Performance Analysis Brief:
Onboarding Pathway Alignment & Development

1. Context

- Community-based organization with existing outreach, new member onboarding, and cultural induction processes
- Audience: new participants entering the organization and emerging volunteer leaders
- Constraints included varied participant starting points, limited formal leadership pipeline, volunteer facilitation

2. Observed Performance Problem

- Multiple onboarding-related efforts (outreach events, new-member sessions, and induction training) operated in parallel, inconsistently, without a unified learning pathway
- New members received information through different touchpoints, but without clear prioritization or progression
- As a result, understanding, engagement, completion, and integration varied significantly across participants
- Onboarding and induction programs relied on externally sourced, generic content rather than a program custom designed for organizational context, critical information, and behaviors supporting successful integration
- No defined leadership development component, limiting opportunities to prepare future leaders

3. Desired Performance

- New members demonstrate clarity around purpose, values, and expectations
- Participants follow a clear onboarding progression from entry to engagement to participation
- Emerging leaders develop facilitation and coaching experience through structured involvement

4. Performance Gap

- Onboarding content existed but was not aligned to or optimized for long-term desired behaviors or outcomes
- Participants received information that lacked prioritization, application and behavior transfer, actionability, and a clear progression from entry → engagement → contribution → leadership
- Leadership development occurred informally, creating inconsistency and limiting scalability

5. Root Cause Analysis

- Program design driven by familiar processes and generic content rather than customized by performance goals
- Expectations: Lack of shared success criteria for completion of onboarding and integration
- Process: Lack of a unified and defined learning pathway and progression
- Absence of an intentional pathway of volunteer recruitment and leadership development

6. Design Decision

- Redesign onboarding as a unified, custom, performance-aligned development pathway with a methodical curriculum and workshop activities that prioritize essential knowledge and behaviors for new members
- Embed leadership development within program delivery rather than as a separate initiative

7. Learning Strategy

- Development of a custom 12-week modular onboarding curriculum aligned to a defined progression
- Model of facilitation and mentoring supporting the development of both participants and emerging leaders
- Iterative revisions informed by organizational objectives, participant engagement, and facilitator feedback

8. Success Definition

- Increased new member consistency, clarity, engagement, and follow-through within the onboarding pathway
- Increased participation of emerging leaders in volunteering, skill development, and mentoring roles
- Improved facilitator confidence and readiness to lead future groups, ensuring improved scalability