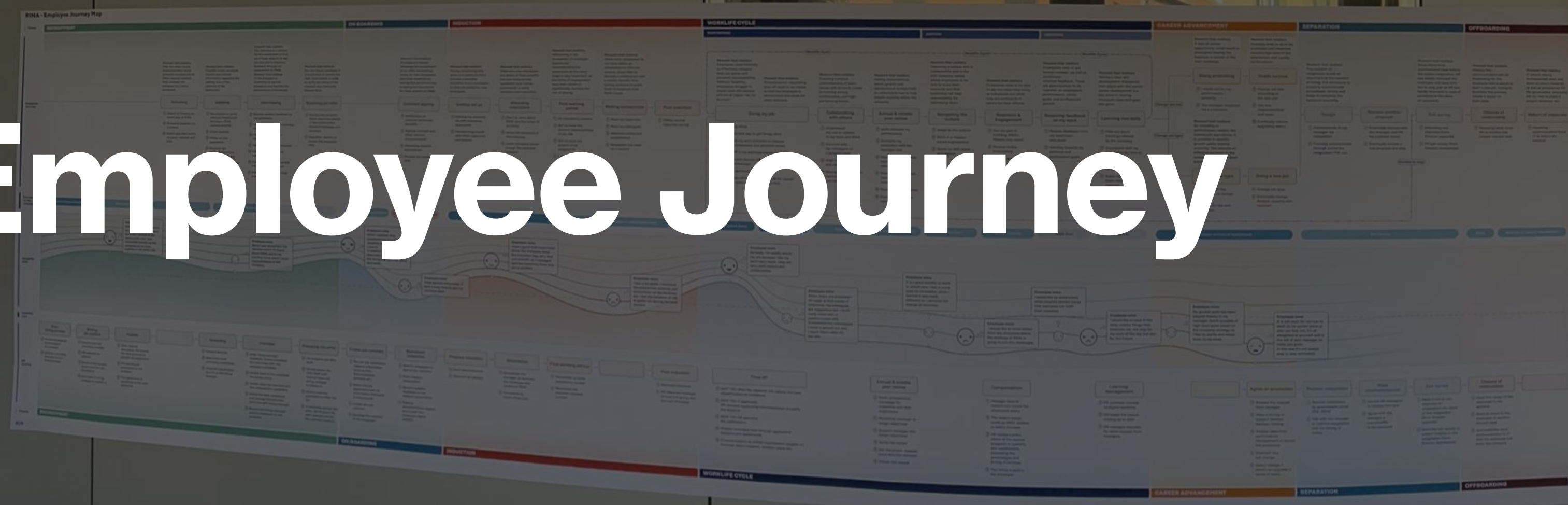


RINA Experience Design

# The Employee Journey Map







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Head of Corporate Experience Design in RINA



01.

# Project



PROJECT

The employee journey map is part of an iterative and continuous project focus on employee.



