GSCS Onboarding Overhaul

Needs Assessment Report

OVERVIEW OF FINDINGS

GSCS currently does not have a scalable, consistent, effective, clearly defined structure or set of resources used to onboard new employees. Lack of such an onboarding program has negative results on productivity, morale, efficiency, and ultimately revenue. The needs assessment detailed herein pulls both internal (survey & interview) and external (reputable research) data together to highlight the specific gaps GSCS has when onboarding new employees, the business impacts those gaps have, and recommended solutions to fill those gaps and how those solutions will positively affect the business. While GSCS has many gaps in onboarding new employees, the analysis found that those who would be involved in implementing these solutions (hiring managers, team members, colleagues) would be able, willing, and eager to support them.

- *What is the gap?*
  - Knowledge
    - In the current onboarding framework used by GSCS there are limited guidance and expectations provided to managers on how to onboard a new employee, and the onboarding process varies greatly between regions and teams. Some of the reasons for these discrepancies include: varying times to proficiency in role specific skills dependent on region and team, varying methods on how and when to train new hires on Maxar's product suite and internal processes, varying expectation regarding when and how to provide feedback and necessary coaching.
    - In their first 0 - 90 days, new hires do not consistently receive the knowledge, guidance, and support in the right amount or at the appropriate times that they need to be effective in their role. [1]
    - Managers do give feedback and coaching but it's not structured, so it's left up to the manager's discretion on when and how to give the feedback. This leads to inconsistency.
  - Environmental
    - Managers are not equipped with training resources they need to effectively onboard new hires. Ie: collateral, manager/new hire checklist, clearly defined learning path.
    - The lack of a structured onboarding program and collateral specific to new hire education increases responsibility put on people managers, decreases a new hire's productivity both short and long term, and creates inconsistency in what/how our new hires are learning role specific skills.
    - New hires are not provided a safe learning environment to practice role specific skills to further their training and increase learning transfer. Instead, it is common that new hires are expected to practice role specific skills through on the job situations (often with customers). (See this also in Skills Gap section)
  - Skill
    - There is currently not a consistent method in place for our new hires to develop role specific skills with direct and immediate feedback on their progress. Instead, it is common that new hires are expected to practice role specific skills through on the job situations (often with customers). This is also an environmental gap.
  - Motivational

- Poorly defined and structured onboarding programs increase turnover and decrease employee engagement and productivity over time. [3,5]
- *What are the business impacts of the gap?*
  - 1. Elongated time to proficiency and loss of productivity due to new hire learning curves can cost from 1-2.5% ([Baumann; Urban Bound. 2018](#)) of total business revenue.
  - 2. The median cost of turnover is about 20% ([Boushey, Glynn; Center for American Progress. 2012](#)) of that employee's salary through both direct and indirect costs.
  - Hiring managers and teammates spend an increased amount of time training new hire, leaving less time for them to drive revenue.
  - Lack of structure and resources aids in instilling a motivation gap which decreases trust in the company, productivity, and morale, leading to increased turnover.
  - Lack of role clarity both short and long term which decreases retention, morale, and engagement.
- *If the gap were filled, what would be the business impact?*
  - Decrease time to proficiency which leads to increased productivity and revenue. [1]
  - 3. GSCS can retain employees longer, decreasing the cost spent on hiring and training new employees. 69% ([Boushey, Glynn; Center for American Progress. 2012](#)) of employees are more likely to stay with a company for three years if they experienced great onboarding. [2]
  - Decrease the effort expended by people managers and team members to create improvised training programs for each new hire, increasing the time team members can spend bringing in revenue.
  - 4. Strong onboarding programs build trust between new hires and their direct managers, their colleagues, and Maxar as a whole. They also show new hires they are valued, and provide role clarity. This all contributes to increasing the happiness of employees and decreases attrition. 58% of men and 74% ([Boushey, Glynn; Center for American Progress. 2012](#)) of women would turn down a high paying job if it meant not getting along with coworkers.
  - 5. Standardized onboarding programs can lead to 50% ([Hirsch; SHRM. 2017](#)) higher productivity.

