



ISV/Software Solutions

Princeton Center for Education Services, Inc.  
P.O. Box 387 Princeton, NJ 08542, USA  
+1.908.725.4667  
[www.expresstrain-ts.com](http://www.expresstrain-ts.com)

## **Onboarding New Employees into Operations Positions**

**A Princeton Center for Education  
Services White Paper**

*By Bob DeCarlo, Vice President of Sales,  
Peter J. Rizza, Jr., President & CEO*

## Onboarding New Employees into Operations Positions

*Onboarding "new hires" or moving employees from one assignment to the next effectively and efficiently is critical to a firm or agency's productivity and profitability.*

According to Dave Pogue, NY Times Technology Columnist, "I've learned that:

- Everybody knows 40 or 80 percent of what there is to know—but everybody knows a \*different\* 40 or 80 percent.
- Humanity is wasting hundreds of millions of cumulative hours, days and years by doing things the long way."

For example, are you aware that:

- In MS Word you can highlight a word by double clicking it?
- You can enlarge the print size with the Ctrl+ key
- In MS Explorer tap the Space bar to scroll down
- By including quotation marks on Google searches you narrow the search to the word combination. For example; "electric curtains"
- To display your PC desktop use the Windows Key and D
- On your cell phone the "send" displays recent calls and enables you to scroll and redial

**Subject:** This white paper is about improved productivity and shortcutting the Onboarding process. It outlines the cross functional team issues associated with Onboarding new employees the long way into "operations" positions, and the benefit of employing technology to better align the Onboarding business process with the operations skilling process.

### Who owns the Onboarding process?

Who typically trains or "onboards" new employees into operational positions? Where "Onboarding" is more than an orientation event, it's typically a number of people crossing both business and operational processes. The Human Resource Team professionals play a key role in identifying the right people for the right position and typically design develop and deliver the learning to orient or teach these new-hires about the company, the culture, values, benefits, policies and corporate practices. Supervisors within the Operations Team typically align with HR Professionals to interview and hire the candidate and to skill them for specific positions. A "buddy" or supervisor typically trains the person to the operation skill requirements in successfully performing the work. There are systems available to assist these "trainers, buddies and supervisors" in tracking, monitoring and

verifying that these people have a plan for performance and development in the first months on the job.

When two functional groups come together for the Onboarding process, cross process activities usually warrant "alignment" inspection and generally harbor room for improvement. Best practices require one group to take the lead and be held accountable. You can generally identify the lead organization by the group measuring the results.

- Who's measuring the following results?
  - How long does it take to develop and deliver the training?
  - What media is available to the learner when?
  - How long is the time to train by title or position?
  - What does success look like?
    - Time to competency
    - Error reduction
    - Reduced turnover
    - Improved productivity

Where there is no one organization held accountable for a new hire's time to competence during the first few months on-the-job, there's room for improvement. Inevitably, the question arises; "Are there ways to better align the efforts and resources across the HR and Operations functional processes to create a golden thread for the new hire and improve the Onboarding process?"

### **Process Improvement**

The objectives in improving the process are to:

- Minimize the Onboarding effort throughout the "cross-process team" activities
- Optimally develop and deliver the business and operations training required
- Set new-hire expectations to take responsibility for their own performance
- Accelerate the new-hire learning curve and improve the time to train new hires

Subject Matter Experts (SMEs) looking across functional departments that employ best practices often speak favorably of various technologies and processes that start with the hiring process and are employed throughout the onboarding process, career planning and succession.

## Use of Technology

Learning Management Systems (LMS) and Document Management Systems (DMS) play important roles in assisting members of the "cross functional Onboarding" team. Beyond LMS and DMS new employees need to learn where to find the right information at the right time. Many firms have implemented Internet/Intranet sites that are a critical repository of information and knowledge. Some have implemented Knowledge Management Systems (KMS) to shortcut the route employees take to get answers quickly. More recently, vendors developed systems that enable training organizations to create learning lessons and modules and to "reuse" learning objects to optimize development. These systems are one step ahead of Learning Management Systems in that they add the "C" in LCMS for creating Content. LCMS = Learning Content Management Systems.

Beyond development and timely delivery of learning, managers and supervisors need to verify that these people are progressing adequately. HR departments typically offer systems to track and report on an individual's progress. Many firms and agencies use various types of Performance Support Systems as a reporting and tracking mechanism in conjunction with LMS and LCMS. Rarely, do these systems interoperate or flow together seamlessly. Ideally, it would be good to have a system that did all of these things from one source.

