

Zhou and Mockus found that programmers can require a minimum of **three years to become fluent in a project**. It is important to note that the average turnover rate at a large company such as Amazon or Google is less than two years.

Remote Onboarding of Software Developers

Paige Rodeghero, PhD



STEP

1.

2.

3.

ONBOARDING

"Onboarding" is the period of time when programmers become familiar with a new project, its source code, and their team.





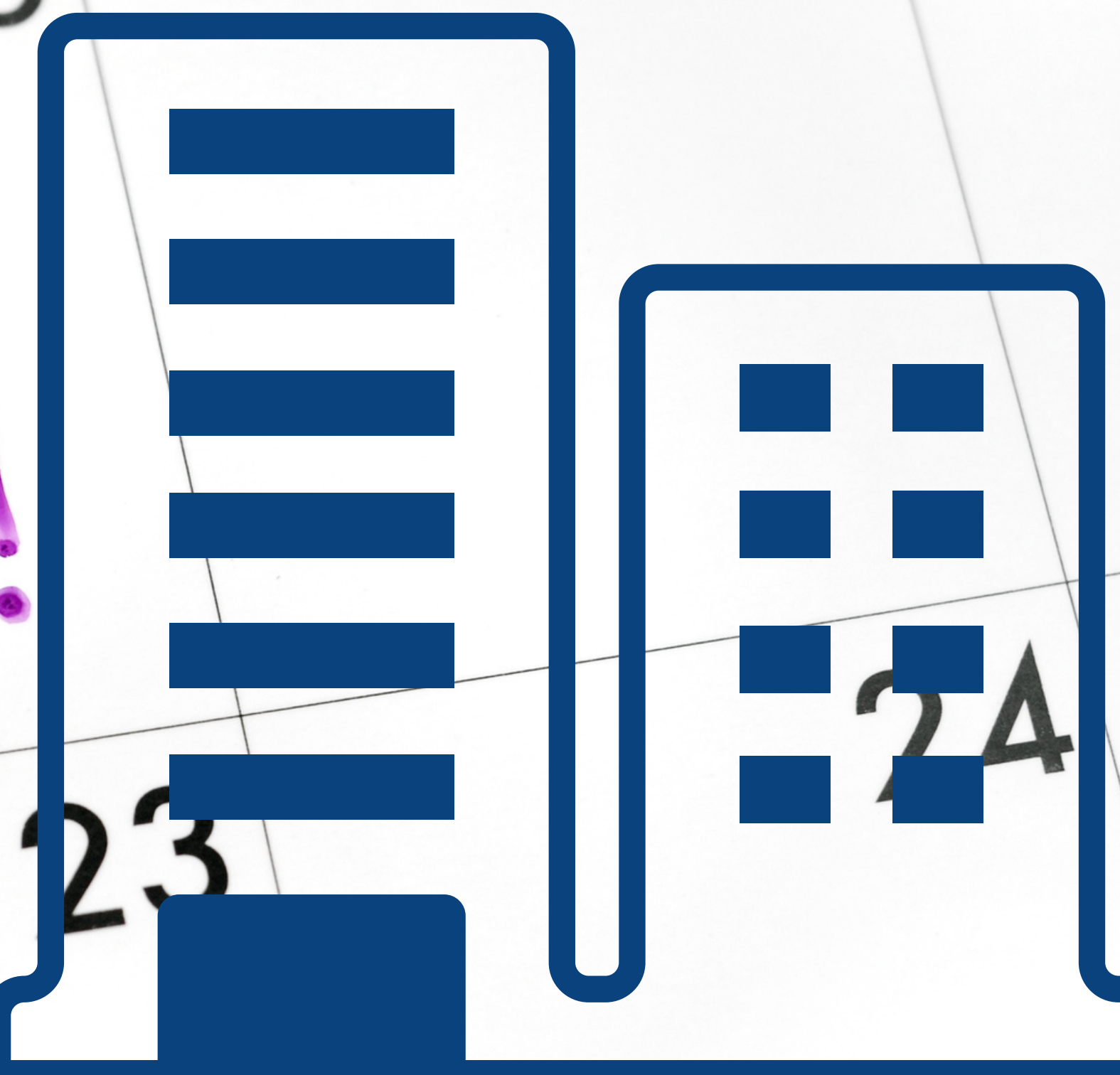
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START
NEW
JOB!
—



