red Crescent Societies (IFRC) to its 191 member National Red Cross and Red Crescent Societies and the communities they serve, which is aligned with the strategic priorities for 2024. This commitment is in alignment with the objectives of the IFRC Global Onboarding initiative, which aims to enhance the capacity of National Societies, facilitate operational and strategic coordination, and foster accountability and integrity across the IFRC network.

A content and thematic analysis of the interviews revealed several key areas of focus. IFRC culture was emphasised, with discussions revolving around fundamental principles such as the Agenda for Renewal, Strategy 2030, and the Global Plan. This indicates that the IFRC's leadership envisions an onboarding programme that is firmly embedded in the organisation's core values and strategic objectives. An understanding of the status of the movement and the principles of humanitarian work also emphasises the importance of aligning new hires with the IFRC's overarching mission and ethos. This indicates that IFRC's leadership recognises the importance of cultivating positive relationships with internal and external stakeholders. The incorporation of elements of trust-building, capacity building, and social inclusion into the onboarding programme

suggests a commitment to integrating newcomers into the broader IFRC community and promoting collaboration. This suggests that IFRC's leadership envisions a structured and efficient onboarding process that clarifies roles, responsibilities, and expectations for new hires while minimizing redundancies and optimizing resources.

Lastly, there is a focus on leadership within the context of the onboarding programme, including discussions on change management, leadership expectations, and resources for managers. This indicates that IFRC's leadership recognizes the critical role that leaders play in facilitating the onboarding process and ensuring its success. The involvement of heads of delegation, the provision of learning solutions for managers, and the fostering of a supportive work environment demonstrate a commitment to the nurturing of effective leadership at all levels of the organisation.

The interviews with global leadership illustrate how IFRC's strategic priorities are deeply connected with the objectives of IFRC Global Onboarding. The organisation's ongoing commitment to strengthening local capacity and ensuring a principled and effective humanitarian response at the community level is emphasised. The IFRC's global leadership has developed a comprehensive onboarding programme that not only integrates newcomers into the organisation's culture and values but also fosters stakeholder engagement, streamlines implementation processes, and cultivates effective leadership positioning.

5.5 Discussion of Research Question Four

The requirements of HR stakeholders for a global onboarding programme at IFRC, based on data from focus group sessions, were addressed in response to RQ4. These sessions, which were structured and guided by the researcher using Miro boards, aimed to gather insights into improving the onboarding process. Participants reviewed interview results, identified areas for improvement, and collaboratively built a new hire journey map, highlighting several key areas and providing actionable insights.

In the initial boards, participants emphasised the importance of aligning the onboarding programme with fundamental principles such as sustainability, equality, and humanitarian values. Best practices identified include sending a welcome email, conducting meetings with line managers and departments, office tours, lunch meetings, mandatory training, and creating a comfortable work environment. Furthermore, trust, support, socialisation, and team-building exercises were also deemed crucial for effective onboarding.

The analysis identified several main improvement areas, including communication, learning and development, administrative processes, collaboration between departments, training for managers, and IT tasks before arrival. Additionally, implementing checklists for managers, departments, and new hires, conducting performance reviews, and addressing knowledge gaps were highlighted as essential steps.

Furthermore, participants suggested additional improvement ideas, such as implementing policies to address onboarding issues, enhancing communication between line managers and new hires, avoiding information overload, and providing relocation

packages. Other recommendations included the creation of an interactive platform for newcomers, the organisation of briefings with stakeholders, the sending of contracts two weeks before the first day, the assignment of specific responsibilities to line managers, and the inclusion of a welcome message from the Secretary General.

The discussions revolved around key themes such as humanitarian work, trust, engagement, culture, Strategy 2030, and Fundamental Principles, as suggested by the interviews with global leadership. Actions to promote these themes included meetings with stakeholders, an onboarding curriculum, promoting inclusiveness, engaging staff through social activities, conducting surveys, and understanding the Fundamental Principles in practice.

A proposed structure for onboarding based on this study includes four phases: preparation, social inclusion, learning and development, and technical training. The preparation phase involves handling contracts, IT tasks, welcome messages, and agenda preparation. The social inclusion phase encompasses meetings with line managers and teams, the delivery of manuals, briefings, office tours, and social activities. The learning and development phase includes introductions to the Movement, an overview of the main tools and websites, an explanation of the duties and responsibilities, mandatory courses, the introduction of buddy systems, assessments, and meetings. The technical training phase covers job assignments, objective setting, feedback, monitoring, the expansion of job duties, team meetings, regular tasks, monthly goals, and key performance indicators.

The onboarding process for new hires includes mandatory courses, briefings on finance and IT, training on systems and processes, and social engagement. Effective

communication, customisation based on individual needs, and the involvement of line managers and HR are essential for a successful onboarding experience. Challenges such as delays in action by hiring units and visa approval processes were noted, emphasising the need for effective time management and knowledge management.

The participants' wish list for onboarding includes activities related to comfort, safety, and work in the field. It was suggested that National Societies' volunteers should be involved, that there should be a rotation within the IFRC, that tickets to the IFRC Museum should be provided, and that access to the learning platform should be granted before an IFRC email account is issued. Additionally, a welcome kit, budget considerations for new hires, and career development opportunities such as cross-training and mentorship programmes were highlighted.

Thematic analysis revealed several key topics: social inclusion, IFRC culture, learning and development, experience during onboarding, improvement areas, and structure. The concept of social inclusion encompasses the promotion of teamwork, social activities, and the participation of newcomers. The IFRC culture is characterised by the espousal of fundamental principles, an introduction to the Movement, and alignment with IFRC goals and values. The concept of learning and development encompasses the utilisation of e-learning solutions, the provision of manuals for onboarding, the creation of checklists, the offering of leadership guidance, and the addressing of knowledge gaps. The experience during onboarding is characterised by the utilisation of buddy systems and the fostering of a positive employee experience. The areas for improvement include the development of an onboarding curriculum, the

creation of interactive platforms, the consolidation of onboarding information, and the enhancement of communication. The structure of the process focuses on planning, sending welcome emails, objective setting, and connecting newcomers with National Societies.

Overall, this study highlights the importance of fostering inclusivity, cultural alignment, and employee growth in the onboarding process. It is of the utmost importance to address the identified improvement areas and to ensure the implementation of a structured onboarding process in order to facilitate a seamless transition for newcomers and to foster a positive organisational culture at IFRC.

5.6 Discussion of Research Question Five

The RQ5 presents a summary of insights derived from seven interviews with various organisations and companies. These interviews were crucial for benchmarking best practices for onboarding processes in different contexts, including humanitarian organisations and private sector companies. An understanding of these external practices provides valuable insights and practical strategies that the IFRC can incorporate to build an effective global onboarding programme.

The German Red Cross (DRK) implements a structured onboarding process involving manual guidance, website resources, training on tools, and departmental meetings. A noteworthy aspect of their approach is the utilisation of a planner (Teams) to organise onboarding, thereby ensuring a well-coordinated process. Learning from DRK's

method can assist IFRC in streamlining its onboarding activities and ensuring that new hires receive consistent and comprehensive information from the outset.

The International Committee of the Red Cross (ICRC) places significant emphasis on social inclusion and provides materials before and on the first day, with an app (V Community) facilitating volunteer interaction and engagement. This focus on early social integration can inform the IFRC's approach to creating an environment where newcomers feel connected and supported, fostering a sense of community even before formal training begins.

CI&T, a private sector company, offers a global onboarding programme that includes material provision before arrival, meetings with line managers and team members, and project-specific training. Their practice of conducting global onboarding sessions with HR, focusing on diversity and inclusion, and providing mental health support highlights the importance of a holistic approach. By benchmarking CI&T's practices, IFRC can develop a more inclusive and supportive onboarding programme that addresses both professional and personal well-being. LHH (Lee Hecht Harrison) sends materials before arrival and conducts comprehensive onboarding that includes manual guidance, global and departmental meetings, and 1-to-1 sessions. Their use of graphics to show departmental structures and weekly meetings ensures clear communication and organisational understanding. Adopting similar practices can assist IFRC in improving clarity and communication during onboarding, ensuring that new hires are able to comprehend their roles and the organisation's structure.

The United Nations High Commissioner for Refugees (UNHCR) incorporates pre-arrival materials, team and manager meetings, and colleague shadowing into their onboarding process. Their emphasis on global meetings and virtual social activities can inform IFRC's efforts to integrate remote and international staff, ensuring consistent onboarding experiences regardless of location.

The United Nations Framework Convention on Climate Change (UNFCCC) employs a multifaceted approach to onboarding, utilising emails, meetings with HR, line managers, and teams, in addition to manual delivery and tool-specific meetings. Their use of checklists and an ERP system ensures thorough preparation and task management. By emulating UNFCCC's systematic approach, IFRC can implement effective administrative processes and ensure all onboarding tasks are completed in a timely manner.

The onboarding process at Nubank involves a number of different elements, including administration, pre-onboarding tasks, learning and development, mandatory training, and live meetings with leadership. The company places a strong emphasis on diversity, inclusion, and a buddy system focused on career development. By benchmarking Nubank's practices, IFRC can enhance its onboarding process to support diversity and provide career development opportunities, ensuring a comprehensive and inclusive experience for new hires.

Thematic analysis of the benchmark interviews revealed several key areas crucial for effective onboarding. It was emphasised that learning and development should be a core focus of the onboarding process, with global onboarding programmes, e-learning, and detailed manuals all playing an important role. Social inclusion can be fostered

through team meetings, buddy systems, and activities that highlight diversity and inclusion. It was also recommended that structured onboarding steps, such as shadowing, pre-arrival materials, and regular meetings with HR and line managers, should be implemented to ensure that new hires receive consistent and comprehensive support. Furthermore, the measurement of onboarding effectiveness through key performance indicators (KPIs) and regular surveys represents a common practice that the International Federation of Red Cross and Red Crescent Societies (IFRC) may adopt in order to facilitate continuous improvement of its onboarding programme.

The conduct of these interviews and the benchmarking of onboarding practices from external organisations constituted vital steps in the development of an onboarding programme for the IFRC. They provided a wealth of knowledge and practical examples that could be tailored to fit the IFRC's unique needs. By integrating these best practices, IFRC can construct a global onboarding programme that is comprehensive, inclusive, and aligned with its organisational goals and values. This will ultimately enhance the onboarding experience for new hires and support their successful integration into the organisation.

5.7 IFRC Global Onboarding Portal

The analysis of onboarding practices within and outside the IFRC revealed a number of challenges that could be effectively addressed through the implementation of a centralized solution. The creation of a SharePoint site designated as the "IFRC Global Onboarding Portal" would allow the IFRC to implement a comprehensive solution that

aligns with the IFRC 2024 Global Plan, Fundamental Principles, Strategy 2030, and the goals of the Digital Transformation (DT) Department.