DATA COLLECTION KEY FINDINGS

- **Indicate what modes were used to gather information**
  - Survey
  - 1v1 Interviews
  - Data Collection

Data Collection

- *What data did you look at?*
  - [Onboarding New Employees: Maximizing Success](#); Bauer, SHRM. 2010.
  - [Employee Onboarding Surveys: What to Ask and Why](#); Qualtrics.
  - [How to Assess Your Company's Onboarding](#); Lauby; HR Bartender. 2017
  - [Essential ingredients for an effective onboarding program](#); Sundaram, Patel; Gallup. 2019

- o [The ultimate guide to employee onboarding](#); Dewar; Sapling. 2021
- *What was the goal of looking at each piece of data?*
    - o I wanted to research onboarding forward and backward to understand industry best practices and implement them at Maxar. I wanted to use the data from published journals, blogs, and reputable organizations to influence the questions I asked in my interviews and internal surveys, as well as to formulate effective recommendations.

- *What were the key findings from the existing data specifically?*
    - o Tenure: employees tend to stay longer at a company when they've had a positive onboarding experience
    - o Ramp time: the better the onboarding process, the faster new employees get up to speed and deliver valuable work to the company
    - o Advocacy: a better onboarding process has been shown to increase the likelihood that new hires will recommend you as a place to work
    - o Onboarding surveys sent at specific milestones during the onboarding process are an effective way to gauge effectiveness of an onboarding program, especially when data is combined with that of ongoing employee surveys.
    - o Using new onboarding technology platforms might be tempting, but these tools have a short life span if they differ from the company's core system or intranet. What's more, some are difficult to learn.
        - ▪ This results in your new hires spending most of their time learning technology with a shelf-life, as opposed to getting effectively onboarded at the organization and in their role.
    - o The big differentiators of strategic onboarding are: Pre-Boarding assimilation, cross department workflows, developmental focus.
    - o 87% of organizations that assign an ambassador or buddy during the onboarding process say that it's an effective way to speed up new hire proficiency.
        - ▪ High performing organizations are nearly 2.5x more likely than lower-performing employers to assign a mentor or coach during the OB process
    - o Debriefs are one of the most underutilized tool managers and team leaders have. Groups that debrief on a regular basis perform up to 20% higher than groups who do not.
    - o There are four distinct building blocks of employee onboarding that form a successful process, according to the SHRM.
        - ▪ **Compliance** — It's important to teach employees basic legal and policy-related rules and regulations.
        - ▪ **Clarification** — Ensure that employees understand their new jobs and expectations.
        - ▪ **Culture** — Provide employees with a sense of informal and formal organizational norms.
        - ▪ **Connection** — Interpersonal relationships and information networks are vital for new employees to be successful.
    - o The degree to which an organization leverages the four C's determines its onboarding strategy level. There are three levels.
        - ▪ **Level 1** — passive onboarding. Compliance is a natural part of formal onboarding, and some role clarification may be given. Culture and connection are not addressed. Approximately 30 percent of organizations work at this level.

- **Level 2** — high potential onboarding. Compliance and clarification are well-covered, and some culture and connection mechanisms are present. The complete process has not yet been established in a systematic way across the organization. About 50 percent of all firms work at this level.
- **Level 3** — proactive onboarding. The four C's are formally addressed. Only 20 percent of organizations achieve this level.

Both figures below are from SHRM - Onboarding New Employees: Maximizing Success

Onboarding Strategy Level	Compliance	Clarification	Culture	Connection
1 Passive	YES	SOME	LITTLE/NONE	LITTLE/NONE
2 High Potential	YES	YES	SOME	SOME
3 Proactive	YES	YES	YES	YES