# Activities

- Interview protocol;
- Sample to interview;
- Employee voices analysis

- Interview protocol;
- HR processes;
- HR voices

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Employee

HR

# Interview protocol

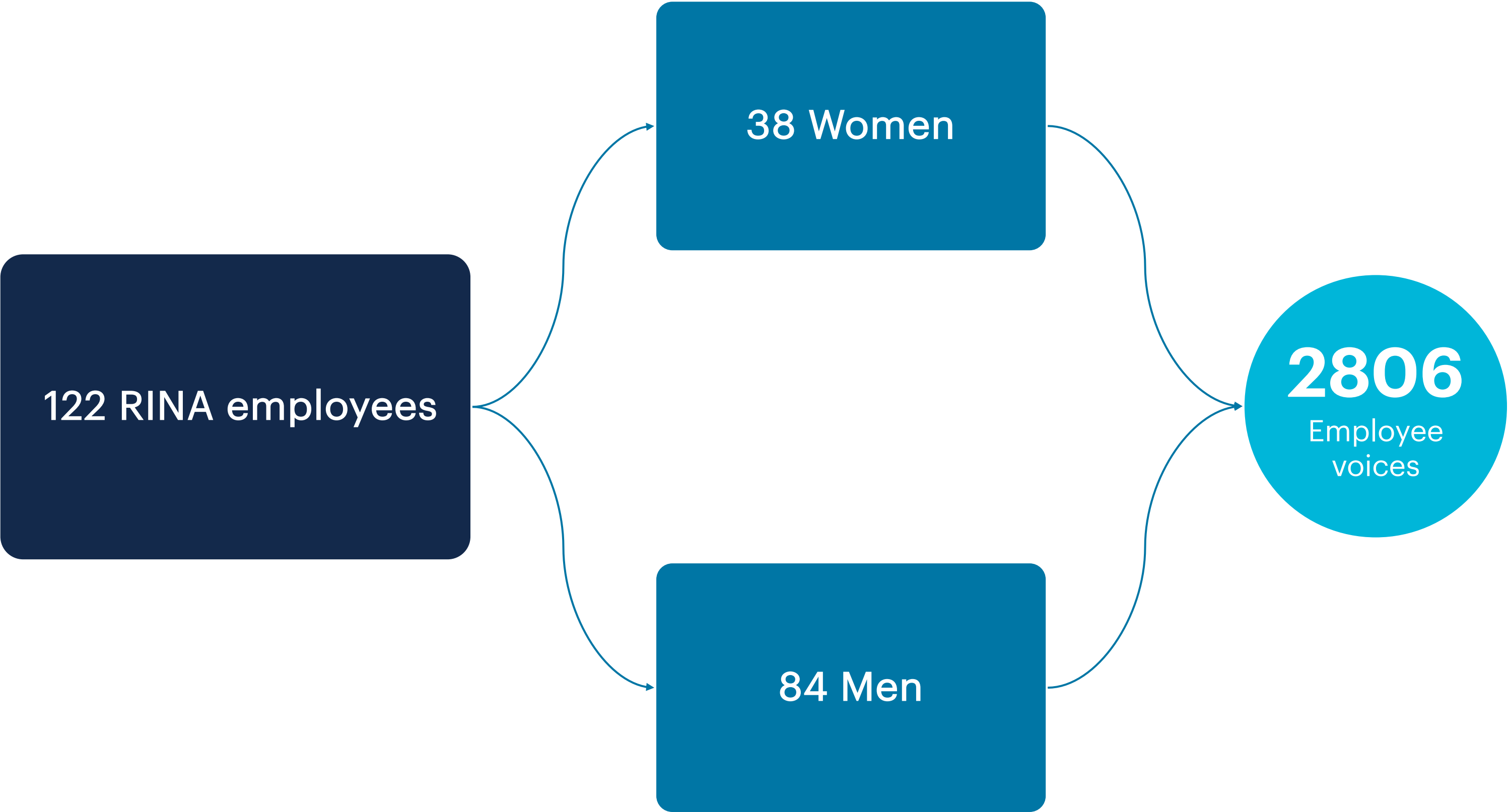
The interview was composed of 23 questions, divided into 7 Phases.

- Recruitment
- Onboarding
- Induction
- Work-life cycle
- Career advancement
- Separation
- Offboarding

