

Case Study

Baker Tilly helps client roll out optimized onboarding processes



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Client

Global manufacturer of medical devices and supplies with 38,000 employees across more than 70 countries.

The Business Challenge

During a period of rapid global expansion, the company was working to hire and onboard talent in new markets. Disparate processes and a limited onboarding tool failed to meet the needs of the organization. Specific areas of concern included:

- > **Onboarding Effectiveness:** Disorganized and manual new hire initiation tasks were a headache for the company. There were disparate onboarding processes across different business units and geographies, which led to countless hours wasted on activities that produced little value.
- > **New Hire Experience:** New hires struggled to get through onboarding and up to productivity due to experiences that were both unmotivating and inconsistent from team to team, business unit to business unit, and location to location.
- > **User Buy In and Adoption:** The client had concerns about getting support from and standardization across more than 60 countries in a 6 month timeframe, given that each group was used to a manual process that afforded them the freedom to do things their own way.

The Baker Tilly Solution

Baker Tilly brought its proven methodology to the table and worked with the client to tailor an approach for the project. We partnered on the following key activities and milestones to implement Oracle's Taleo Cloud Transitions platform:

- > Conducted a thorough current state analysis to understand the process variances across teams, business units, and geographies.
- > Partnered with stakeholders to understand the legal and business requirements for future state.
- > Designed an optimized new hire onboarding process that incorporates leading practices and standardizes the experience across the organization while still allowing flexibility where needed.
- > Conducted a job impact analysis to identify the changes required for future state as input to the communication and training plans.
- > Developed and tested the process with key global stakeholders to ensure legal and business fit, as well as improved end user experience.
- > Established and executed the detailed communication and training plans to drive end user buy in, adoption, and long term sustainability.

Business Results

By optimizing their processes and implementing a state-of-the-art onboarding platform, the client has transformed their onboarding programs and positioned their teams to support continued growth and other key strategic objectives.

- > **Improved Time-to-Productivity:** Employees are empowered to be more productive from day one, making them a positive contributor much faster than in the past.
- > **Process Uniformity:** Ensured single process and technology is followed globally and each hiring manager applies the standard process, improving the new hire experience and contributing to the organization's reporting and analytics.
- > **Positive User Adoption:** An integrated change management program with a tailored approach and the right level of rigor correlated to increased user adoption.

About Baker Tilly

Baker Tilly is a professional services firm with a specialized Human Capital Management consulting practice. We work to help clients modernize their HR strategies, processes, and technology that improve workforce engagements to drive business results. Baker Tilly's approach provides clients the insights to manage their end-to-end talent lifecycle to solve today's critical challenge: unleashing the power of their people. Our professionals thrive on the excitement that comes from helping clients succeed in today's dynamic marketplace.

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Solutions for today's onboarding challenges



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The Onboarding Challenge

Antiquated onboarding processes that require paper forms and manual intervention are costing organizations an incredible amount of time and money. Not only are human resource teams and new employees wasting time on labor intensive activities that add little value, but the out-dated processes do not engage new hires either. And they certainly do not reduce productivity time, resulting in even higher costs with employee turnover.

Achieving a state-of-the-art onboarding program is a journey. Consider the onboarding value pyramid below. You must first start at the beginning and get the basic, foundation elements in place. Then you can work on activities to integrate your new hires into the organization and improve your productivity measures. These are the first steps on the path to improved employee engagement and retention within your organization.



The Baker Tilly Solution

A truly strategic onboarding program that is aligned to your talent and business strategies is the end goal, but the path to get there can seem overwhelming. Baker Tilly's experienced team members will work with you to break down your current onboarding programs and processes. Together, we will develop your roadmap to success. Based on this initial analysis and the resulting roadmap, we will target the areas of highest concern first and lay the groundwork for future expansion and evolution of your onboarding programs. The end goal will be to achieve new hire effectiveness and improve employee engagement and retention, thus driving tangible business results for your organization.