New Hire Training Program/Research Firm

Case Study

New lab technicians at this large research firm were expected to be productive in a very short time. But the company had no consistent method for training new hires. No training documentation existed, and there was no support for those tasked with training. In fact, it wasn't even clear which new hires would be trained on which procedures. The firm turned to cube 2.14 for help.

Our Process

To begin this ongoing project, we turned to our own internal process:

Assess ▸ Diagnose ▸ Design ▸ Plan ▸ Implement

Assess the Needs

We started by interviewing several lab managers and new hires to assess what was working and what wasn't with the client's current training practices. We identified the need to develop and implement a new laboratory technician structured on-the-job training (S-OJT) program to ensure that new lab tech hires would be trained on critical knowledge, process, and tests.

Diagnose the Situation

Upon further investigation, we realized that large portions of the client's current training program could be re-purposed into a more structured program, even though additional material would have to be developed to fill in gaps.

We were surprised to learn that no direct competitors used an S-OJT program for new hires, and the client jumped on this opportunity to create a competitive advantage. Moreover, an S-OJT program would improve speed-to-competency of new hires and therefore decrease training costs. It would also increase the potential for cross-lab training, improving resource usage efficiency.

Design the Solution

We developed a comprehensive "flex-six" week S-OJT program for new hires. The interactive program will be conducted almost entirely in laboratories rather than classrooms and will be broken up into segments: short discussion/presentation style "vignettes" that a company mentor will conduct with the new hire in a conversation format, followed by actual hands-on structured training on key tests that are performed across the organization, regardless of specialty.

Plan the Timeline

As we hold working sessions with the client to review and operationalize the design, we are developing a more detailed program plan and timeline for the six-week S-OJT program.

Over the course of the training, the mentor will take the new tech through a documented chronology of information and tests, designed to help the new hire become productive rapidly. At the end of each segment, the new hire will be tested to ensure how well they can apply their new knowledge. Notably, the six-week length of the program is merely a recommendation; the mentor has the ability and authority to modify the program content and length according to the experience and aptitude of the new hire.

Mentors, supervisors, and certifiers will also complete a "train the trainer" program before joining the S-OJT program.

Implement the program

Prior to implementing the new S-OJT program, we have identified key benchmarks that we are confident will highlight the success of the new S-OJT program: increase of speed-to-competency for new hires, employee retention, and employee referrals. Establishing baseline measurements for each of these metrics will be important in determining how well the new program achieves its goals.