Question	Employee journey phases	Graphic Employee Jour...
Graphic Employee Journey Phase: 1 Recruitment		
1. How did you know about RINA?	01 Onboarding	1 Recruitment
Graphic Employee Journey Phase: 2 Onboarding		
2. How was the first approach to RINA?	01 Onboarding	2 Onboarding
Graphic Employee Journey Phase: 3 Induction		
3. Did you have a person or a tool that help you in the first days at RINA?	02 Induction	3 Induction
4. What was the impression you had from RINA, the first days?	02 Induction	3 Induction
5. The values of the company were explained to you?	02 Induction	3 Induction
6. What you were expecting in the first days at RINA?	02 Induction	3 Induction
Graphic Employee Journey Phase: 4 Work-life cycle		
7. Do you think that for a "nationality" work in an Italian company adds ...	02 Induction	4 Work-life cycle
8. Can you tell me a normal day at work?	03 Performing	4 Work-life cycle
9. What are the tools that you use to perform your daily activities? (har...	03 Performing	4 Work-life cycle
10. What are the difficulties that you face in your day at work?	03 Performing	4 Work-life cycle
11. Are you satisfied about your JOB?	03 Performing	4 Work-life cycle
15. Is there something that RINA can support your daily work?	04 Growing	4 Work-life cycle
16. How do you keep in touch with the company?	05 Adoption	4 Work-life cycle
17. Do you think if there was a real intranet in which there is info about ...	05 Adoption	4 Work-life cycle
18. Do you Know RINA Appraisal ?	05 Adoption	4 Work-life cycle
19. What do you think about RINA ?	05 Adoption	4 Work-life cycle
20. Do you think RINA is inclusive company?	05 Adoption	4 Work-life cycle
21. Do you think that RINA is multicultural ?	05 Adoption	4 Work-life cycle
11. Are you satisfied about your JOB?	03 Performing	4 Work-life cycle
Graphic Employee Journey Phase: 5 Career advancement		
12. Do you know your growing path at RINA?	04 Growing	5 Career advancement

# Employee interview: data

The sample interviewed:





# Limitation of the research

Main limitations related to this research are:

- The availability of the employees;
- The process of search for the employees;
- The chain contact to arrive to approach the right person.



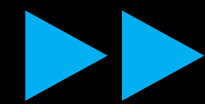


# Outcomes



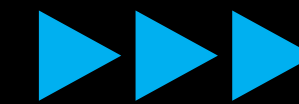
## Employee Value Proposition

A representative statement of RINA's EVP, created through analysis of data from employee interviews and a match with RINA's values and their EVPs.



## Personas

Templates representative of the different profiles of RINA employees, created through the analysis and clustering of common data.



## Employee Journey Map

Visualization of the entire RINA work experience through a detail map designed from employee and HR interview information.



EVP

The Employee Value Proposition is the total sum of everything that people experience and receive as part of their employment relationship with a company.



One of the results of the interviews is the identification of RINA Personas composted by the following elements:

- A fictional name
- The Role in RINA
- The Goal of their work
- Their Motivation factors
- The Pain points in their day-to-day work
- The Needs in their day-to-day work
- Their Strengths and Weaknesses



**Paola**  
The Corporate Officer

Corporate Function

**Goal**  
His/her main goal is to support colleagues in carrying out their work and administrative activities.

**Role**  
He/she collaborates with Business Units acting as a point of contact for internal and external customers and suppliers, through skills that may vary depending on his/her role (Compliance, Communication, etc). He/she also carries and manages administrative activities for the entire Company, supporting colleagues in their needs (ticket opening, timesheet compilation, payroll, etc.).

**Motivations**

- The values of RINA
- The good reliability of the company
- Work in a multicultural company

**Pain points**

- Not expectations/information of growing path
- Not achievable workload
- Poor or null performance feedback

**Needs**

- Constant training
- Balance between professional and personal life
- Improve communication (team and company)

**Strenghts**

- Strategic thinking
- Work with people from abroad
- Proactive

**Weaknesses**

- Understanding foreign working practices
- Manage new skills in a new sector

Collaboration and trust

Curiosity and competence



## EMPLOYEE JOURNEY

A Journey Map is a tool that makes visible every key moment in the experience of a subject, in this case RINA Employee.