22

23

24

1



The COVID-19 Pandemic



Job Satisfaction
= Productivity

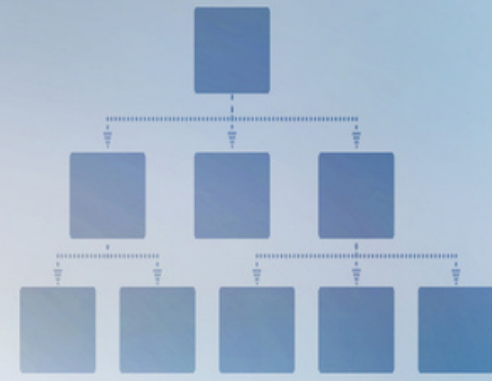


Software Developer Onboarding during the COVID-19 Pandemic

Paige Rodeghero, Thomas Zimmermann, Brian Houck, Denae Ford. Please Turn Your Cameras On: Remote Onboarding of Software Developers during a Pandemic. In proceedings of the IEEE/ACM International Conferences on Software Engineering - Software Engineering in Practice (ICSE SEIP). October 2020.

NO STANDARD PRACTICE

Identifying areas of need in onboarding



HR



CONNECTING WITH EMPLOYEES



SURVEY

What was the remote onboarding experience of Microsoft software engineers who onboarded during the COVID-19 pandemic?

What are the challenges that developers encountered when onboarding during the pandemic?

What are teams doing to onboard new hires?

How do team members interact with new hires during the pandemic?

Do new hires feel socially connected to their team?

RESULTS

267 responses collected
(26.7% response rate -1000 emails)

Gender of participants

57 woman

162 man

1 non-binary/ gender diverse



7 SIMPLE REMOTE ONBOARDING RULES

- **Cameras on** should be the default culture
- Promote **proactive communication**
- Schedule **1:1 meetings** with all team members
- Explain the **Org Chart**
- Assign an **onboarding buddy & technical mentor**
- Support **multiple onboarding speeds**
- Assign a **simple first task**



**Onboarding is the ENTIRE
team's responsibility**

WHAT SHOULD YOU DO?

Cameras on should be the default culture

"During meetings, most teammates keep the camera off. This makes collaboration and remote experience difficult."(S228)

"I try to reach out to random team members. I'm soon going to ask my manager if people can start turning on their cameras so I can see facial expressions." (S75)



WHAT SHOULD YOU DO?

Promote **proactive communication**

- Schedule **1:1 meetings** with all team members
- Explain the **Org Chart**

"Onboarding remotely is definitely more challenging. The inability to truly interact with coworkers, the in-ability to really have traditional team building, and the disconnection from everyone contributes to feeling like my work is kind of isolated from everyone else. It also makes it harder to get a broader, high level understanding of the team and organization." (S91)



WHAT SHOULD YOU DO?

Day 1:

- Assign an **onboarding buddy & technical mentor**
- Support **multiple onboarding speeds**
- Assign a **simple first task**

"The team has been extremely welcoming. My very first day we met over Teams and each person introduced themselves and welcomed me personally. Several people have reached out to ask how my onboarding is going and offered to answer any questions I have. Several members of my team invited me to join them in a hackathon. Generally everyone has been incredibly helpful and patient when teaching me." (S191)



**DO YOU HAVE A CHECKLIST
CONTAINING THESE RULES?**

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The New Future of Work \ Advice for remote onboarding of new hires

Advice for remote onboarding of new hires

March 11, 2021



By Paige Rodeghero, Thomas Zimmermann, Brian Houck, Denae Ford, and Sonia Jaffe

Here are some suggestions for remote onboarding of new hires based on a survey and interview (details are in the [research paper](#)). Page numbers refer to where the findings are discussed in

Promote communication and asking for help

Remote work often makes asking questions harder. Without being able to 'drop by', communication and emails and IMs generate a record, which can make people hesitant to ask potentially 'stupid' questions. Everyone should [share their communication preferences](#) with their colleagues, but it is particularly important to be encouraged to ask questions, and managers need to communicate what medium is preferred for communication.



Empowering and Supporting Remote Software Development Team Members through a Culture of Allyship

Paige Rodeghero, Tony Hernandez
August 2020

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ABSTRACT

Software development organizations and employees benefit from remote work. However, we need more research and tools for more organizations to be successful. Microsoft is in a prime position to do the research, interventions and technology innovations need to advance the benefits of remote work. We discuss the benefits and challenges that remote workers face. We provide remote work guidelines based upon personal experiences of working remotely before the COVID-19 pandemic. In this position paper, we argue for employers to become allies for remote workers and to empower workers to work in their preferred environment. We provide ways to create a culture of allyship within organizations and teams. By creating a sustainable remote work environment and empowering remote employees, companies will find more productive employees with higher job satisfaction.

Keywords

remote work, inclusion, diversity, allyship