



Global On-boarding - Done Right!

The Company

A global IT services company with over 50,000 employee operating in X countries with an annual revenue of \$2 Billion.

The Challenge

Over the last several few years, the company has seen an explosive growth in business. Realizing the core premises of the company's long-term success is in having strong Human resource processes, the company has been continuously been training recruiters, mid-tier and senior HR executives To facilitate the training process, the company conducts induction training for both fresh and lateral recruits. These offline training sessions are conducted at regular intervals across various locations. The training however had some shortfalls:

1. The cost and complexity of bringing executives, seasoned trainers and employee as often as once a month has had a huge impact on the bottom-line profits. Though training is considered critical for the success of the employees and the company, based on the recruits feedback the cost benefits of such face-to-face training is minimal and most people preferred time efficient alternatives. In addition, there have been often "no shows" to these training programs due to conflicting priorities, complexity in communication and logistical challenges.
2. The content retention levels post inductions of new employees were fairly low given the intensity of the course. The quantum of information the inductees expected to learn was too high while time allotted is limited in the company's existing training programs.
3. Quite often new recruits were put on job directly without any induction. This was attributed to time and resource constraints.

Bottom-line: The company needed a training program that was convenient, cost effective and could ensure greater recall of HR process steps and principles.



The Strategy, Approach & Solution

Based on extensive pre-development analysis, it was determined an corporate university type e-learning courses were necessary as a means to “To institutionalize an induction and assimilation program, which provides effective training to HR members, thereby resulting in enhanced performance levels of the role holders”.

The sub-objectives of the online programs were to:

- Strengthen and enhance the current induction process
- Bring in learning interventions contributing to higher knowledge retention levels
- Enable faster assimilation and reduce the ‘time to market’
- Provide any time, any where person independent learning
- Reduce instructor dependency & create time flexibilities
- Standardize learning methodologies & learning an enjoyable experience
- Enhance effective application of knowledge in day-to-day operations

Development and Implementation

C&K Management Ltd. developed a 14-hour learning courses distributed in 5 modules. Each of these modules dealt with one specific function of the HR department. The course was structured to communicate the ‘Whats, Hows and Whys’ of the various processes being followed. These were presented through interactive graphic user diagrams and animation that engaged the learner and aided recall. The courseware also made appropriate references to the HR manuals for additional reference.

Results

The course has been developed and hosted on the company’s LMS and is mandatory for new recruits. Post introduction of the course the company has seen a significant improvement in the practical levels of field use and commitment to follow corporate process and principles as designed in the course.

Corporate Take-Away: “Total Recall” of process steps and principles associated with a particular area and interpreted within context by the inductee ‘on demand’. The e-learning program is designed, built and delivered with built on the core learning principles:

- Scope to test the understanding at appropriate levels, instead of final test (formative testing)
- Smooth ‘step up’ of knowledge transfer through appropriate sequencing of needed knowledge
- Interactive touch points to promote a “Learning by Doing” approach