Touchpoints of the employee

Same working environment

Career site

LinkedIn

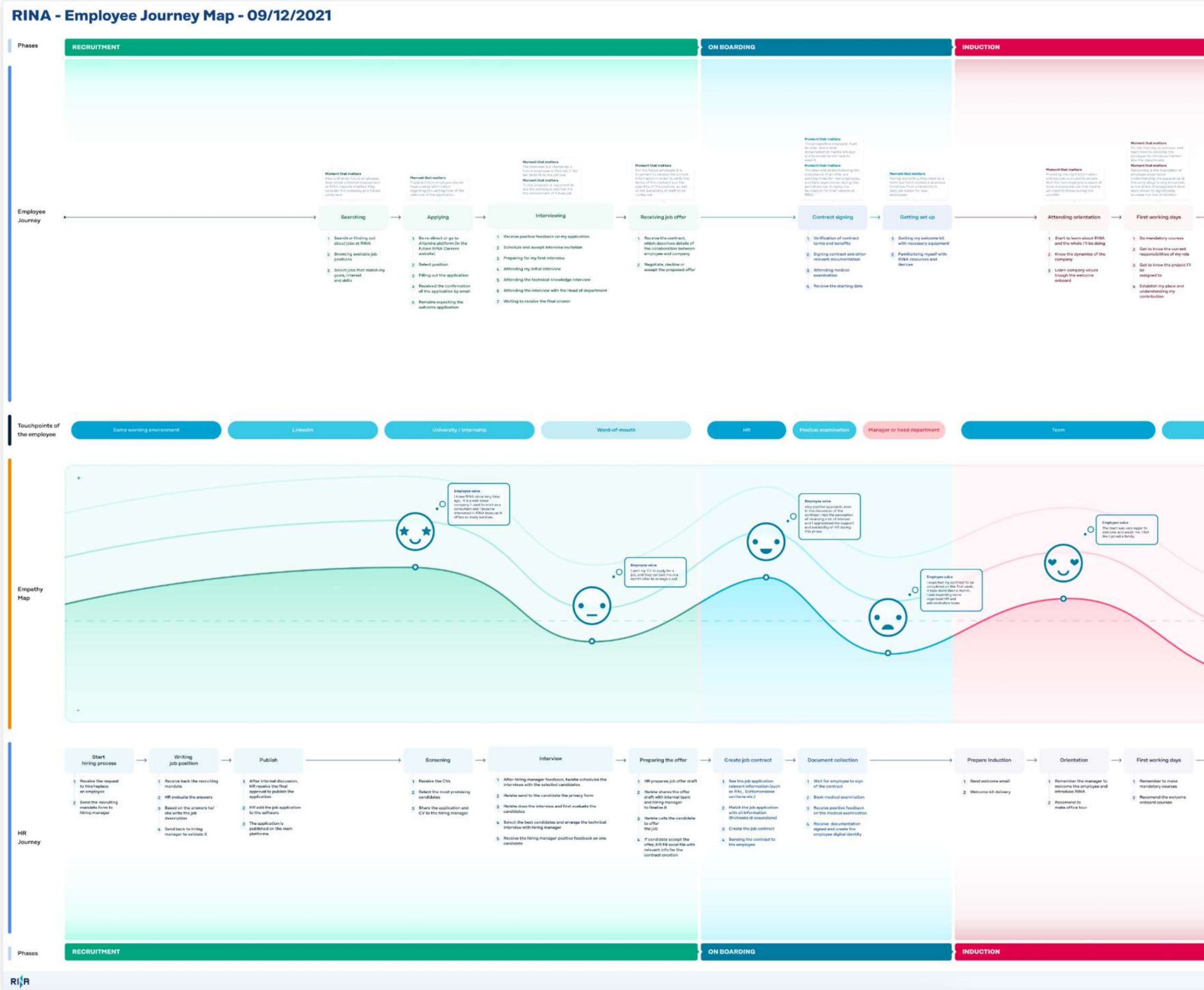
University / Internship



# Description and how to read it

The map is composed by 5 sections:

- 1. Phases
- 2. Employee Journey
- 3. Touchpoints of the employee
- 4. Empathy Map
- 5. HR Journey





# The steps

Every phase has several steps .

The step of the employee is composed by:

- **Moment that matters**, a brief info related to an impactful event in the experience of the employee.
- **Title of the step** that describes the main activity
- **Substeps**, the linear sequence of actions that the employee does within that step

## Moment that matters

How and when future employees hear about potential employment at RINA impacts whether they consider the company as a future workplace.