Best Practices for Onboarding

✔ Implement the basics prior to the first day on the job.
✔ Make the first day on the job special.
✔ Use formal orientation programs.
✔ Develop a written onboarding plan.
✔ Make onboarding participatory.
✔ Be sure your program is consistently implemented.
✔ Ensure that the program is monitored over time.
✔ Use technology to facilitate the process.
✔ Use milestones, such as 30, 60, 90 and 120 days on the job–and up to one year post-organizational entry–to check in on employee progress.
✔ Engage stakeholders in planning.
✔ Include key stakeholder meetings as part of the program.
✔ Be crystal clear with new employees in terms of:
  • Objectives.
  • Timelines.
  • Roles.
  • Responsibilities

New Hire Survey

- *What was the goal of the survey?*
  - The goal of this survey was to collect quantitative/qualitative feedback from team members who have recently gone through onboarding or a significant role change at Maxar. It was important to send a survey in addition to conducting interviews to provide an anonymous space allowing for complete candor.
- *Who was the audience for the survey?*
  - Team members who joined GSCS or changed roles within the organization in the past 2 years.
- *What was the response rate of the survey?*
  - 11 responses out of 22 people - 50%

  Breakdown of responses by region

Region	Number of responses	Percent of responses
Americas	5	42%
APAC	3	25%
EMEAR	4	33%

- What were the key findings from the survey results specifically?
  - New hires have a 64% satisfaction rate with the onboarding process
  - 100% of respondents felt welcomed by their team and manager

	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	TOTAL
The materials and resources provided to me during my onboarding contributed to my success in my role.	0.00% 0	18.18% 2	45.45% 5	18.18% 2	18.18% 2	11
I was satisfied with the support and information I received before my first day on the job.	0.00% 0	27.27% 3	18.18% 2	36.36% 4	18.18% 2	11
By the end of my first 30 days I had a clear understanding of the responsibilities of and what would be expected of me in my role.	9.09% 1	0.00% 0	18.18% 2	36.36% 4	36.36% 4	11

- As is shown in the chart above:
  - 18% disagreed and 45% were neutral that the materials provided during onboarding contributed to their success in their role.
  - 23% disagreed and 18% were neutral that the information and support in the pre hire experience was satisfactory.
  - The only category to receive a 'Strongly Disagree' and had 18% select neutral was that new hires did not feel they had very clear role clarity after the first 30 days at Maxar.
- There is a bottleneck in our IT process when it comes to receiving and setting up laptops. Our new hires and people managers frequently do not know who to go to for help or what process to go through to get help from IT.
  - The arrival of laptops to a new hire are delayed. This was frequently the case with international new hires, and now is common in the remote working posture for domestic new hires as well.
    - "My laptop was received 40 days after joining. Onboarding team had no information on terms of international employees. My salary was not remitted in the first month"
  - Laptops lack proper role specific software on a new hire's first day.
    - "Everything we require should be set up on the laptop before hand if possible, you can spend a lot of time, trying to get software installed and working correctly."

- "Laptop arrived in great time however, when IT wanted to set things up, certain ID's were missing which delayed the process of setting it up."
- "Setting up the laptop and activating accounts was quite confusing - having to speak to lots of different people that I was unsure understood what they were installing or expected me to understand fully why something was being installed and what it would be used for. It would be preferable to have everything required installed before starting so that you could learn how to use it without needing to install yourself."
- "Having laptop ready on time with essentials systems installed would have been helpful"
- IT is slow to respond to new hires and solve hardware/software issues.
  - "IT experience should be much more easier and supportive"
  - "Have IT be more responsive in making hardware available "
  - "It took 5 weeks to get my laptop up and running, even longer to get it working. It's the time I could have spent being productive"
  - "It took few weeks to get though IT bumps "
- There are patterns in the open-ended responses of what went well in the onboarding process.
  - Getting support from coworkers and utilizing SMEs for training is a strength GSCS has across regions and teams.
    - "Intentions of people are somehow good, but the tools and processes don't follow."
    - "Supportive team always available to provide guidance and feedback."
    - "Meeting new team members" [went well in the onboarding process]
    - "People are very open to meeting with you and helping you learn/understand aspects of the business."
    - "my team was very supportive and was there to answer any and all questions I had"
- There are patterns in the open-ended responses regarding what could have gone better in the onboarding process.
  - GSCS does not provide an overview to our organization; new hires are not introduced to business units, the roles of other teams, or what our mission is in GSCS.
    - "I didn't know very well other departments and the structure of the company."
    - "No introduction to the organization."
    - "I didn't know very well other departments and the structure of the company."
    - "what we do and who does what would have helped"
    - "I also would have loved some kind of clear overview of the company org and an understanding of the overlap between groups, a more clear understanding of the differences between commercial and government, etc. "