The IFRC Global Onboarding Portal unifies all onboarding materials, including manuals, e-learning modules, checklists, internal/external links, and infographics, thereby ensuring that newcomers, onboarding teams, and buddies have convenient access to all necessary information in a single location. This centralisation supports the IFRC 2024 Global Plan's objective of enhancing operational and strategic coordination across the network and aligns with the Digital Transformation Department's goal of adopting a digital product development and service delivery model.

By leveraging digital tools to streamline the onboarding process, the IFRC can ensure that new hires receive consistent and comprehensive information, thereby reducing confusion and improving efficiency. The portal ensures that all personnel, regardless of their location or department, receive the same high-quality onboarding experience. This standardisation aligns with the Fundamental Principles of the Red Cross and Red Crescent Movement, promoting a cohesive and unified approach to onboarding. Additionally, it supports the Digital Transformation Department's objective of bringing key missing capabilities to the organisation by providing a robust framework for onboarding that can be easily scaled and adapted across different contexts.

Enhanced communication and engagement are crucial for a successful onboarding experience. The portal can facilitate better communication through features such as a news feed, articles, discussion forums, and chats. These tools will assist newcomers in connecting with their peers, line managers, and HR, fostering a sense of community and

support. This approach aligns with Strategy 2030's emphasis on strengthening trust and collaboration within the organisation and with external partners. Moreover, it aligns with the DT Department's objective of enhancing the value derived from the IFRC network's data by facilitating seamless communication and collaboration. Social inclusion and cultural integration are essential elements of the onboarding process. The portal includes contact cards, organigrams, activities such as buddy systems, and team-building exercises, which facilitate the integration of newcomers into the IFRC culture. It also provides ideas to the onboarding team and buddies about their respective roles in the onboarding process. The portal introduces newcomers to the organisation's values and principles through interactive features, which helps them understand and align with the IFRC's mission. This integration is of critical importance for upholding the Fundamental Principles, particularly those of Humanity and Impartiality. It also supports the DT Department's focus on improving the relevance, speed, quality, accessibility, and resilience of humanitarian services.

Learning and development are crucial for continuous professional growth. The portal host provides e-learning modules in the Learning Platform, mandatory courses, and training materials, ensuring that newcomers, onboarding team members, and buddies have access to the resources they need to succeed. The implementation of progress tracking features can facilitate the monitoring of the completion of required training, thereby aligning with the overarching objective of Strategy 2030, which is to enhance the capacity of staff through the provision of the requisite skills and knowledge. This also

supports the DT Department's goals of increasing digital and data literacy among staff and volunteers, as well as enhancing the digital maturity of National Societies.

The incorporation of feedback and continuous improvement mechanisms is essential for the refinement of the onboarding process. The portal incorporates a feedback form, surveys, and a monitoring system for site usage, which collectively facilitate the evaluation of the onboarding programme's efficacy. The implementation of a regular feedback collection process enables the IFRC to implement data-driven improvements, thereby ensuring the continued relevance and effectiveness of the onboarding process. This continuous improvement approach supports the IFRC 2024 Global Plan's goal of fostering accountability and integrity across the network and aligns with the DT Department's objective of developing and managing digital products and services for use at scale by National Societies. Another critical area that the portal can address is that of administrative efficiency. The implementation of automated workflows for tasks such as document submission, direct link to IT service desk requests, and onboarding checklists has the potential to significantly reduce delays and ensure a more streamlined onboarding process. This efficiency aligns with the emphasis placed on innovation and the leveraging of technology to enhance organisational processes set forth in Strategy 2030, as well as the DT Department's focus on cost optimisation and effective data management.

The provision of a personalised onboarding experience can help to prevent information overload and provide tailored support to new hires. The portal can offer content and resources that are tailored to the specific role, location, and department of the new hire, ensuring that they receive relevant information and support. This approach

aligns with the Fundamental Principle of Voluntary Service, which emphasises the importance of individual contributions to the collective mission, and supports the DT Department's goal of increasing collaboration across the IFRC network.

Inclusivity and diversity are fundamental values for the IFRC. The portal provides direct links to important instruments, documents, and e-learning courses that emphasise these values through dedicated sections on the organisation's commitment to diversity and inclusion. Training modules and resources on these topics can assist in the creation of an inclusive environment for all new hires, thereby supporting Strategy 2030's objective of promoting inclusivity and respect for diversity within the organisation and aligning with the DT Department's focus on driving collaboration and shared ownership.

Once the newcomer is added to the HR system D365, an ifrc.org email is created and they receive an automatic message from the Learning Platform welcoming them and providing a link to the IFRC Global Onboarding Portal (Figure 5.1).

This message gets the new employee started on their onboarding journey right away. It shows the company is ready for them and that they are important. This helps the newcomer feel connected and motivated from the start. It explains what the newcomer needs to do first, like finish mandatory online courses. This makes it easier for the newcomer to understand what they need to do and what help is available to them. Also, the newcomer feels included and acknowledged by the organisation, which helps them feel like they belong and makes them feel positive about the organisation.

The email also explains the onboarding process and gives links to useful resources, including the IFRC Global Onboarding Portal. This makes sure the new employee has everything they need to get started the learning journey right away.

The message also makes the newcomer take responsibility for their onboarding process by including a checklist of tasks. This makes them feel responsible and helps them to join the organisation. The message also includes contact details for further support, which reassures the new hire that help is available if needed.

The welcome message contributes to a positive first impression of the IFRC, makes the newcomer feel good about joining and helps them feel confident, informed and supported as they start their journey with us. Figure 5.1 shows an example of the message.

WELCOME TO YOUR ONBOARDING JOURNEY



Dear ██████████

This is the start of your onboarding journey at the International Federation of the Red Cross and Red Crescent (IFRC). You can access all the information and resources you need as a new joiner on the [IFRC Global Onboarding Portal](#). Be sure to check out the portal, where you'll find all the documents and guidelines to help you during your onboarding.

In addition, as new joiner you must complete the mandatory online courses available on the IFRC [Learning Platform](#):

- Stay Safe - [Level 1](#) and - Stay Safe - [Level 2](#)
- [101 Corruption Prevention](#)
- [Saying No to Sexual Misconduct](#)
- [Targeted an Introduction to Cybersecurity](#)

Are you managing a staff or a team? If so, please also complete:

- [Stay Safe - Level 3](#)
- [102 Corruption Prevention for Managers](#)

Have a look at the World of Red Cross and Red Crescent ([WORC](#)) and [Live the Code](#) online courses to learn about who we are and what we do.

If you have already completed some of these courses through a personal account, please reach out to support.learning@ifrc.org to have your training records merged onto your IFRC account.

In your training records you will find the [onboarding check-list](#); please mark it as complete once all the activities are completed.

Any question or need for support during your onboarding journey? Please contact us at induction.onboarding@ifrc.org.

Welcome onboard! We are thrilled to have you with us.

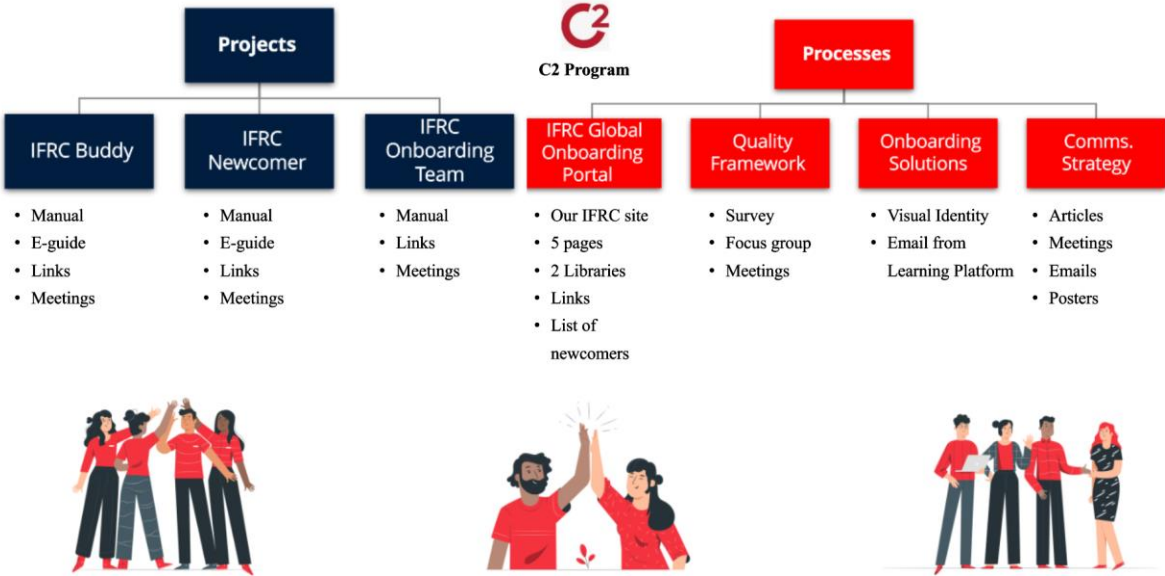
Best regards,

IFRC Global Onboarding Team

*Figure 5.1 Welcome message sent to the newcomers
Source: Author's work*

The programme overview can be seeing below at Figure 5.2.

IFRC GLOBAL ONBOARDING



*Figure 5.2 IFRC Global Onboarding Programme Structure
Source: Author’s work*

The figure 5.2 illustrates the structure and principal elements of the IFRC Global Onboarding Program, demonstrating how diverse projects and operational procedures are integrated to guarantee an effective onboarding experience. This visual layout demonstrates the comprehensive and strategic approach that IFRC takes to support new hires as they transition into their roles, reflecting a strong application of project management principles.

The figure's left side focuses on specific projects that are vital to the onboarding process. These projects have defined start and end points and are managed with clearly defined objectives and deliverables to facilitate the successful integration of new employees.

The IFRC Buddy project assigns a dedicated buddy to each newcomer, providing personalised support. The key deliverables of this project include a manual, an e-guide, relevant links and scheduled meetings, all of which are essential for ensuring that newcomers feel connected and supported.

Similarly, the "IFRC Newcomer" project ensures that critical onboarding resources are delivered directly to newcomers, equipping them with comprehensive manuals, e-guides, and access to necessary links and meetings. This approach guarantees that new hires have access to all the necessary tools and information to embark on their journey in an effective manner.

The "IFRC Onboarding Team" project is designed to ensure that the onboarding team has access to the necessary resources, including manuals, links, and coordination meetings, to enable them to manage the onboarding process efficiently.

The figure's 5.3 right side illustrates the principal operational processes that underpin the onboarding programme. These processes, known as “operations” in Project Management language, are vital for implementing the onboarding plan and achieving the strategic objectives of the organisation.

The "IFRC Global Onboarding Portal" process entails the management of a centralised digital hub in Sharepoint that serves as the primary platform for onboarding. The portal includes essential resources such as the IFRC site, onboarding content, libraries and links, making it a vital operational tool for the dissemination of information and resources.