## Searching

- ① Search or finding out about jobs at RINA
- ② Browsing available job positions
- ③ Select jobs that match my goals, interest and skills



# Touchpoints

The touchpoints are the **points of interaction** that the employee interfaces with every time they perform the Actions reported in the Employee journey (previous slide).

There could be **several touchpoints** for every Step, therefore we defined three Levels of touchpoint:

- Most used touchpoint
- Frequent touchpoint
- Occasional touchpoint

Team

University / Internship

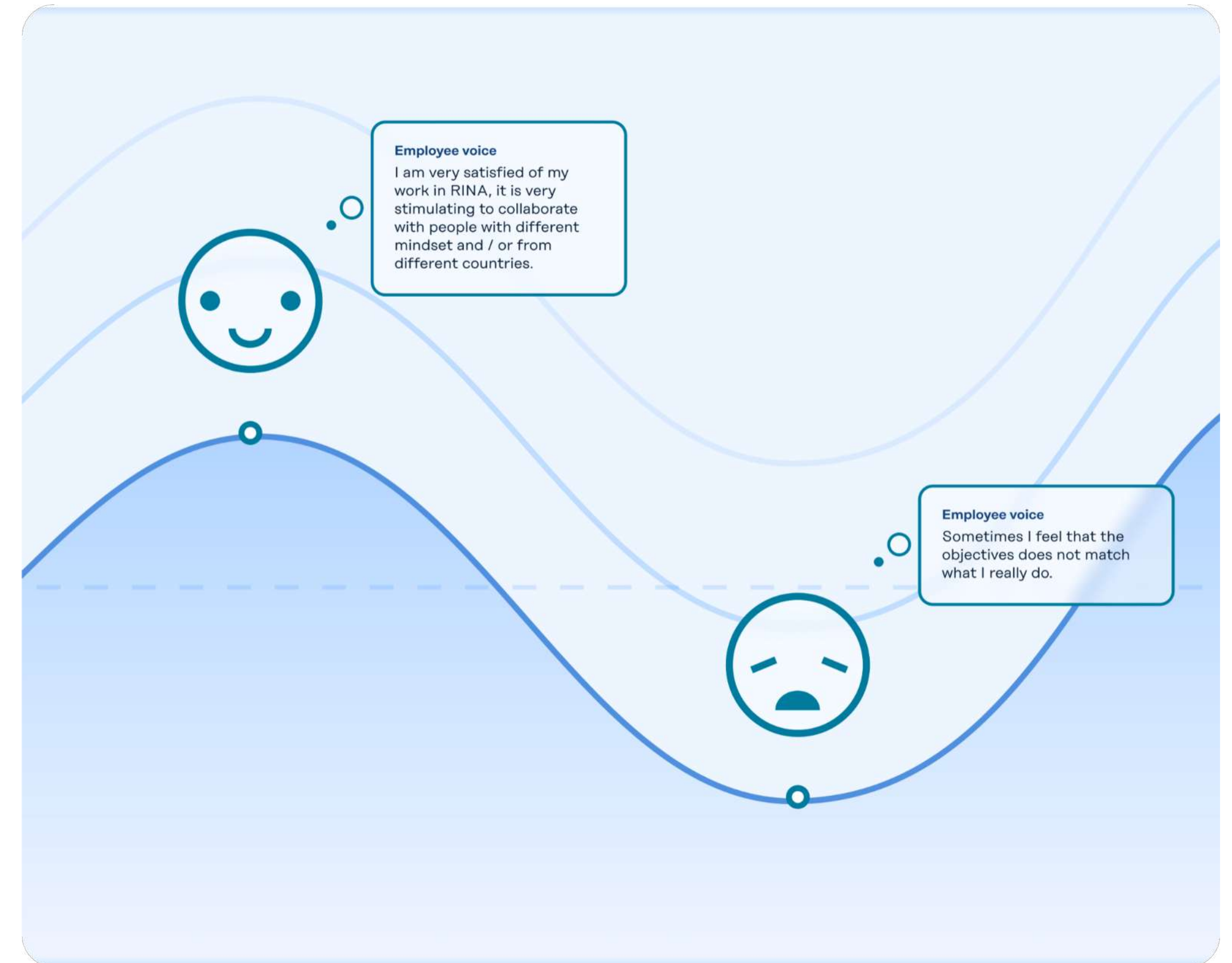
Word-of-mouth



# Empathy Map

The empathy map shows the emotional state of the Employee throughout the whole journey.