- Due to the lack of structure and planning, the content presented our new hires with is often overwhelming. Managers need to allow them time to process and apply information they have recently learned.
  - "a more gradual introduction to different aspects e.g. learning about products AND spacecraft AND pricing AND who is involved in what team is confusing. You are added to distribution lists early on with little explanation of what is what or if it is important to your role."
  - "Processes, methods, tools onboarding was overwhelming and all over the place."
  - "The training sessions timing was a little crowded, allowing little time for ingesting the information between sessions"
- The lack of structure and formal training during onboarding made the process difficult. New hires want to be able to understand their progress.
  - "There was not a lot of structure. I met with a lot of people but attempting to put all of the information together and digest it was difficult. There were times when I didn't feel like I knew what the next step was. "
  - "A better structure to on-boarding Clearer set up and path to follow and understanding my progress"
  - "More formal training around processes specific to my new role"
  - "My onboarding experience wasn't very structured, so I felt like I had to figure things out on my own or go looking for training to get up to speed. The Sales Newsletter is super helpful now in pointing to relevant content and the deep dive product trainings are extremely valuable. Having an onboarding timeline with a structure on when to take certain trainings would have been very useful! "
- GSCS do not provide adequate product training to enable our new hires to be effective in their roles in the first 90 days.
  - "More training required on Maxar Products and how they are used. And more in-depth training on the parts of Salesforce that we specifically need to use for our roles.
  - "Maxar's business can be very complex and there is a lot to learn, especially with products. More time spent here would be helpful.
  - "No really training on Maxar products or capabilities."
  - "a high-level overview of products what would have helped"
- Most new hires are expected to spend their first 30 days learning through on the job experience with manager coaching and guidance. One respondent described their first month at Maxar as "to jump into ocean and try to swim".

People Manager Survey

- o *What was the goal of the survey?*

- The goal of this survey was to collect quantitative/qualitative feedback from team members who are responsible for onboarding new employees in GSCS. It was important to send a survey in addition to conducting interviews to provide an anonymous space allowing for complete candor, and it allowed me to reach a larger number of managers for feedback.
    - *Who was the audience for the survey?*
        - People managers in GSCS
    - *What was the response rate of the survey?*
        - 19 responses out of 32 people - 60%

        Breakdown of groups managed by respondent

Role	Percent of Total	Number of responses
Sales	52%	10
SE	21%	4
ASM	16%	3
ISR	16%	3
OTHER	5%	1

- *What were the key findings from the survey results specifically?*
    - People managers have a 50% satisfaction rate with onboarding process

	STRONGLY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE NOT DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
Its important for me to be able to track my new hire's progress	0.00% 0	0.00% 0	0.00% 0	21.05% 4	78.95% 15	19	4.79
Its important to me that my new hire understands their learning priorities	0.00% 0	0.00% 0	0.00% 0	21.05% 4	78.95% 15	19	4.79
I am invested in the learning and development of my new hire	0.00% 0	0.00% 0	0.00% 0	26.32% 5	73.68% 14	19	4.74
I take personal responsibility for developing my new hire during their onboarding	0.00% 0	0.00% 0	0.00% 0	26.32% 5	73.68% 14	19	4.74
Its important for my new hire to spend time practicing role specific functions	0.00% 0	5.26% 1	0.00% 0	21.05% 4	73.68% 14	19	4.63

- The above graphic shows that all managers who responded either Somewhat Agree or Strongly Agree that it is important to track new hire progress, new hires should understand their learning priorities, they are invested in their new hire's development, and they take personal responsibility for developing their new hire.