The "Quality Framework" process is designed to guarantee that the onboarding programme consistently meets the highest standards. This is achieved through the implementation of regular feedback loops, such as surveys, focus groups and meetings. This process is vital for monitoring performance and implementing continuous improvements to the onboarding experience.

The "Onboarding Solutions" process encompasses the creation and management of onboarding materials, ensuring that the visual identity and communication tools, such as emails from the learning platform, are consistent and engaging.

The "Communications Strategy" guarantees clear and consistent messaging throughout the onboarding journey. This involves the creation of articles, the organisation of meetings, and the strategic use of emails and posters to keep all stakeholders informed and aligned with the onboarding objectives. The communications strategy can be found in the Appendix H.

The integration of various projects and operational processes guarantees that the onboarding experience is not only comprehensive but also strategically aligned with the organisation's goals. By visually mapping out these components, the figure 5.2 provides stakeholders with a clear understanding of the scope and structure of the onboarding programme, ensuring alignment and clarity across the organisation.

The IFRC Global Onboarding structure demonstrates the IFRC's commitment to providing a comprehensive and effective onboarding experience, which is crucial for integrating new employees, fostering engagement, and ensuring that they are well-prepared to contribute to the organisation's mission from the outset. The use of project

management principles and operational processes ensures that the onboarding programme is delivered efficiently, meeting both the immediate needs of new hires and the long-term goals of the IFRC.

In conclusion, the IFRC Global Onboarding Portal on SharePoint addresses numerous challenges identified in the onboarding process by centralising resources, standardising processes, enhancing communication, promoting social inclusion, and facilitating continuous learning and development.

By aligning with the IFRC 2024 Global Plan, Fundamental Principles, Strategy 2030, and the goals of the Digital Transformation Department, the portal would ensure a consistent, efficient, and welcoming onboarding experience that supports the IFRC's strategic goals and values. This comprehensive approach will enhance the integration of new hires, fostering a supportive and inclusive organisational culture that enables the IFRC to fulfil its humanitarian mission more effectively.

5.7.1 Our IFRC – Communication and Collaboration Programme

The Our IFRC is an intranet platform designed to serve the internal communication and collaboration needs of the global IFRC Secretariat. As part of the Communication and Collaboration (C2) programme in the Digital Transformation Department, it supports the vision of digitally enabling new ways of working and knowledge sharing across the IFRC's distributed network, with the objective of achieving Strategy 2030. The primary objectives of Our IFRC are threefold: firstly, to enhance understanding of the Secretariat's functions; secondly, to make work more efficient and

enjoyable through digital tools; and thirdly, to enable collaboration on high-value activities.

The governance of Our IFRC involves several key processes and roles. Discovery and Design represents the initial stage, during which new content or services are developed through collaboration between the Our IFRC operational team, site managers, and subject matter experts. In the Site Development phase, the operational team creates and reviews draft sites with feedback from a wider user group before final approval. Once sites are live, the Site Maintenance team ensures that teams are trained to edit and maintain their sites, with performance feedback provided to maximise value. Finally, the Site Archiving team reviews inactive sites for updates or archiving based on traffic and content updates.

The IFRC governance structure comprises several key roles, including the Intranet Steering Committee, which provides strategic direction and allocates resources, and the IFRC Operational Team, which is responsible for coordination, development, and operational decisions. The Intranet Technology Owner ensures technical administration and compliance with IT policies, while Corporate Communications provides guidelines and resources for effective content presentation. Site Owners and Editors are tasked with managing and updating content regularly, ensuring its relevance and quality.

The IFRC Global Onboarding Portal is integrated within the Our IFRC programme, leveraging the established governance and technological infrastructure to enhance the onboarding process. This integration ensures a consistent, efficient, and welcoming onboarding experience that supports the IFRC's strategic goals and values.

The portal's integration with the established governance and technological infrastructure of Our IFRC facilitates the integration of new hires, thereby fostering a supportive and inclusive organisational culture that enables the IFRC to fulfil its humanitarian mission more effectively. The governance framework provided by Our IFRC ensures that the portal remains a valuable and sustainable resource for the entire organisation.

5.7.2 IFRC Global Onboarding Portal Content

A well-designed landing page is of critical importance for the success of the IFRC Global Onboarding site. It represents the inaugural point of contact for newcomers, establishing the tone for their entire onboarding experience. The landing page features a welcoming message and a concise introduction to the site, along with a comprehensive overview of the site and its various pages, which highlight the organisation's mission, values, and culture. This initial interaction fosters a sense of value and appreciation among the site users, creating a positive first impression.

A clear and intuitive site navigation menu was created. This allows visitors to easily find their way around, accessing various sections such as tools, resources, and contacts without any difficulty. A well-structured menu enhances the user experience and ensures that information is readily accessible, making the onboarding process smoother and more efficient.

It is also important to provide essential contact details for HR, IT, supervisors, and buddies. The site contains a dedicated page for the Onboarding Team, Buddies, and

Newcomers, in addition to two libraries, a page dedicated to the Fundamental Principles and the RCRC Movement.

It is beneficial for new employees to know whom to contact for assistance, as this allows them to obtain help quickly, which is important for resolving any initial issues and easing their transition into the organisation. This support network is a vital resource for new hires as they navigate their new environment. The website contains a variety of contact cards, organisational charts, and general emails, which facilitate the identification of the appropriate personnel to address the specific needs of the site user.

A comprehensive onboarding checklist guides newcomers, buddies, and the onboarding team through the requisite steps and tasks. This checklist ensures the completion of all essential activities, including the submission of forms, attendance at training sessions, and meetings with key personnel. The platform helps to prevent important steps from being overlooked and provides a clear path for new employees to follow, thus facilitating their integration into the organisation in a systematic and less overwhelming manner.

The inclusion of videos and welcome messages from the different stakeholders helps to personalise the onboarding experience. The videos of the Fundamental Principles and RCRC help newcomers to feel connected to the organisation's mission and leaders and understand the vision and direction of the IFRC.

The onboarding site provides direct access to essential tools and resources, including links to HR tools, IT services, learning platforms, and other applications. This ensures that new hires can promptly utilise the systems required for their roles, enhancing

their efficiency and productivity from the outset. Accessibility to these tools and resources is vital for enabling new employees to perform their tasks effectively.

It is of the utmost importance to ensure that site visitors can easily access important documents, such as the Staff Rules, Strategy 2030, and the Global Plan. This transparency helps them understand the organisation's policies, rules, and strategic objectives, thereby enabling them to align their work with the broader goals of the IFRC. Having these documents readily available ensures that new hires are informed and compliant with organisational standards.

The provision of access to training resources and learning modules within the Learning Platform assists newcomers in acquiring the requisite skills and knowledge for their roles. The implementation of structured learning paths can enhance their confidence and competence, thereby leading to enhanced job performance and satisfaction. Continuous learning represents an essential component of professional growth and development.

Information about social activities, team-building events, and cultural norms assists newcomers in integrating socially and in understanding the workplace culture. This fosters a sense of belonging and can improve overall job satisfaction and retention. Social integration is a crucial factor in facilitating the integration of new employees into the workplace. A system for providing feedback about the onboarding process is essential for enabling new employees to share their experiences and suggestions for improvement. Continuous feedback allows the organisation to refine its onboarding process, making it

more effective and responsive to the needs of new hires. This ongoing dialogue ensures that the onboarding programme evolves and improves over time.

A well-designed onboarding landing page is pivotal for several reasons. First impressions are of significant importance, and the landing page sets the tone for the new hire's entire employment experience. A positive and engaging first impression can significantly influence their perception of the organisation. Easy access to essential tools, resources, and information helps new employees become productive more quickly, reducing downtime and accelerating their ability to contribute effectively to the organisation.

An engaging and supportive onboarding process improves employee satisfaction and retention. It can be reasonably assumed that employees who feel supported and well-prepared are more likely to remain with the organisation, thereby reducing turnover and fostering a stable workforce. A standardised onboarding process ensures that all new hires receive the same high-quality information and support, which in turn leads to a more consistent and equitable onboarding experience across the organisation.

Providing convenient access to essential documents and policies enables new employees to comprehend the legal and organisational requirements, thereby reducing the risk of non-compliance and ensuring uniformity in regard to company standards. In conclusion, a comprehensive and user-friendly onboarding landing page is of paramount importance for the effective integration of new employees into the IFRC. By including essential elements such as a welcome message, manuals, navigation menu, key contacts, onboarding checklist, videos from leadership, essential tools, important documents,

training modules, social integration resources, and feedback mechanisms, the IFRC can ensure a smooth and positive onboarding experience. This approach aligns with the organisation's strategic priorities and fosters a principled and effective humanitarian response. The figure 5.3 shows example of an article published in Our IFRC intranet, the Fundamental Principles library, the survey to hear about the onboarding experience, a screenshot of the manual, e-learning course for buddies and the site navigation.



Figure 5.3 IFRC Global Onboarding Programme content
Source: Author's work

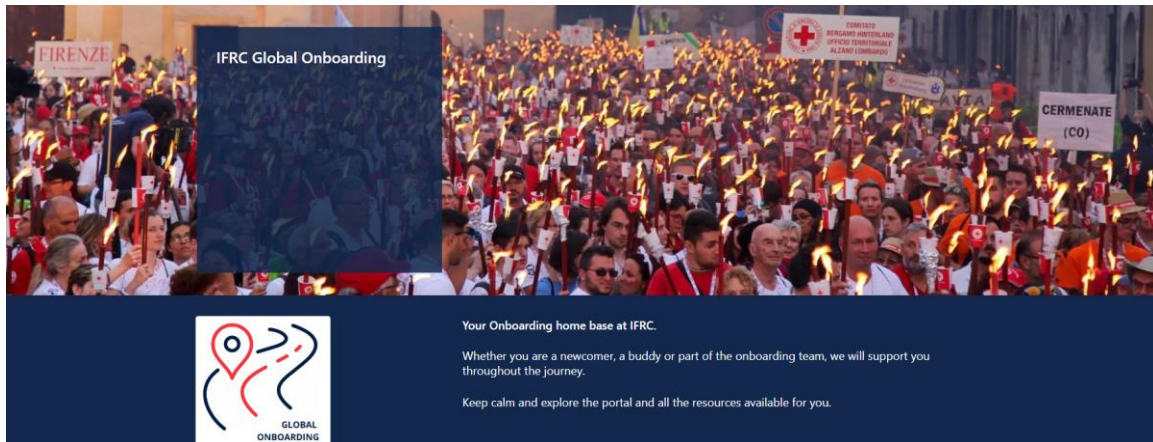


Figure 5.4: Landing page IFRC Global Onboarding
Source: Author

The figure 5.4 is the landing page of the IFRC Global Onboarding Portal, which features a powerful image of the Fiaccolata, represents the values and unity within the Red Cross and Red Crescent (RCRC) movement in a significant manner. The Fiaccolata, a torchlight procession that symbolises solidarity, commitment, and the shared humanitarian mission of the RCRC, serves as an inspiring visual backdrop that connects newcomers to the deep-rooted traditions and collective spirit of the organisation.