On the peaks in the graph, there are also some **emotional indications** with “Employee voice” which are quotes taken from the interviews.





# HR Journey

Synced with the Employee Journey, there is the HR Journey that shows the **interaction between these two actors**.

The steps are similar to the Employee Journey excluding the “Moment that Matters”.

## Create job contract

- 1 See the job application relevant information (such as RAL, Sottomansione sanitaria etc.)
- 2 Match the job application with all information (Richiesta di assunzione)
- 3 Create the job contract
- 4 Sending the contract to the employee



02.

# Insights



# Analysed main points



## RINA values

Insight on company values known and actually perceived by people, on their importance to the work experience.



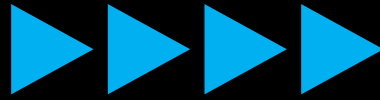
## Touchpoints

Observations on the points of contact between the company and the employee in the various stages of the work cycle, data on the most used and known.



## Acknowledged problems

Data on the main problems that emerged from the bottom-up interviews and their effect on the employee journey map.



## How RINA is seeing

Insights on the employee perception of the company, its reliability and internal reputation.



RINA VALUES

# Collaboration and Trust



Insight



TOUCHPOINT

# Manager or Head of department



Insight



MAIN AKNOWLEDGED PROBLEM

# Growing path



MAIN ACKNOWLEDGED PROBLEM

“It is a dynamic and growing company that is going through the transition of becoming a multinational with an international presence, so it is important that it is structured in the best possible way”



03.

# Take-aways



## ▶ **Goals**

When investigating, it is crucial to set a goal from day 0;

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## ▶ **Collaboration**

The key at every stage, from data collection to analysis, from grounding to sharing;

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## ▶ **Work experience**

Common but personally evolves over time;