- All but one of the respondents Somewhat Agree or Strongly Agree that it is important for their new hire to spend time practicing role specific functions.
- The most important topics for our new hires in their first three months are:

  1. Basic product knowledge (flagship)
  2. Interdepartmental communication
  3. Role specific processes (Salesforce, SAP)
  4. Extensive product knowledge

- 52% of respondents expect a formal onboarding program to be over in 30 days
- Some respondents expressed interest in having an onboarding program manager who is responsible for training new hires end to end.
- Hiring managers want to see an onboarding program with structured, role specific information.

▼	STRONGLY DISAGREE ▼	SOMEWHAT DISAGREE ▼	NEITHER AGREE NOR DISAGREE ▼	SOMEWHAT AGREE ▼	STRONGLY AGREE ▼
▼ I know who to contact in IT to set up my new hire's computer prior to their start day	26.32% 5	21.05% 4	0.00% 0	42.11% 8	10.53% 2
▼ I know which programs I need to request be installed on my new hire's computer	15.79% 3	0.00% 0	0.00% 0	47.37% 9	36.84% 7

- As shown above, there is a significant knowledge gap when it comes to managers knowing how to set up their new hire's computer
  - 47% of respondents do not know who to contact in IT for help preparing their new hire's computer.
  - 15% don't know what programs their new hire needs installed on their computer.
- Managers are interested in tracking their new hire's progress through onboarding.
- Managers are interested in making sure their new hire dedicates time to training and learning organization and role specific materials and processes during onboarding.

1v1 Interviews

  o *Who did you have 1v1 interviews with?*
    - Managers, by number of interviewees per region

- Americas – 6
- EMEAR – 2
- APAC – 3
- Individual Contributors, by number of interviewees per region
    - Americas – 3
    - EMEAR – 4
- *What was the goal of the 1v1 interviews?*
    - IC Goal: Understand what the experience of employees who have been onboarded in the past 2 years in GSCS was like. Was there structure? How did they access information? Who trained them on role specific topics? What went well? What went poorly?
    - MANAGERS Goal: Understand what hiring managers (who have either brought on a new team member in the last 2 years or are about to bring on a new team member) have been doing to train their new hires and their opinion of the current onboarding framework. What do they do that is working? Are they monitoring progress? What are the pain points they experience with the process?
- *What were the key findings from the 1v1 interviews specifically? Either individually or overall.*
    - New hires and managers both want to see more structure in the onboarding process.
    - New hires feel overwhelmed with information all at once in their first few weeks and it can be difficult to understand what information is relevant with so much material to digest in a short time span. This also makes it difficult to connect pieces of information; ie: learning about pricing the same day they learn about core imagery. These are two vastly different subjects and there is little context for the learner to attach the new material to in their working memory.
    - New hires often do not know what to focus on in terms of what they should be training on in what sequence and when, what the milestones are in their first few months, or if they have reached their benchmarks for progress.
    - Our strength is our people; the responses in the new hire survey as well as those interviewed made it vastly clear that there was always a colleague or their manager willing and available
    - The expected time to proficiency varies by role. But, the average expectation from the interviews with hiring managers was that they expected their new hires to be onboarded within 90 days.
    - The top priorities for a new sales hire are:
        - Qualifying and disqualify prospects
        - Maxar and organization information
        - General product information
        - Role specific processes in Salesforce.
        - Who points of contact are and when to contact them in: finance, pricing, SCM, CP, Sales ops, legal, marketing, biz dev, JET
    - The top priorities for sales engineers are:
        - Role specific processes
        - Strong understanding of products

- Organizational structure
- Who points of contact are and when to contact in: finance, pricing, SCM, CP, legal, sales ops,
- Instilling role clarity during the onboarding process is not a priority in the current framework.
- Most managers are not spending dedicated time checking on the progress of their new hire.
- Most managers do not provide specific opportunities to practice and learn outside of on the job training.
- Setting up computers and mobile phones is a big pain point, especially in the remote working posture and in international offices. It's easier to problem solve with IT when working in the Westminster office and they are easily accessible.
- Managers do not know who to contact in IT or understand the process/communication that happens between HR and IT during pre-boarding in order to get Maxar computers and mobile phones to new hires.
- Computers frequently arrive to new hires after their first day of work.
- Managers want to see a mix of self-guided learning and hands on learning in the onboarding process.
- It's important to provide foundational information about how satellites work.
- There is a gap in teaching new hires the roles of teams in GSCS and GFO.
- There is a gap in teaching new hires the geospatial industry and how Maxar fits into the market.
- Each manager conducts the onboarding process in their own way with little overlap.