The Fiaccolata is a traditional torchlight procession - a symbolic event that frequently occurs during significant gatherings or celebrations within the RCRC community. The procession typically involves participants carrying lit torches as they walk together, thereby symbolising solidarity, unity, and a collective commitment to the humanitarian principles that guide the RCRC movement.

The Fiaccolata represents a powerful visual and emotional expression of the shared values of humanity, impartiality, neutrality, independence, voluntary service, unity, and universality. It encapsulates the ethos of the RCRC, uniting members from

disparate geographical regions to commemorate their commitment to alleviating human suffering and fostering peace.

This tradition serves to honour the history and mission of the Red Cross and Red Crescent, whilst simultaneously reinforcing the sense of community among its members. For many, participation in or observation of a Fiaccolata is a profoundly moving experience that reinforces their connection to the global humanitarian network.

The IFRC Global Onboarding Portal landing page is not merely a functional gateway to the onboarding portal; it is also a statement of identity and purpose. By situating a symbolic image at the portal's core, the portal immediately communicates the essence of the RCRC movement to newcomers, whether they are newcomers, colleagues, part of the onboarding team or site visitors. The visual representation serves to reinforce the notion that prospective members are joining a global community that is dedicated to the provision of humanitarian services, and that their role within this movement is both meaningful and impactful.

The bio text displayed on the landing page offers reassurance that support will be provided throughout the onboarding process, thereby further emphasising the inclusive and supportive culture of the IFRC. The organisation's commitment to guiding its members through every step of their integration is conveyed, as is its intention to ensure that they feel connected and prepared to contribute to the movement's mission. Furthermore, the encouragement to explore the portal and its resources also serves to illustrate the proactive approach that IFRC takes in empowering its members with the requisite tools and knowledge to succeed.

The IFRC Global Onboarding materials are unparalleled. Here are just a few highlights:

- The manuals are the key to a smooth and effective onboarding process. They provide structure, clarity and support, empowering users to confidently navigate their roles and align their actions with organisational goals and values. Leveraging manuals during onboarding will undoubtedly enhance employee satisfaction, retention, and overall operational efficiency (Godinho *et al.*, 2023).
- E-Guides: This modern and efficient solution streamlines the onboarding process, providing users with accessible, interactive, and up-to-date information that enhances their understanding of organisational policies, procedures, and culture from day one. The e-guides are stored in the IFRC Learning Platform and were build with Rise Articulate Tool.
- Links: The IFRC Global Onboarding Portal offers more than 100 links to tools, documents, instruments and important resources inside and outside IFRC.
- The site also includes a dedicated page about the Fundamental Principles and The Movement. This page is based on the data gathered. It contains a wealth of materials, videos and resources, including a comprehensive library about IFRC.
- Monitoring and Evaluation: We will survey site visitors about their experience with the site and their onboarding journey.

- **Visual Identity:** all designs were created utilising the IFRC brand assets. It is essential to development of a coherent and readily identifiable brand identity, particularly within the context of onboarding materials and site layout. The consistent use of these colours, fonts and pictures serves to enhance brand recognition and trust among users, thereby ensuring that all communications are instantly associated with the IFRC. Furthermore, a well-crafted visual design aids in user engagement and it's more intuitive to explore, which ultimately leads to a more effective and impactful introduction to the organisation's work. The tools used were Canva, Clipchamp, Stream, ShaRed and Rise.
- A communication strategy (Appendix H) was done disseminating articles, organising meetings and sending emails about the IFRC Global Onboarding programme, complemented by posters in the Geneva office. The IFRC Onboarding Team also has access to all visual materials, which they can print and add to their offices as they see fit.

5.7.3 IFRC Global Onboarding Portal Site Usage

In the context of SharePoint, site usage and site analytics represent pivotal concepts that offer profound insights into how users interact with a site. These metrics and analytical tools are of paramount importance for optimising the user experience, enhancing content relevance, and ensuring efficient site management. These metrics include page views, unique visitors, popular content, and user activities such as file

uploads, downloads, and edits. By analysing these metrics, administrators can gain insight into which pages and documents are most frequently accessed and which areas of the site are underutilised. Furthermore, usage trends over time, whether daily, weekly, or monthly, provide valuable insights into the patterns and behaviours of site visitors.

Site analytics is the process of interpreting the collected usage data in order to understand and improve the performance of a website. SharePoint's built-in analytics tools assist site owners and administrators in delving into user behaviour, monitoring site performance, and enhancing content and design. For instance, by identifying the most engaging content and the navigation paths that users follow, administrators can optimise the site's layout and structure in order to better meet user needs. Monitoring site performance through these analytics can also highlight potential bottlenecks or issues, allowing for timely interventions and improvements.

The significance of site usage and site analytics in SharePoint cannot be overstated. These tools are instrumental in enhancing user experience by providing data-driven insights into how users interact with the site. This information is crucial for making informed decisions about site management, content updates, and feature development, ensuring that efforts and resources are focused on areas that will have the most significant impact.

Increased engagement is another key benefit. By understanding what content resonates most with users, administrators can create more relevant and engaging material. This targeted approach helps boost user interaction and participation, fostering a more active and involved user community. The utilisation of analytics enables the

identification of redundant or rarely used content, thereby facilitating a more optimal allocation of resources and ensuring that the site remains efficient and relevant. This also contributes to enhanced site performance and a more streamlined user experience.

Security and compliance are also enhanced through regular monitoring of user activity. Potential security issues can be identified and addressed promptly, thereby ensuring the protection of sensitive information. Additionally, usage data analysis helps enforce compliance with organisational policies and regulations.

SharePoint provides a range of tools and features for site analytics. These include site usage reports, accessible through the SharePoint admin centre or site settings, which offer insights into site visits, popular content, and user activity. For more advanced analytics and reporting, integration with Power BI allows for customisable dashboards and in-depth data visualisation. Google Analytics can also be integrated with SharePoint for enhanced tracking capabilities, offering a comprehensive view of user interactions and site performance. Furthermore, SharePoint's search analytics furnish insights into search queries, thereby enabling administrators to comprehend user requirements and to optimise the search functionality for enhanced content discoverability.

By leveraging site usage and site analytics, SharePoint administrators and site owners can ensure that their sites are effectively meeting user needs, continually improving, and providing substantial value to the organisation. These tools are essential for maintaining a dynamic, efficient, and user-friendly SharePoint environment.

Since its launch, the IFRC Global Onboarding Portal has demonstrated remarkable success, as evidenced by consistently high traffic and user engagement. The

considerable number of page views and unique visitors, in conjunction with the high frequency of interactions with content, serves to illustrate the effectiveness and relevance of the site to its users. This high level of activity serves as a key performance indicator (KPI), thereby affirming the programme's success. Users are actively accessing and utilising the site, thereby demonstrating that it meets their needs and supports their tasks efficiently. The sustained high traffic not only reflects the value of the site but also highlights its pivotal role in enhancing communication and collaboration within the organisation.

The figure 5.1 shows the last 90 days of the IFRC Global Onboarding Portal. The overall traffic shows 449 unique viewers (the number of people who've visited the site, regardless how often they've visited); 975 site visits in the last 90 days and 6767 site visits since it's launch in November 2023.

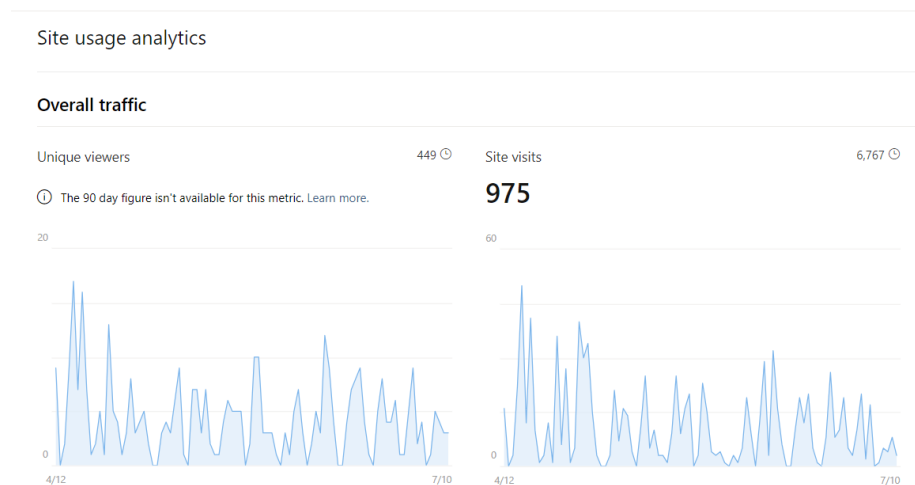


Figure 5.5 Site usage July 2024
Source: SharePoint Site Usage, Author

The figure 5.5 presents an overview of the analytics associated with the utilisation of the IFRC Global Onboarding portal, which is hosted on SharePoint. The principal metrics exhibited include the number of unique viewers, the total number of site visits, and the overall traffic patterns over a specified period.

The data indicates that the portal has had 449 unique viewers and 975 site visits over the past 90 days, which suggests a high level of engagement with the onboarding resources available on the site.

The graphs illustrate the fluctuations in site visits, with several notable peaks. The aforementioned peaks suggest periods of heightened interest or necessity for the onboarding materials, which may be correlated with the arrival of newcomers during this period.

The consistent number of unique viewers and the total number of site visits underscore the significance and relevance of the IFRC Global Onboarding portal as a resource for new employees and those involved in the onboarding process. This level of access suggests that the portal is actively utilized and serves as a vital tool in the onboarding process, ensuring that newcomers have the necessary support and information to successfully integrate into the organization.

CHAPTER VI:

SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

The International Federation of Red Cross and Red Crescent Societies (IFRC) is the largest humanitarian organisation globally, with its headquarters located in Geneva, Switzerland. The IFRC's operational activities are concentrated in five priority areas: climate and the environment, disaster and crisis management, migration and displacement, values, power, and inclusion.

Prior to 2023, the IFRC lacked a standardised onboarding process across its diverse regions and departments, resulting in the implementation of onboarding practices that were disparate and fragmented. In light of this, the Geneva Secretariat assigned the Human Resources Management Department (HRMD) the responsibility of developing a global onboarding programme. The objective of this initiative is to establish a unified onboarding experience, thereby fostering a cohesive organisational culture and improving the efficiency and effectiveness of integrating newcomers, while also supporting the onboarding team. The onboarding programme has been designed in accordance with the IFRC's strategic goals and values, based on the Fundamental Principles. The objective is to ensure a consistent and inspiring experience for all newcomers.

