



NEWSLETTER

25 June, 2024

Contents

- Pro-bono Training on How to Implement Digital Onboarding1
- Click to Start: Transforming Onboarding into a Digital Journey.....1
- Seamless Starts: How Digital Onboarding is changing the game in HR3
- Digital Onboarding Scenarios4
 - Remote tests4
 - Implementation of LMS.....4
 - Competency matrix, LMS and fast track onboarding.....5
 - VR for training welders.....5
 - VR for training drivers for intra-plant logistics5

Pro-bono Training on How to Implement Digital Onboarding

In order to share the results of the Digital Onboarding project, the School of Business Competences held a pro-bono training on “How to implement Digital Onboarding Methodology and Process” in the city of Plovdiv. CEOs, HR and production managers, CFOs, HR specialists, and in-company trainers participated the event. Participants in this pro-bono training were representatives of a group of enterprises KCM Holding, as well as BG Light, a medical equipment producing company.

The interest and questions of the participants were focused on the effective onboarding of engineers and technical specialists and of foreign workers and employees. Also, special interest was shown in the different scenarios for using the digital tools identified and tested during the project to create digital video content for the onboarding.

Possibilities for cooperation in this direction were outlined.

Click to Start: Transforming Onboarding into a Digital Journey

CARDET’s perspective

Onboarding, as defined by the Oxford dictionary, is the process of integrating a new employee into an organization. Also referred to as 'organizational socialization' or 'employee induction', it encompasses a series of steps designed to acquaint new hires with a company's culture, their specific role, and the necessary skills and behaviors for effective job performance. Despite its critical importance in fostering team members becoming effective employees from the outset, onboarding is often underestimated.

With the increasing prevalence of remote work, organizations are exploring innovative methods to welcome and train their workforce. Digital onboarding has surfaced as a pivotal strategy to address these modern challenges, applicable not only to remote hires but across the board.



Digital onboarding introduces new employees to the company through digital means. It shares the goals of traditional onboarding: expediting the new employee's path to peak productivity and facilitating a smooth transition into their new role. The key difference is the employment of digital tools such as HR software, video conferencing, Learning Management Systems (LMSs), and other digital onboarding platforms and methodologies, instead of in-person interactions, allowing for the automation of various onboarding tasks and saving valuable time for HR and managerial staff.

The business necessity of onboarding is undeniable. It lays the groundwork for a new employee's experience and success within the company. Effective onboarding can lead to reduced turnover and increased retention; research indicates that well-structured onboarding programs can significantly lower the likelihood of early employee departure—a costly event in terms of time and resources—and can increase the probability of employees remaining with a company for up to three years by 69%, according to the Society for Human Resource Management (SHRM). Moreover, proper onboarding leads to higher job satisfaction and enhanced productivity, as employees are more likely to achieve their performance targets, benefiting both the individual and the employer. However, studies reveal that over one-third of companies lack a structured onboarding process, whether remote or otherwise.

A comprehensive onboarding process includes:

- 1. Introduction to the Company:** Familiarizing new hires with the company's structure, goals, culture, values and mission.
- 2. Paperwork and Legalities:** Completing essential employment documents and understanding benefits.
- 3. Workstation Setup:** Preparing the physical or virtual workspace with the necessary tools and access.
- 4. Role Clarity:** Clarifying role expectations and responsibilities.
- 5. Training:** Imparting the knowledge and skills required for the role.
- 6. Social Integration:** Facilitating introductions with colleagues and key individuals as well as fostering team connections.

This extensive process can be time-consuming, with new hires typically requiring one to three months to be fully onboarded, and certain professions taking up to a whole year to reach a satisfactory level of induction. Thus, the importance of executing onboarding correctly is paramount.

Digital onboarding solutions can enhance the quality of training by integrating cutting-edge technologies such as virtual reality, voice synthesis, and automated translation, particularly beneficial for remote and hybrid training scenarios. Onboarding done digitally is crucial as it streamlines the sign-up and integration process for new team members, making it more efficient for both the organization and the employee. It is especially advantageous in today's digital landscape, where remote and contactless interactions are increasingly commonplace.

Digital onboarding can prove to be cost-effective, especially for large organizations with extensive hiring needs, offering a positive return on investment. By implementing a digital onboarding strategy, companies can significantly improve the recruitment and retention of new hires, while also reducing employee turnover and the time and resources dedicated to the onboarding process.



Seamless Starts: How Digital Onboarding is changing the game in HR

By CARDET

In the modern workplace, the first impressions are digital. The same goes for entering an organization.

This brief article explores the transformative power of digital onboarding systems. These platforms not only streamline the hiring process but also set the tone for a new era of work—one where efficiency, engagement, and employee empowerment begin from day one.

Onboarding is extremely important for creating a welcoming and productive environment for new hires, ensuring they are ready to contribute to their new roles effectively and with ease. Digital onboarding represents a shift towards a more modern, efficient, and employee-centered approach. It leverages technology to improve the onboarding experience, making it smoother for both the organization and the new employee.