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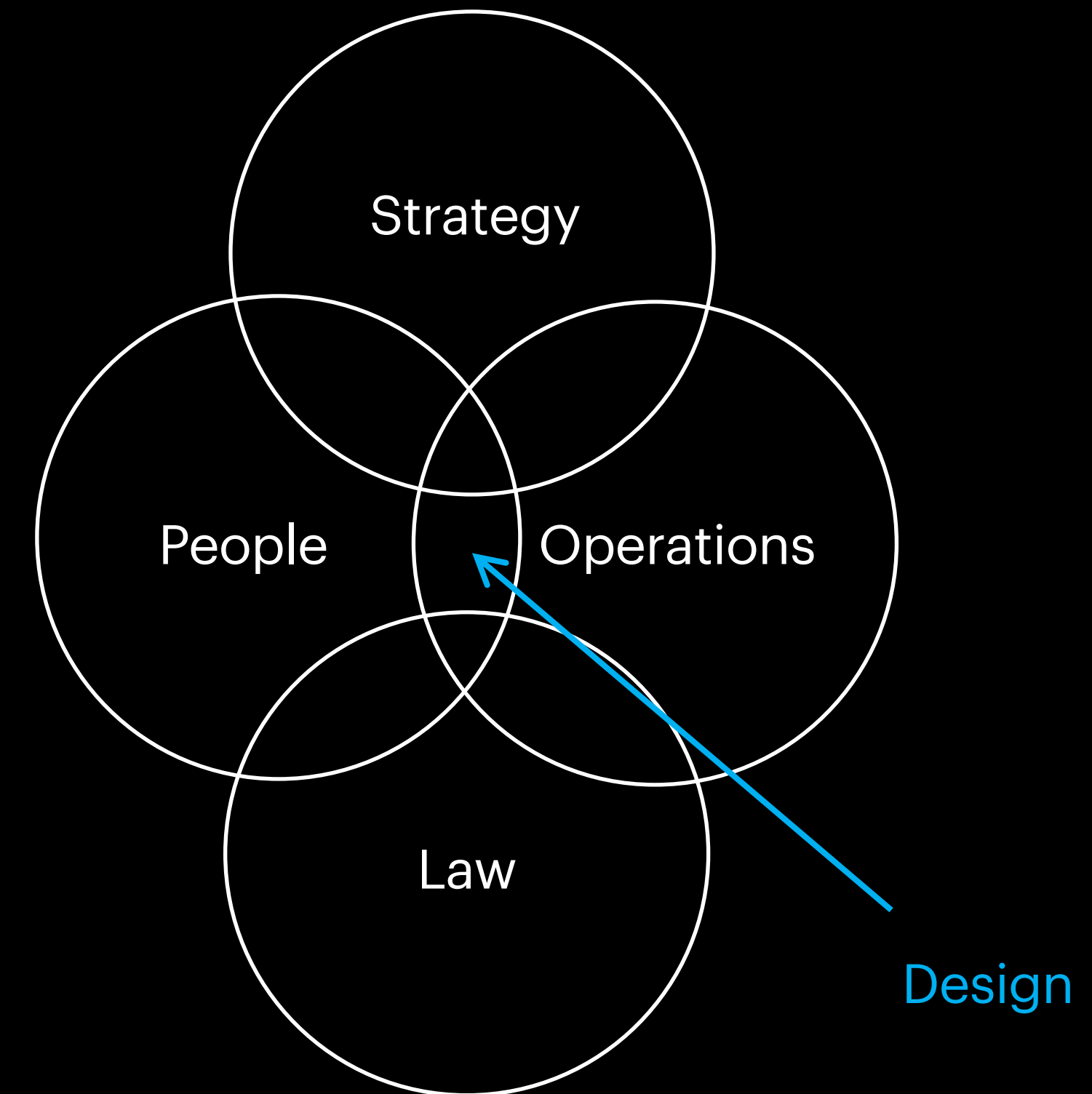
## ▶ **Numbers**

Knowing the numbers is only part of the story, cause the real value is in the qualitative data.



# Design leadership

as a strategic lever



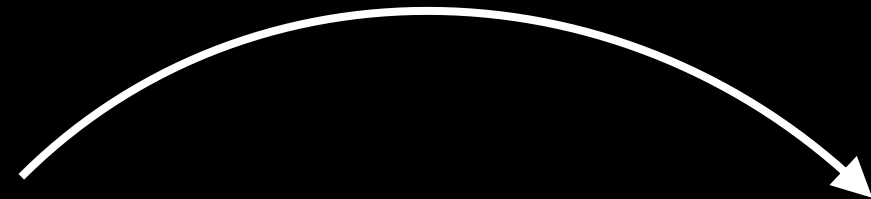


# Next steps

1.

## Review

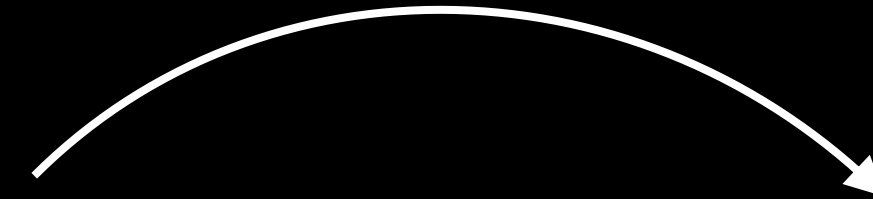
Review of the map using the information received and redesign of the changes



2.

## Sharing

Meeting to share the final output with review of processes and changes highlighted



3.

## Processes drill-down

Detailed analysis of the processes identified as critical or missing and sharing of improvement proposals



**Grazie per l'attenzione.**