The development of the IFRC Global Onboarding Program involved extensive consultations with newcomers, managers, global leadership, human resources stakeholders, and other organisations. The data collection process was designed to gather

insights into current practices, challenges, and expectations. This information was then used to shape a comprehensive and effective onboarding programme that aligns with the IFRC's needs. The survey, which was conducted with newcomers who had been hired between 2020 and 2022, included both multiple-choice questions using the Likert scale and an open-ended question designed to gather additional insights.

The utilisation of a mixed-method approach enabled a comprehensive understanding of the onboarding experience from the perspective of the newcomers. The open-ended question yielded particularly valuable qualitative data, which was subsequently subjected to thematic content analysis. The analysis yielded several key themes, including the lack of guidance and support during the onboarding process, the variability in onboarding experiences, difficulties in integration, and the necessity for more transparent procedures. The responses to the open question indicated that structured guidance, clear procedures and social integration are crucial for a successful onboarding experience.

Managers furnished a comprehensive account of the practical aspects of onboarding, encompassing both the initial administrative tasks and the social integration of new hires. The study focused on the participants' interactions with the onboarding process, encompassing general tasks, social inclusion, and administrative aspects. The interviews yielded insights into the day-to-day challenges and successes of the onboarding process for newcomers. The findings emphasised the necessity for transparent, structured guidance and support throughout the onboarding process, as well as the significance of social integration activities such as team-building exercises and

buddy systems. Furthermore, the interviews revealed significant variability in onboarding experiences across different departments and regions. This underscores the necessity for a standardised approach to ensure consistency and fairness. The insights gained from these interviews proved instrumental in the development of a comprehensive and effective onboarding programme that aligns with the IFRC's strategic goals and values. The objective of the onboarding programme is to provide a more seamless and supportive experience for both newcomers and onboarding teams. In order to achieve this, the identified challenges will be addressed and the suggestions of managers incorporated.

Further insights were gained from focus groups with HR stakeholders, which provided an additional platform for detailed discussions on the onboarding process. The sessions included activities such as the review of interview results, the identification of areas for improvement, and the collaborative construction of a new-hire journey map using the Miro Board. The key points identified for an effective onboarding programme included aligning with organisational values, fostering co-creation and innovation, building trust and support, and emphasising socialisation and team-building activities.

The interviews with global leaders underscored the necessity for cultural alignment, transparent expectations, and targeted training modules, thereby enhancing the efficiency and effectiveness of the onboarding process. These interviews were pivotal in identifying the fundamental components of a global onboarding programme, taking into account the organisation's overarching structure, pertinent documentation, policies, procedures and the participants' strategic vision. The insights provided by the leadership were found to be in alignment with the IFRC's strategic vision, global plan, and Strategy

2030. This highlights the importance of cultural alignment, clear expectations, and the identification of key skills and competencies necessary for success within the organisation. The global leadership interviews emphasised the necessity of an onboarding programme that integrates newcomers into the organisation's culture and values from the outset. Leaders provided guidance on articulating organisational expectations and defining success, which is essential for empowering new employees to contribute effectively from the start. Additionally, the interviews highlighted the importance of targeted training modules tailored to specific job requirements, enhancing the efficiency and effectiveness of the onboarding process.

The process of benchmarking against practices from various organisations, both within and outside the humanitarian sector, provided valuable insights into the most effective practices for onboarding. The key practices identified included the use of pre-arrival materials, comprehensive training sessions, an emphasis on diversity and inclusion, buddy systems, and the incorporation of technology to streamline administrative processes. These practices informed the creation of a comprehensive and supportive onboarding experience, tailored to the IFRC's specific requirements.

The analysis of onboarding practices and needs within and outside the IFRC revealed several challenges that could be effectively addressed through the implementation of a centralised solution in partnership with the Digital Transformation Department in the Communication and Collaboration Programme (C2), Our IFRC Project. The establishment of a SharePoint site, designated as the "IFRC Global Onboarding Portal", would enable the IFRC to implement a comprehensive solution that

is aligned with the IFRC 2024 Global Plan, Fundamental Principles, Strategy 2030, and the objectives of the Digital Transformation (DT) Department.

The IFRC Global Onboarding Portal unifies all onboarding materials, including manuals, e-learning modules, checklists, and internal/external links, thereby providing a singular access point for newcomers, onboarding teams, and buddies. The objective is to standardise the onboarding process, enhance communication, promote social inclusion and support continuous learning and development. This centralisation is aligned with the IFRC 2024 Global Plan's objective of enhancing operational coordination and is consistent with the Digital Transformation Department's goal of adopting a digital product development and service delivery model. The portal guarantees a uniform and exhaustive onboarding experience for all personnel, irrespective of geographical location or department. This standardisation is aligned with the Fundamental Principles of the Red Cross and Red Crescent Movement and supports the Digital Transformation Department's objective of addressing identified deficiencies within the organisation.

It is of the utmost importance that enhanced communication and engagement are facilitated to ensure a successful onboarding experience. The portal can facilitate more effective communication through the provision of a news feed, articles, discussion forums and chat facilities. The mentioned tools will facilitate connections between newcomers and their peers, line managers, and HR, thereby fostering a sense of community and support. This approach is consistent with the emphasis placed on strengthening trust and collaboration within the organisation and with external partners set out in Strategy 2030. Furthermore, it is aligned with the Digital Transformation

Department's objective of enhancing the value derived from the International Federation of Red Cross and Red Crescent Societies network's data by facilitating seamless communication and collaboration.

The process of onboarding must necessarily encompass social inclusion and cultural integration. The portal incorporates a variety of features designed to facilitate the integration of newcomers into the IFRC culture, including contact cards, organisational charts, and activities such as buddy systems and team-building exercises. Furthermore, it furnishes the onboarding team and mentors with insights into their respective roles in the onboarding process. The portal introduces newcomers to guides, infographics and essential information regarding the organisation's values and principles through the use of interactive features, which assist them in understanding and aligning themselves with the IFRC's mission. This integration is of critical importance for the maintenance of the Fundamental Principles, in particular those of Humanity and Impartiality. Furthermore, it aligns with the DT Department's objective of enhancing the relevance, efficiency, quality, accessibility, and resilience of humanitarian services.

The advancement of knowledge and skills is of paramount importance for the continuous professional growth of individuals. The portal provides access to e-learning modules on the Learning Platform, mandatory courses, and training materials, thus ensuring that newcomers, onboarding team members, and buddies have access to the resources they require to succeed. The incorporation of progress tracking capabilities can facilitate the monitoring of training completion, thereby aligning with the overarching objective of Strategy 2030, which is to enhance staff capacity through the provision of

requisite skills and knowledge. Furthermore, this initiative aligns with the DT Department's objective of fostering digital and data literacy among staff and volunteers, while also promoting the digital maturity of National Societies.

The incorporation of feedback and continuous improvement mechanisms is essential for the refinement of the onboarding process. The portal incorporates a feedback form, surveys, and a monitoring system for site usage, which collectively facilitate the evaluation of the onboarding programme's efficacy. The implementation of a regular feedback collection process enables the IFRC to implement data-driven improvements, thereby ensuring the continued relevance and effectiveness of the onboarding process. This continuous improvement approach is aligned with the IFRC 2024 Global Plan's goal of fostering accountability and integrity across the network and with the DT Department's objective of developing and managing digital products and services for use at scale by National Societies.

Another crucial domain in which the portal can facilitate improvements is that of administrative efficiency. The introduction of automated workflows for tasks such as document libraries, direct links to IT service desk requests and other internal and external platforms within the Movement. Furthermore, the portal contains onboarding checklists with the potential to significantly reduce delays and ensure a more streamlined onboarding process. This efficiency is in alignment with the emphasis placed on innovation and the leveraging of technology to enhance organisational processes set forth in Strategy 2030, as well as the DT Department's focus on cost optimisation and effective data management.

The provision of a personalised onboarding experience can help to prevent information overload and provide tailored support to new hires, thus enhancing the efficiency of the onboarding process. The portal can provide content and resources that are tailored to the specific role, location, and department of the new hire, thus ensuring that they receive relevant information and support. This approach and the buddies are in alignment with the fundamental principle of voluntary service, which places importance on individual contributions to the collective mission. Furthermore, they support the DT Department's objective of fostering collaboration across the IFRC network.

Inclusivity and diversity are fundamental values espoused by IFRC. The portal provides direct links to significant instruments, documents, and e-learning courses that emphasise these values through dedicated sections on the organisation's commitment to diversity and inclusion. The provision of training modules and resources on these topics can facilitate the creation of an inclusive environment for all new hires, thereby supporting Strategy 2030's objective of promoting inclusivity and respect for diversity within the organisation and aligning with the DT Department's focus on driving collaboration and shared ownership.

In conclusion, the IFRC Global Onboarding Portal on SharePoint addresses a number of challenges identified in the onboarding process. These include the centralisation of resources, standardisation of processes, enhancement of communication, promotion of social inclusion, and facilitation of continuous learning and development. By aligning with the IFRC 2024 Global Plan, the Fundamental Principles, Strategy 2030, and the goals of the Human Resources Management Department and the Digital

Transformation Department, the portal would ensure a consistent, efficient, and welcoming onboarding experience that supports the IFRC's strategic goals and values. This comprehensive approach will facilitate the integration of new hires, thereby fostering a supportive and inclusive organisational culture that enables the IFRC to fulfil its humanitarian mission more effectively.

The IFRC Global Onboarding Program, developed between 2021 and 2023, represents a strategic initiative to unify and enhance the onboarding experience across the organization. The IFRC's objective is to provide a consistent, efficient and welcoming onboarding experience by integrating best practices from various organisations and leveraging digital tools through the Global Onboarding Portal. This initiative is aligned with the IFRC's strategic objectives and core values, promoting a unified and inclusive organisational culture that facilitates the integration and success of new hires, thereby enabling the IFRC to fulfil its humanitarian mission more effectively. The comprehensive interviews with managers and global leadership, coupled with survey data and focus group insights, have established a foundation for a standardised, efficient, and culturally cohesive onboarding experience that supports the integration and success of new hires across the IFRC network.

6.2 Implications

The implementation of the IFRC Global Onboarding Programme, particularly through the use of a centralised SharePoint portal, has significant implications across multiple fields, including business administration, onboarding practices, project

management, and the humanitarian sector. This comprehensive initiative offers valuable insights and contributes to both the practical and theoretical knowledge base in these areas.

The IFRC Global Onboarding Program demonstrates the practical advantages of a centralized and standardized approach to onboarding. The unification of all onboarding materials and processes ensures consistency and comprehensive resource availability for new hires. This case study underscores the significance of a meticulously devised onboarding framework, which is pivotal for researchers investigating efficacious onboarding strategies. It demonstrates how the implementation of a centralized system can mitigate confusion, enhance efficiency, and guarantee that all new hires receive a uniform, superior onboarding experience.