## Interoperability

Unfortunately, there is no one system that offers this seamless workflow. It's unrealistic for firms that are in a constant state of fluctuation dealing with business growth and decline, formidable competition, and regulatory change to scrap legacy systems and start with a "new" system that incorporates everything described here. No one vendor even offers a complete LMS, LCMS, DMS and KMS or Onboarding solution. However, there are many vendors that offer excellent services within each category described. The next best solution is to find the best system within each category and bridge them together seamlessly through SCORM compliant interoperability. (Wikipedia; **Sharable Content Object Reference Model (SCORM)** is a collection of standards and specifications for web-based [e-learning](#). It defines communications between client side content and a host system called the run-time environment (commonly a function of a [learning management system](#)).

So to create an environment where "best practices" are shared in both Onboarding and Continuous Learning and measured is a tall task. You will know that you have succeeded when people have access to the right information at the right time, and when you measure the results. A key to weaving the golden thread and measuring results is technology.

To weave the golden thread across HR and Operations and the other functional areas we recommend that you evaluate our ExpressTrain Transformation Suite. Our solution begins with *content capture and knowledge transformation* (a subset of a Knowledge Management System - KMS). The knowledge management field is quite broad – some people work on knowledge structures, some work on data gathering and data mining, some on analysis of information. Our focus is on content creation -- the definition and

structuring of information -- and the transformation of that content into multiple formats. That's our slice of the ecosystem. We compliment the functions that LMS, LCMS, and DMS offer and are interoperable with each.

**Niche:** We at Princeton Center for Education Services work in the *Knowledge Transfer* space between business and operational processes. We specialize in accelerating the transfer of information from the knowledge producers to the knowledge consumers by transforming "learning content" into a variety of useful formats, including; Instructor Led training, Web Based training, e-Learning, Performance Support Tools from User Manuals to Quick Reference Guides, and Verification Tools like Checklists, Quizzes, and Tests.

---

To learn more about the ExpressTrain Onboarding Solution, visit our website at <http://www.expresstrain-ts.com/onboarding-demo> and complete the form. We will schedule a thirty minute online demo.

**About the authors:**

**Dr. Peter J. Rizza, Jr., President & CEO**

Dr. Rizza has over 30 years of experience in technology-mediated instruction, with special focus on learning models and knowledge transfer strategies. He served as manager of Courseware Design for the Control Data PLATO project, where he contributed to many of the interactive design standards used today. In 1985, Dr. Rizza formed the Princeton Center for Education Services, Inc. to help companies design performance support systems, training management systems, and create rapid development tools. He has personally authored hundreds of computer-mediated courses and has presented professional papers on instructional design strategies throughout the world. Dr. Rizza holds a B.S. and M.Ed. in Mathematics/Education from Boston University and a Ph.D. in Curriculum & Instructional Systems from The Pennsylvania State University. Dr. Rizza is currently the Vice President of Operations for the MidNJ-ASTD Chapter1097, the CEO of Princeton Center for Education Services, Inc., and President of the Training Factory, Inc., as well member of the Corporate Advisory Council for Bloomsburg University – Institute for Interactive Technology, the Author of the Mathematics Curriculum for New Century Education Corporation, and Author of the book "A Models Based Approach to Computer Based Training Design and Development".

**Bob DeCarlo, Vice President of Sales**

Bob DeCarlo has thirty years of management experience. Prior to his current position as Sales & Marketing VP at the Princeton Center for Education Services, he held senior management positions at Unisys, AT&T and Bowne Business Solutions.

Bob led the AT&T Network Operations Education & Training organization in the design and development of all performance support initiatives including blended learning, on-the-job training, interactive multimedia performance support systems, knowledge management and quality management systems. His training development team received AT&T's President Award for their contribution to the firm's Malcolm Baldrige Award.

He is President and Board of Directors Leader of the Mid-NJ American Society for Training and Development, a Gerson Lehrman Group Scholar, and Judge for the American Business Awards.

Bob graduated from West Virginia University with honors and completed Advanced Management Programs at Wharton and Duke.

Contact information: [www.expresstrain-ts.com](http://www.expresstrain-ts.com),

+1.908.725.4667