

A Journey in Global Onboarding Development

How we created a simple onboarding program that gave every new hire the same engaging, resource-oriented experience with a high degree of manager accountability

Client's Challenge

After decades of creating a high performance, global culture with individuals often stepping up to lead the charge, the engineering function of a multi-billion dollar consumer products company realized that not every new employee was getting the same experience. With presence in 86 countries, onboarding technical employees consistently and with accountability had become a challenge, especially with a wide variety of initiatives each region faced. Some new hires experienced a great onboarding with detailed information and resources at hand, while others, because of the pace of their locality's business, experienced nearly no onboarding. With seeing inconsistent productivity and some increased turnover, it had become time to collate best practices and create a simple way to ensure the same high quality onboarding experience, every time.

Problem in a nutshell:

- Inconsistent onboarding experience from region to region, site to site. Significant differences between regional headquarters and plant locations in onboarding experience.
- Lack of clarity on resources involved and who should be held accountable for what
- As a result, new hires reported poor experiences and managers/leadership suffered from decreased ramp up time and possible turnover

Client's Request: A simple, standard solution that is easy to deploy to each region with a supportive leadership and HR structure.

Invati's Solution

Invati's approach involved the following:

1. Gather best practices from each region and site, treating all sites as equal regardless of new hire population. Although headquarters in the region may have the most new hires and most established process, this approach enabled us to capture unique insights from smaller locations and reapply across the board.
2. Create a team of individuals from each region that would ultimately own tracking and implementation of the program designed.

Leading the team, Invati was able to provide key insights based on our expertise of what supports and engages new hires the most. Invati focused on ensuring the onboarding program was multi-faceted and included all the elements needed to not only ramp up new hires, but to create excitement for their new role. These elements included more than just skill training and work planning such as detailing the relationships needed to succeed and how to achieve them.

To create a simple tool, Invati used Excel. While teams often gravitate towards a digital platform, the intention was to take the focus off the process and instead on execution of the activities. By doing this, we reduced time to execution as well as investment and resources needed. Using the sort and filter options on Excel, we

created a process that could be easily deployed in all regions with minimal training and maximum user-friendliness.

Lastly, Invati created a tracking tool using Sharepoint and Excel to report usage of the tool. The results were reported on a quarterly basis. A system was set up with HR resources and a leadership sponsor for each region to make sure no new hire was missed. By using a multiple customer-oriented approach, Invati was able to create a solution that met the needs of new hires and their managers.

Results

At least 90% of new hires were reported using the new tool around the globe.

The onboarding tool was so successful, the larger Supply Chain organization decided to expand its usage for all Supply Chain new hires (includes Manufacturing, QA, Purchasing, Engineering).

In the future, if they choose to move to a more sophisticated platform, they already have a clear process and requirements in place.

CANDID FEEDBACK

“The tool is so comprehensive. It allows us to see all the things we should be doing, yet allows the flexibility to choose what is appropriate for our site.”

“We like how it’s very clear who owns what task, from administrative assistant to HR resource to new hire to manager.”

Invati Consulting

Enabling Generation Transition.