The successful development and implementation of the IFRC onboarding programme offers insights that extend beyond the humanitarian sector. The integration of digital tools, the emphasis on standardisation, and the focus on continuous improvement can inform best practices in various industries, including corporate, governmental, and non-profit organisations. The cross-sector applicability of the research enhances its relevance, providing a model for other organisations seeking to improve their onboarding processes.

The utilisation of a centralised SharePoint portal for the management of onboarding processes exemplifies the innovative application of digital technologies in the field of human resource management. This approach highlights the potential for digital tools to enhance efficiency, communication, and engagement during the onboarding

process. Researchers may wish to consider how analogous technologies might be deployed in disparate contexts with a view to enhancing the onboarding experience. This represents a significant contribution to the existing literature on digital transformation in the field of human resources.

The programme's focus on integrating newcomers with organisational values and principles emphasises the pivotal role of onboarding in shaping organisational culture. Furthermore, it offers comprehensive support for the onboarding team and mentors. This research illustrates the potential for onboarding to be strategically employed in the creation of a unified and supportive work environment. It provides a framework for further studies on the impact of onboarding on organisational culture and employee engagement, demonstrating how a well-designed onboarding process can facilitate the instillation of organisational values from the outset.

The IFRC onboarding programme incorporates training and resources that emphasise the fundamental principles, thereby underscoring the importance of these values in the workplace. This aspect of the research contributes to the growing body of literature on diversity and inclusion, providing practical examples of how these principles can be integrated into onboarding processes in order to create a more inclusive organisational culture. It demonstrates how the promotion of inclusivity from the outset of the employee lifecycle can enhance the overall work environment.

The incorporation of e-learning manuals, courses and continuous professional development resources into the onboarding process underscores the significance of onboarding in facilitating lifelong learning. This research lends support to the notion that

onboarding should extend beyond the initial integration phase, encompassing the establishment of a foundation for continuous learning and development. It provides a foundation for further research on the long-term impact of comprehensive onboarding programmes on employee performance and career growth.

The implementation of the IFRC Global Onboarding Portal exemplifies effective project management practices, including stakeholder engagement, strategic alignment, and iterative improvement. The project may be analysed as a case study in order to derive lessons on the management of large-scale organisational change initiatives, particularly those involving digital transformation. The project demonstrates how project management principles can be applied to develop and implement complex programmes that require coordination across multiple stakeholders and regions.

The research underscores the importance of incorporating feedback mechanisms into onboarding programmes to facilitate continuous improvement. This aspect highlights how organisations can use data-driven insights to refine their onboarding processes, ensuring they remain effective and relevant over time. Researchers can explore how feedback loops can be optimised in various organisational settings to enhance process improvement, making this a critical contribution to the field of organisational development.

In particular, this research provides a model for global organisations in the humanitarian sector to standardise processes in order to enhance operational efficiency and effectiveness. It provides invaluable insights into the ways in which humanitarian organisations can harness technology to advance their missions, facilitate staff integration

and maintain their core principles. This makes a contribution to the wider field of humanitarian research, demonstrating the practical applications of organisational theory in a real-world context.

In a nutshell, the IFRC Global Onboarding Programme has significant implications for research in the following areas: onboarding practices, digital innovation, organisational culture, human resources, learning and development, project management, and the humanitarian sector. The programme provides a comprehensive and standardised approach to onboarding, offering a valuable case study for researchers and practitioners alike. It highlights the importance of leveraging digital tools, aligning with organisational values and fostering continuous improvement to create an effective and inclusive onboarding experience. These insights can inform future research and practice, contributing to the ongoing evolution of onboarding strategies in various organisational contexts.

6.3 Recommendations for Future Research

Future research on onboarding, project management and the humanitarian sector can identify strategies for successful onboarding, improve retention rates and develop robust project frameworks. The sector faces unique challenges that require tailored onboarding processes and project management approaches. Focusing on these areas can lead to innovative solutions and superior service to stakeholders.

The research on the IFRC Global Onboarding Program reveals several limitations that must be addressed for future improvements to be made. A notable shortcoming is the

absence of longitudinal studies monitoring the onboarding experiences of newcomers, buddies, and the onboarding team following the programme's launch, the site's publication and opening to all users. This absence of longitudinal studies limits the ability to fully comprehend the long-term impacts and efficacy of the onboarding programme in IFRC. Furthermore, the study faced difficulties due to the fragmentation of onboarding processes across different regions and departments within the IFRC, resulting in inconsistent onboarding experiences that may have affected the onboarding experience of these individuals.

In terms of practical challenges, it is important to note that maintaining a SharePoint site presents a number of challenges, including content management, user engagement, customisation, security, permissions management, performance optimisation, integration and user training. It is of the utmost importance to implement regular updates, maintenance, and a robust backup plan in order to maintain a secure, user-friendly site that aligns with the IFRC's needs and onboarding development over time.

The literature review has provided insights into various aspects of project management and has highlighted the dearth of studies about onboarding in the humanitarian field. This emphasises the importance of contextualised practices, strategic alignment, technological advancements, ethical considerations, and behavioural influences. The findings indicate potential avenues for future research, including the integration of advanced technologies, artificial intelligence, the investigation of ethical project management practices, and the examination of behavioural biases in project

decision-making. These research insights will contribute to the ongoing development and refinement of project management and onboarding practices, offering valuable guidance for practitioners and researchers in the field.

To enhance the effectiveness of future onboarding strategies, it is recommended that future research incorporate longitudinal studies to monitor the development, engagement levels, and onboarding performance of newcomers, buddies, and the onboarding team over time. Such studies would facilitate a more profound understanding of the onboarding process, enabling the implementation of continuous improvements and ensuring that the onboarding strategies effectively support participants involved during onboarding in their roles within the IFRC.

Further avenues for investigation could include a comparative analysis of the onboarding experience across different geographical regions, the integration of AI within the SharePoint site, an investigation into the impact of cultural diversity, legal and regulatory differences, and customisation on the onboarding experience. Additionally, the alignment of the onboarding site with the IFRC mission and Fundamental Principles could be evaluated through the measurement of user engagement and satisfaction. The research should facilitate continuous improvement of onboarding strategies and materials through empirical research and feedback. A comparison of onboarding practices and outcomes between sectors should also be conducted. In addition, the employee rates before and after the programme was launched should be identified in order to understand the impact on long-term employee retention. Finally, the research should investigate how onboarding programmes facilitate newcomer integration into the organisational culture.

6.4 Conclusion

The global onboarding programme in the IFRC is closely intertwined with the organisation's strategic priorities, as outlined in the Global Plan 2024, and its Fundamental Principles for a number of reasons. The objective of the onboarding programme is to standardise processes across different regions and departments, which is in alignment with the IFRC's strategic priority of improving organisational efficiency and integration. This uniform approach guarantees that all newcomers are adequately prepared and able to make a meaningful contribution to the organisation's mission from the outset. The programme's comprehensive and uniform onboarding process ensures that staff are adequately prepared to respond to humanitarian needs, thereby directly supporting the strategic priority of delivering effective and impactful humanitarian assistance.

The Global Plan 2024 is predicated on the twin objectives of enhancing resilience, improving health and fostering peaceful societies. The onboarding programme equips staff with the knowledge and skills required to contribute to the aforementioned goals. This is achieved by ensuring that they have a comprehensive understanding of the IFRC's mission, values, and operational procedures. Consequently, they are better positioned to deliver on the critical areas of mission, values, and operational procedures. The implementation of a global onboarding programme by the IFRC addresses the previous lack of uniformity, ensuring a consistent and high-quality introduction for all new employees, which is essential for maintaining the high standards outlined in the Global Plan 2024.

The onboarding programme places significant emphasis on the importance of the Fundamental Principles, with the objective of ensuring that all staff members are fully committed to the provision of humanitarian aid without discrimination and with a primary focus on the alleviation of human suffering. The onboarding programme provides new personnel with an understanding of the principles of neutrality and independence, thereby ensuring the continued integrity of the IFRC's operations. This enables the provision of humanitarian aid based on need alone, free from political or ideological influence. The programme cultivates a sense of unity and voluntary service, which are vital for motivating staff and volunteers to work together in a cohesive manner, regardless of their backgrounds.

The research conducted to construct the onboarding programme was pivotal in identifying the disparate nature of the extant processes. By identifying these gaps, the IFRC is in a position to develop a programme that addresses the specific needs and challenges faced by different regions and departments. The formulation of research questions, such as "What was the experience of newcomers during the period between 2020 and 2022?" and "What are the HR stakeholders' requirements in a global onboarding programme?" proved instrumental in the development of the programme. The aforementioned questions facilitated the identification of optimal practices and pioneering methodologies from disparate sectors, thereby enabling the IFRC to adapt the onboarding programme to its distinctive organisational structure and operational context.

The empirical data gathered through research enabled the IFRC to make well-informed decisions regarding the structure and content of the onboarding programme.

This evidence-based methodology guarantees that the programme is founded upon empirical evidence and best practices, thereby ensuring more effective onboarding experiences and superior outcomes for newcomers. The research demonstrated the necessity of monitoring and evaluating the onboarding process, thereby enabling the IFRC to make continuous improvements and adaptations to the programme in response to feedback and changing needs. This commitment to continuous improvement ensures that the onboarding programme remains effective and aligned with organisational goals.

The implementation of a global onboarding programme has had a considerable impact on the IFRC. Furthermore, it facilitates the immediate integration of new hires, while also contributing to long-term organisational resilience and capacity building. By anchoring the onboarding programme in comprehensive research, the IFRC guarantees that it serves the organisation's overarching strategic objectives. The programme serves to enhance the onboarding experience for new staff members, thereby strengthening their commitment to the IFRC's mission and fundamental principles. Furthermore, it ensures that they are adequately prepared to contribute to the organisation's humanitarian efforts. This alignment with strategic priorities, the Global Plan 2024, and the Fundamental Principles ensures that the IFRC is able to fulfil its mission effectively on a global scale.

The integration of project management principles within the framework of the IFRC Global Onboarding programme offers the potential to not only enrich the experience of newcomers but also to facilitate the achievement of the organisation's overarching strategic objectives, as delineated in Strategy 2030 and the Global Plan 2024.

The customer values emphasise the importance of providing timely access to critical information and collaborative tools, which is directly applicable to the IFRC Global Onboarding programme. It is imperative that newcomers have access to mobile resources and that web accessibility best practices are adhered to in order to optimise their onboarding experience and ensure they are adequately prepared for their roles. This is consistent with the strategic objective of enhancing organisational efficiency and capacity, as it provides newcomers with the requisite tools to navigate their new environment and contribute effectively from the outset.

