

## HUMAN CAPITAL MANAGEMENT



### Hudson Engages HCS to Develop **ONLINE ON-BOARDING PROGRAM**

Hudson is a leading provider of permanent recruitment, contract professionals and talent management services worldwide. From single placements to total outsourced solutions, Hudson helps companies achieve greater organisational performance by assessing, recruiting, developing, engaging and retaining the best and brightest people for their businesses. The company employs nearly 3,000 professionals serving clients and candidates in more than 20 countries. The company's Australian and New Zealand arm was established more than 24 years ago and has grown to include approximately 1000 staff and 14 offices.

#### **A changing corporate vision**

In 2007, when Australia was in the middle of both a skills crisis and an economic boom, Hudson's decided to implement a sophisticated training program, identified as critical to achieving the company's aims of building the best possible business model for the future. A comprehensive review of all training offered and technologies used to deliver training began.

In order to deliver the best possible standards and functionality in learning technology, Hudson partnered with HCS, a ComOps company, which ran workshops to assist in familiarising the Learning and Development team with the capabilities of the latest learning management systems (LMS) HCS also prepared a detailed LMS requirement definition document that was used to assess and select the final LMS provider.

"The Learning and Development team benefited greatly from the partnership with HCS," said Nicole Jenkins, Hudson Learning and Development Consultant, and project manager for the On-boarding e-learning program.



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"We needed a neutral party to help us work our way through the jungle of terminologies, technologies and products so that we could identify what would work for us." It was a successful collaboration that ended with the selection and enterprise-wide deployment of an Oracle LMS.

#### **A faster, more consistent induction program**

Twelve months later Hudson embarked on the development of an on-boarding (or induction) training program that would be accessible to all staff via email and the company's LMS.

The aim was to introduce greater speed and flexibility into the delivery of training for new recruits and allow them to work through a consistent induction training program, available at the time of joining the company. Face-to-face sessions complemented the online work by providing new staff with networking opportunities and additional exposure to the corporate culture. E-learning also offered the chance to introduce more vibrancy and fun into the training process while helping new staff to become productive in a more rapid timeframe.

"We looked at three or four suppliers for the on-boarding training project. We chose HCS because they bought into our vision and shared our passion," said Jenkins. "Additionally, as we had already worked with the company we were familiar with their methods and people and the quality of their solutions."

#### **Developing the program**

Together, HCS and Hudson's Learning and Development team considered the potential audience of the program and determined that the course required a high level of visual stimulation and learner interaction to keep the new recruits engaged. It also required interaction with managers of the induction process, responsible for administration of on-boarding. The whole project needed consistent coaching and development throughout, particularly as this was Hudson's first online training project.

The training structure was put in place and content provided to HCS to develop storyboards for the three on-boarding modules. The first was an overview to the whole induction process; the second set the Hudson scene for inductees and the third provided managers with information and reminders regarding their responsibilities when inducting new staff. Over the following weeks the content was refined and by mid-2009, development of the on-boarding program was complete.

#### **Reactions**

Prior to the implementation of the online model, it could take up to two months for new starters to attend corporate induction. Additionally the 'on-boarding experience' was not consistent across all offices. Today, when a new starter joins a Hudson office in Australia or New Zealand, on-boarding begins immediately and the experience of new starters is consistent and of a high standard.

"It's making a dramatic difference to the business and our employment brand," said Jenkins. "We are delighted with the finished product and were very impressed with the HCS team. Their input went above and beyond our expectations."