Transforming onboarding to a digital form has numerous benefits such as:

- 1. Efficiency:** Digital onboarding automates many of the tasks that were traditionally manual, such as filling out forms and submitting documents. This not only speeds up the process but also frees up HR teams to focus on more strategic tasks. New employees can complete their onboarding requirements without waiting for in-person meetings, which can be particularly beneficial when starting a new job remotely.
- 2. Cost Reduction:** By moving onboarding online, companies can save on the costs of printing physical materials, mailing documents, and organizing in-person training sessions. Even if the digital tools used for onboarding come with a setup cost or subscription fees that, over time, these costs are typically less expensive than the recurring costs of traditional onboarding methods.
- 3. Consistency:** A digital onboarding platform ensures that every new hire receives the same information, training, and resources. This standardization is crucial for maintaining company policies and culture, especially in large organizations where onboarding experiences might otherwise vary widely, depending on different people involved.
- 4. Enhanced Employee Engagement:** Digital onboarding platforms can offer interactive elements such as videos, quizzes, and virtual tours that make the learning process more engaging. Personalized content, such as welcome messages from team members or tailored training paths, can help new hires feel valued and connected to the company from day one.
- 5. Accuracy:** Digital systems typically include validation checks that can catch errors in real-time, reducing the likelihood of mistakes in data entry. This leads to more accurate employee records from the start, which is essential for payroll, compliance, and other important HR processes.
- 6. Continuous Support:** With digital onboarding, new hires aren't limited to asking questions during business hours. They can access FAQs, chatbots, or help centers at any time, which is particularly helpful for those in different time zones or with varying work schedules.
- 7. Self-Paced Learning:** Digital onboarding allows individuals to progress through training modules at their own speed, which can enhance comprehension and retention of the presented information. This approach respects different learning styles and paces, which is more inclusive than a one-size-fits-all, instructor-led session.
- 8. Remote Work Friendly:** For companies with remote or global workforces, digital onboarding is essential. It allows employees to complete their onboarding from anywhere in the world, ensuring



they have all the necessary tools and information to start their new role effectively, regardless of their physical location.

These points highlight how digital onboarding can enhance the experience for new employees and provide operational benefits to the organization for a seamless employment start.

Digital Onboarding Scenarios

Remote tests

For many occupations, when recruiting, employers try to clarify the current level of competence of the candidates. This allows unsuitable candidates to be screened, an individualized onboarding program to be planned, and decisions to be made regarding competency validation.

To deal with such challenges, enterprises can use an open source learning management system (LMS) such as Moodle. Specialists from the relevant divisions of the enterprises or from their professional training centers prepare appropriate tests to assess the level of competence of the applicants for jobs in specific professions.

Moodle and similar platforms offer a multilingual interface and editors to develop and automatically assess tests.

Such open source LMS offer a low-cost solution that, for a few hundred euros per year, provides the necessary training and assessment environment for the employee's life cycle.

Implementation of LMS

The learning management systems (LMS) offer multiple opportunities for automation throughout the employee lifecycle, particularly in the orientation and onboarding processes.

The installation of an open source LMS is a fairly routine task. A serious challenge, however, is the creation of appropriate training content and the organization of training for new recruits, especially if the enterprise employs workers with diverse professions.

One consulting firm has taken a programmatic approach to tackling this problem. The company applies a franchise model for the development of its business. The company begins the implementation of its concept by conducting online training of the staff of the first franchisee via Zoom. Training sessions are recorded in video format via Zoom. So the company recorded more than 40 video lessons, uploaded them to Moodle, and subsequently used them repeatedly to train the staff of subsequent franchisees, as well as its own new hires.

These lessons are beginning to play an essential role in the onboarding of new employees, both for the franchisor and for the franchisees.



Competency matrix, LMS and fast track onboarding

A large enterprise hires employees and workers with a wide variety of specialties - engineers, technicians, assemblers, welders, designers, project managers, etc. For the enterprise, onboarding is a serious challenge due to the large number of different professions.

To address the problem, the enterprise uses a concept developed more than 20 years ago by NOVEL to provide users with access to exactly the resources they need to do their jobs. The human resources department develops a competency matrix that includes a list of competencies that an employee must possess to be successful in the position.

The enterprise then systematically begins to develop learning content for each competency in the competency matrix and upload it to its e-learning platform. Also, HR specialists develop tests that allow a fairly accurate determination of which of the competencies required for the profession a new hire possesses.

Each new recruit goes through the test relevant to his position in the e-learning platform. After that, the e-learning platform is set up so that the new recruit learns only the competencies he lacks. This becomes an integral part of his onboarding program.

Obviously, this approach allows the enterprise to create the shortest training program.

VR for training welders

AQ Electric, one of the partners in the project Digital onboarding, implemented a welding simulator to train welders. SOLDAMATIC is training system based on virtual reality technology. SOLDAMATIC is the world's first VR/AR welding simulator complete with a Learning Management System (LMS). It dramatically decreases the cost of training welders and, at the same time, improves the welders' training efficiency. This VR-based training approach is implemented in welders' onboarding program.

VR for training drivers for intra-plant logistics

The analysis of the behavior of the operators of vehicles for intra-plant logistics, such as electric trucks, gas trucks, lift trucks, etc. indicates that they have a problem with spatial orientation. The consequences are expressed in incidents in the logistics of expensive end products and breakdowns that increase production costs.

In order to deal with the problem, the enterprise decided to experiment with a VR simulator for operators of means of transport from in-plant logistics. To ensure maximum realism, the enterprise uses the services of a company specializing in the VR-technology. For this purpose, the company uses a drone with 360-degree cameras. Drones surround the production premises and provide 3D video information about the transportation environment. The company's software engineers develop training scenarios, for example, with obstacles appearing on some of the routes – like pallets, boxes, etc. For training, the operators work with a specialized console and VR glasses. This training environment becomes part of the operators onboarding program, as well as for upskilling and reskilling drivers.

01000101 01110010
01100001 01110011
01010101 01110101
01110011 00101011
00100000 00100000



Since the enterprise already has a digital twin, this video information can be used for other purposes - for a remote walk in the enterprise for students, job candidates, investors, etc. Also for the development of other training scenarios - for fire action , disasters, accidents and the like.