The business values that have been identified, such as improving operational efficiency and enhancing communication, are of paramount importance to the success of the onboarding programme. The integration of analytics tools within the onboarding portal enables the IFRC to monitor usage patterns and identify potential areas for improvement, thereby optimising resource utilisation and fostering the development of resilient systems.

The implementation of streamlined processes and compliance measures ensures that the onboarding experience is consistent, efficient, and aligned with the organisation's strategic aims of strengthening local action and ensuring sustainable impact. The application of these principles serves to reduce operational inefficiencies, which is of vital importance for the long-term sustainability of IFRC's operations and the expansion of its reach and impact in the field of humanitarian assistance.

The onboarding process is also informed by societal values, such as the strengthening of service delivery and the improvement of communication. The

onboarding programme can serve to reinforce IFRC's dedication to humanitarian principles and values by ensuring that new hires are able to comprehend and align themselves with these core principles from the outset. Enhanced collaboration and resource sharing within the onboarding framework facilitate the broader objectives of strengthening community resilience and enhancing local capacity for humanitarian services. By cultivating collaborative relationships and guaranteeing adherence to strategic objectives, the onboarding programme can assist IFRC in attaining its long-term objectives, including financial sustainability, innovative partnerships and resilient communities.

The incorporation of customer, business and societal values into the IFRC Global Onboarding programme has optimised the support provided to the organisation's strategic priorities. This ensures that newcomers, buddies and onboarding teams are not only integrated smoothly but also contribute to the overall success and impact of IFRC's humanitarian mission. This alignment with Strategy 2030 and the Global Plan 2024 serves to illustrate the significance of a well-structured and values-driven onboarding programme within the organisation.

A dedicated SharePoint site for onboarding represents a vital digital solution in the humanitarian field, enhancing both the efficiency and accessibility of the onboarding process. Given the global nature of the IFRC, with its staff dispersed across various regions and often operating in challenging environments, the existence of a centralized digital platform is essential. The SharePoint site provides convenient access to essential onboarding materials, training modules, and organisational resources, ensuring that all

newcomers receive a uniform, high-quality introduction regardless of their location. This digital approach is aligned with the IFRC's commitment to leveraging technology in order to enhance operational effectiveness and support its strategic goals.

Furthermore, the SharePoint site enables real-time updates and communication, thus ensuring that the onboarding programme remains dynamic and responsive to new developments and feedback. The platform provides a forum for newcomers to connect with mentors and peers, thereby fostering a sense of community and support from the outset. By integrating advanced technologies and creating a centralised, easily accessible repository of onboarding resources, the IFRC can enhance the onboarding experience, ensuring that staff are well-prepared and supported as they begin their humanitarian work. This digital solution not only improves the onboarding process but also strengthens the organisation's capacity to respond effectively to humanitarian needs, thereby aligning with the IFRC's mission and strategic priorities.

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APPENDIX A

SURVEY COVER LETTER AND QUESTIONS

Dear colleague, as you might know, the new IFRC Global Onboarding is on the making and will be released soon. Your input will help us to hear your experience and create a better program. If you have been invited to participate is because you might have recently joined IFRC during the last two years and your fresh opinion really matter to us.

This survey will take around 5 minutes. It is confidential and anonymous. All the data is securely encrypted and only people with IFRC email were invited to reply. The form is a Microsoft tool and the results will be used for research purposes only. If you want to be contacted or if you have doubts, please, leave your email in the open question and we will get back to you. You can also contact me via email: bethania.sasseron@ifrc.org

Thanks in advance for your participation!

We kindly ask you to reply to our scale in the next questions related to your Onboarding.

The rating being 1 for "Strongly Agree" and 5 as "Strongly Disagree"

I felt welcomed at IFRC.

I have all the resources I need to do my job.

My objectives were clearly defined and explained to me.

During my onboarding I met the people that allowed me to understand the organisation.

After my onboarding, I felt prepared to work.

I have enough knowledge about my role and responsibilities.

I feel comfortable using the different systems I need in my role.

I have a good idea about what I need to develop to do my job well.

So far, the information provided has been at the right level for me.

I am satisfied with my onboarding process.

I received sufficient information about the city, the office and personal tips that can help me be successful at my job in the new location (e.g., transportation, schools, insurance).

How would you rate your onboarding experience? (Five levels, star symbol)

Open question: can you please provide any additional information that may be useful for our IFRC Global Onboarding? If you want to provide more feedback, please, leave us your email and we will contact you directly.

APPENDIX B

INFORMED CONSENT

Our current IFRC Global Onboarding is being developed and your participation is crucial to ensure relevance to needs. As a starting point, we will map, document and revise existing onboarding approaches, needs and resources. The first step will be this interview and the analysis of any relevant document you agree to share with us.

Our Goals: (1) Revision of the IFRC Staff Onboarding Programme; (2) Map the current Geneva and Regional onboarding programmes, through conducting interviews with stakeholders and documental analysis. (3) Benchmark best onboarding practices in other organizations. Due to ethical procedures and GDPR rules, we kindly ask that the interviewees explicitly agree to being interviewed and how the information contained in their interview will be used. All the data is securely encrypted. This consent form is necessary for us to ensure that you understand the purpose of your involvement and that you agree to the conditions of your participation. When accepting the teams meeting invitation, you agree with all terms and conditions. Please, consider that:

- The interview will take 30min to 1h and it will be recorded and a transcript using the teams application. You can access it at any time.

- The interview will be analysed by the IFRC HRMD. The data collected will be not limited only to the mentioned, but also for other research purposes.

- Any summary interview content, or direct quotations from the interview, that are made available through presentations, reports, publications or other academic outlets will

be anonymized so that you cannot be identified, and care will be taken to ensure that other information in the interview that could identify yourself is not revealed.

- Any variation of the conditions above will only occur with your further explicit approval.

Considering the mentioned above, you agree that:

1. You are voluntarily taking part in this interview, and you can stop at any time.
2. The video, transcriptions, or extracts from it may be used as described above.
3. You don't expect to receive any benefit or payment for your participation.
4. You have been able to ask any questions you might have, and you are free to contact the IFRC HRMD with any questions you may have.
5. You have read all the information.

Thank you for agreeing to be interviewed as part of the mapping of IFRC Global Onboarding. If you have any further questions or concerns about this interview, please contact at any time: bethania.sasseron@ifrc.org

APPENDIX C

INTERVIEW GUIDE

Interview with Managers

Hello, my name is Bethânia Sasseron, I represent the Human Resources Management Department of the IFRC and, I will conduct this interview. Thank you for your participation to map the IFRC Global Onboarding. Your answers are valuable to us.

We will start mapping the current Geneva and Regional onboarding programmes, by conducting interviews with stakeholders.

There are no "right" or "wrong" answers, or what you should be doing - we are interested in which actions you are currently doing with your teams/departments regarding the onboarding. It will take around 60 minutes. The questions will be divided into six categories: general questions, methodology, learning and development, administrative onboarding, social, and final questions. You can interrupt us at any time to ask questions or end the interview.

If possible, please, try to answer the question by topic. Here is an example: "What are the main steps you do as Onboarding with your team? I am doing an introductory meeting, explaining the mandatory online courses and organizing the documentation.". We will now proceed to the questions.

General Questions

(1) What are the main steps you take as Onboarding with your team? Please, name the three most important practices.

(2) How do you present the IFRC work within the RCRC Movement: IFRC, ICRC, National Societies?

(3) How do you present the IFRC functions? Example: headquarters, regions, country clusters, country offices.

(4) Do you present the work delivered as a team, at a level of the department? Example: type of work produced at your department + what each team member is producing + some reading materials

(5) Please, name the three most important practices during your Onboarding.

(6) Do you have any part of the Onboarding that you would like to change? If yes, which one?

(7) What do you think is innovative in the onboarding process of your team? Do you use any tools for Onboarding?

(8) What do you think is outdated in the onboarding process of your team? Do you have a possible solution for that?

Methodology

(9) Considering the steps included in your Onboarding program, how do you keep up with the employee during the onboarding period? For example, you have a checklist, a daily or weekly follow-up, mentoring or coaching sessions, etc.

(10) How long does your onboarding process take?

(11) Does your department or organization measure onboarding results? If yes, what are the variables and scales used? Example: knowledge assessments, crossing data with attrition of employees.

(12) Do you receive formal or informal feedback from your onboarding program? If yes, could you please describe it?

Learning and Development

(13) As you know, the mandatory courses as approved by the Secretary-General are: Stay Safe Personal Security (to be replaced soon), 101 Corruption Prevention and Targeted, and, Introduction to Cybersecurity. In addition, managers have to do the Stay Safe Manager Security (to be replaced soon) and the 102 Corruption Prevention for managers. Besides those, which courses are mandatory for the staff under your responsibility?

(14) Besides the learning platform, do you recommend any other learning activities? Example: videos, book recommendations, shadowing/reverse shadowing with colleagues.

(15) Do you do any type of follow-up onboarding beyond the mandatory courses? If yes, when are they done? Example: skills training with workshops, after 3 months.

(13) How do you go over duties and responsibilities with the new member of your team? Example: send an email, read a document, signature of the contract only.

(16) Are you doing any analysis to correlate the performance review and the onboarding? If yes, how do you do it? Example: meeting to manage expectations, standards, frequency, evaluations, and attrition results from HR.

Administrative Onboarding

Administrative tasks

We would be grateful to know if you have them included in your Onboarding, when and how these procedures are done and by whom. Example: Yes, it's done by me on the first day of work / Yes, it's done by IT in the first week of work.

(17) Department network, email, account, password, protocols and respective mail service problems, IT issues.

(18) Information about insurance, legal, pension plan, health system, social security, and finances.

(19) Paperwork orientation: visa, contracts, enrolment in benefits, programs, taxes, country regulations, obligations

(20) Travel, city guide, home

Now, let's talk about the office environment and equipment.

(21) Keys and office security procedures, badge

- (22) Telephone service procedures (duty phone, frequently called numbers, etc.)
- (23) Fire alarm, fire drill, evacuation plans, fire escape procedures
- (24) Copier operation, telephones, computers, tools, etc
- (25) Office Tour: rooms, coffee room, kitchen facilities, soda/snack machines, restrooms, water fountain, elevators, stairs, smoking area, parking location/rules
- (26) How long do the administrative tasks take during the Onboarding?
- (27) Are there other departments included? If yes, which ones?
- (28) What are the most common issues during this phase?
- (29) What could be improved?

Social Inclusion

- (30) How is the process of introduction to the team/office/unit/building? Example: sending a welcome email to the department.
- (31) How is the office/organization culture introduced? Example: meetings, behaviours, videos, guides.
- (32) Are there team-building activities? Example: light-hearted activities with learning and fun objectives to promote engagement.
- (33) Are there social activities? And in remote sessions? Example: virtual or in-person coffees, lunch.
- (34) Do you assign buddies, mentors, and sponsors for the new hires? If yes, can you briefly describe the process?

(35) Are there any adjustments to the Onboarding considering the employee characteristics? For example: if the person is shy, take the lead to introduce the colleagues or go to lunch together.

(36) Do you use any socialization tactics?

Final Questions

(37) What is a priority during the Onboarding process?

(38) How would you want the onboard to look like? Please, mention three things that could be easily implemented.

(39) Is there anything else you would like to add?

(40) Could you ask some of the employees of your team, especially the new hires or those with less than 2 years working at IFRC, to reply to a survey regarding their onboarding process?

Thank you for your participation.

APPENDIX D

INTERVIEWS WITH GLOBAL LEADERSHIP

Hello, my name is Bethânia Sasseron, I represent the Human Resources Management Department of the IFRC and, I will conduct this interview. Thank you for your participation to map the IFRC Global Onboarding. Your answers are valuable to us.

We will start mapping the current Geneva and Regional onboarding programmes, by conducting interviews with stakeholders.

There are no "right" or "wrong" answers, or what you should be doing - we are interested to know your vision about how a global onboarding for IFRC should be. It will take around 30 minutes. It is an open question. You can stop at any time.

Can you please tell us your vision about a global onboarding program for IFRC? You can mention priorities, strengths, improvement areas or anything else you think is relevant. Thank you for your participation.

APPENDIX E

FOCUS GROUP

Hello, my name is Bethânia Sasserón, I represent the Human Resources Management Department of the IFRC and, I will conduct this focus group session. Thank you for your participation to map the IFRC Global Onboarding. Your participation is valuable to us.

We will start working on these tables in the MiroBoard. The themes came from previous interviews with stakeholders and global leadership.

There are no "right" or "wrong" answers, or what you should be doing - we are interested to know your vision about how a global onboarding for IFRC should be in different themes. It will take around 1h. You can stop at any time.

Feel free to edit the board and discuss between the participants your ideas. Thank you for your participation.

- 1) Introduction of the Miro board and New Hire Journey map video.
- 2) The newcomers' journey: best practices we want to keep; work environment; socialization; about the job.
- 3) The main improvement areas: communication; learning and development; administrative.
- 4) What we should: continue doing (because it helps us move forward); stop doing it (because it can held us back); invent (new things and do it differently; act (what should we do next?).

- 5) Let's brainstorm how we could include actions during onboarding related to engagement; culture; Strategy 2030; Fundamental Principles; what make us different? Humanitarian work; Trust.
- 6) Structure: which activities should be present in each onboarding phases?
- 7) What are the actions, needs challenges, solutions, touchpoints, when, resources and how, expected outcomes, which new hire feelings we want to foster?
- 8) Our Wishlist.
- 9) Thank you.

APPENDIX F

BENCHMARK

Hello, my name is Bethânia Sasserón, I represent the Human Resources Management Department of the IFRC and, I will conduct this interview. Thank you for your participation to map the IFRC Global Onboarding. Your participation is valuable to us.

We will do three open questions and our goal is to understand what your organization/company does in terms of onboarding practices.

There are no "right" or "wrong" answers, or what you should be doing - we are interested to know your practices about onboarding and think about possible onboarding solutions for IFRC. It will take around 30minutes. You can stop at any time and access the recording and transcription at any time. Feel free to ask questions at anytime. Thank you for your participation.

- 1) What are the main steps taken during onboarding?
- 2) What are the highlights of your onboarding process?
- 3) Do you want to add any other information?

APPENDIX G

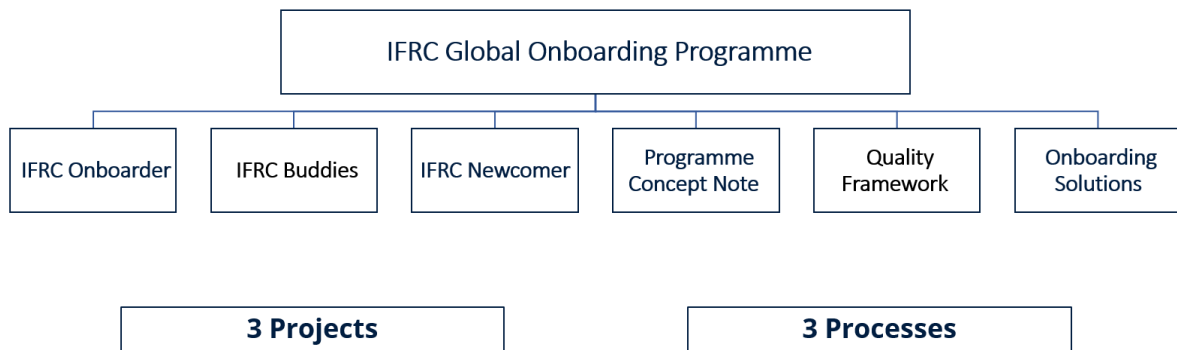
COMMUNICATIONS STRATEGY

In 2021, the Human Resources Management Department (HRMD) started working on the IFRC Global Onboarding Programme for national, and international staff, including director level and above. We took into consideration what is already being done in IFRC regions and we are designing strategic solutions.

The Onboarding creates a powerful impression on the newcomers, and we want to provide an experience that inspires each new employee, prepares them for their job position, welcomes them from the beginning, and reassures they've chosen the right place in which to excel.

IFRC Global Onboarding Programme is built carefully to satisfy IFRC organisational needs, supporting every employee involved during the onboarding process, with strategic planning processes, measurement of activities and adjustments.

We want to create a marketing campaign that will keep stakeholders informed throughout the programme lifecycle, proving information among the regions, and bringing visibility to the programme. Here is our proposal:



Programme Objectives:

- Provide an experience that will inspire newcomers.
- Prepare all staff related to the onboarding to receive the newcomers.
- Provide tools and resources to support onboarding.
- Improve social inclusion of newcomers.
- Strengthen social networks between departments.
- Create new flows of communication.
- Build a standard global onboarding for IFRC that can be adapted to the reality of each region.
- Provide a humanistic approach to onboarding.
- Provide data and analytics information about the onboarding.

Communication Objectives:

- Build awareness of the IFRC Global Onboarding Programme.

- Engage staff into the Onboarding process including Director's level and above.
- Attract employees to participate in projects (e.g., Buddies).
- Bring visibility to Onboarding activities done in the regions.
- Create networks between employees and newcomers.

Target Audience:

IFRC staff should be committed to supporting and encouraging newcomers to integrate well into the organisation and excel in their roles. An effective onboarding programme can facilitate mutual learning between newcomers and existing staff members.

Onboarding can create a positive and lasting impression on new employees. It enables newcomers to prepare for their job and feel confident in their abilities.

Directors and above has strategic goals to foster a culture of excellence, and onboarding plays a crucial role in achieving that goal. Through a successful onboarding programme, IFRC will be impacting positively its long-term success.

Our main objective is to inform, disseminate and increase the participation of employees in the IFRC Global Onboarding Programme.

We also want the target audience to feel supported by us, creating a perception of a programme with a friendly approach, and flexibility to adapt to each region's needs.

We aim to ensure that communication efforts are effective, consistent, and aligned with IFRC's mission and culture. Expected results of the marketing strategies:

- Visibility for IFRC Global Onboarding Programme
- Employees will be more engaged in Onboarding processes
- Employees will understand how the programme works in practice
- Employees will be updated about the programme on a regular basis
- Employees will feel motivated to take action and participate
- We will have more partners to support us

Events Description	What	Tasks	Ideas
Poster/Folder	Printed sheets placed in the public spaces	<ul style="list-style-type: none"> - Create the design with text and images - Print and leave it in strategic places (cafeteria, entrance hall, etc.) - Send it to HR managers from all regions by email 	<ul style="list-style-type: none"> - IFRC Global Onboarding Programme Infographic - IFRC Buddies - IFRC Global Onboarding Journey
Article	Articles placed in “Our IFRC” to promote activities of Onboarding	<ul style="list-style-type: none"> - Write an article with a maximum of 500 words - Remember to keep friendly language and attractive - Include pictures, graphics and references 	<ul style="list-style-type: none"> - IFRC Global Onboarding Programme creation - IFRC Global Onboarding Programme development - The importance of a social network between employees during Onboarding. - Onboarding and IFRC culture, mission, and Fundamental Principles - The impact of the IFRC Global Onboarding Programme

			(quality framework)
Video	Short videos placed in “Our IFRC” to promote activities of Onboarding	<ul style="list-style-type: none"> - Create a script - Short videos (maximum 1 minute) - Edit and add subtitles (if possible) 	<ul style="list-style-type: none"> - What is onboarding? Employees will record maximum 10 seconds video with their thoughts about onboarding - Buddies team: the buddies will present themselves - Newcomers’ testimonials about the onboarding experience - Directors talking about Onboarding - Funny stories about onboarding
Meeting	Meeting with HR managers, Staff Association, Staff Meeting	<ul style="list-style-type: none"> - Briefing about the development of the Programme - Invitation for actions - Finding partners - Finding resources and budget. 	<ul style="list-style-type: none"> - Present the start of the program and release of the projects. - Present the first results and hear their inputs - Present the end of the first year after the programme started and improvements
Email	Formal communication with teams that we had meetings	<ul style="list-style-type: none"> - Send an email after each meeting with all the information provided 	<ul style="list-style-type: none"> - Summary of the meeting - Next steps - Needs
Newsletter	Information about Onboarding	<ul style="list-style-type: none"> - Create a text with relevant information about the past actions of the Onboarding programme - Create a design - Add pictures, links, and references 	<ul style="list-style-type: none"> - Can be a collection of information made from articles and videos with direct links - Provide data analysis - Display advantages of Onboarding projects, supporting each with short

			<p>instructions</p> <ul style="list-style-type: none"> - Familiarization of employees with the IFRC Global Onboarding Portal - Share helpful tips and tricks on how to get the most out of the platform
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The creation of the materials is Bethânia Sasseron responsibility. The approval is done by HRMD colleagues and Communications Department.

We will use the IFRC Global Onboarding Programme Portal, the Our IFRC Platform and the Learning Platform as vehicles to the events mentioned.

All the marketing materials follows the IFRC brand guidelines and assets and also:

- Follow IFRC’s culture, mission and Fundamental Principles.
- Have a **passionate** message and show enthusiasm.
- Be **optimistic** and positive.
- Be **inspirational** to move people to act and participate.
- Be **credible** with consistent data with friendly language.
- Be **accountable**, demonstrating honesty and trustworthiness.
- Be **persevering** showing our commitment to the organisation and employees.
- **Deliver results**, showing what we have achieved.

Success Criteria	Q1	Q2	Q3	Q4
Access to Our IFRC marketing material	10	15	20	25
Access to Onboarding Portal	30	45	60	75
Emails asking information about the Programme	3	5	7	9
Global Evaluation Score	3.8	4.0	4.2	4.4