KEY FINDINGS

- *What are the key findings that need to be addressed?*
  - New hires are more than likely expected to learn on the job and typically do not have options for practicing in an environment that is not in front of customers.
  - Receiving/sending computers, setting up computers, and communicating with IT are massive roadblocks in the pre-hire and onboarding process
  - New hires do not understand who to reach out to on other teams either for assistance or to complete a role specific task.
  - New hires are taught a wide array of complex information in their first few weeks at Maxar and they do not have time to process it, or the context to apply it to their day to day workflow.
  - New hires and managers would like to see more structure in the onboarding process.
  - There is a lack of focus on instilling role clarity in the onboarding process.
  - New hires would like to understand how they are progressing with their training and when they reach role specific milestones.
  - Managers would like to track their new hire's progress during the onboarding period.
  - Product training for new hires is not robust, well defined, or well timed.
- *How do they affect the business?*

- o The lack of structure in the onboarding process and absence of set milestones and progress tracking for new hires increases time to proficiency and does not instill role clarity. This steepens the learning curve for new hires, negatively impacting revenue. [1]

- o The lack of uniformity and structure in our hiring managers' onboarding processes does not allow us to gather constructive data/feedback to improve, because there isn't an expectation for their behavior. This negatively impacts the onboarding process and decreases engagement and productivity long term.

- o The delays in receiving laptops and communications with IT negatively impact a new hire's perception of Maxar. In their first week with the company it is critical to not give new hires any reasons to question if they made the right decision by joining the company. This negatively impacts the new hire experience and aids in decreasing motivation. Additionally, it takes up hiring manager's time that could be spent driving revenue with their team.

- *How will addressing them affect the business?*

  - o Decrease time to proficiency which leads to increased team productivity

  - o 3. GSCS can retain employees longer, decreasing the cost spent on hiring and training new employees. 69% ([Boushey, Glynn; Center for American Progress. 2012](#)) of employees are more likely to stay with a company for three years if they experienced great onboarding. [2]

  - o Decrease the effort expended by people managers and team members to create customized training programs for each new hire, increasing the time team members can spend bringing in revenue.

  - o 5. Standardized onboarding programs can lead to 50% ([Hirsch; SHRM. 2017](#)) higher productivity.

RECOMMENDED SOLUTION

This will be rolled out in two phases. Phase 1 will be implemented by end of FY21, and Phase 2 in Q2FY22.

PHASE 1: Implement a structured ~6 week formal onboarding program for new hires through the following actions:

1. *New Hire Feedback Surveys*

   1. Description: Create and implement new hire feedback surveys to be run by TD. One survey to be sent to the new hire at 30 days, and one at 90 days.

   2. Objective: identify the effectiveness of our program, ensure we're up to speed with successes and delays and onboarding of each individual new hire, show support by providing a medium for the new hire to have a voice early in their employment in GSCS, keep consistent data to know what is going well and what to improve.

2. *Hiring Manager Feedback Surveys*

   1. Description: Create and implement a hiring manager survey to be run by TD. This survey will be sent to the hiring manager after their new hire's first 90 days.

   2. Objective: identify the effectiveness of our program, ensure the onboarding plan is up to speed with new hire and manager needs and expectations, show support to hiring managers by asking for their feedback and iterating our program accordingly, keep consistent data to know what is going well and what to improve.

3. *Hiring Manager Certification*

   1. Description: Create an eLearning certification for managers to complete prior to their new hires start day.

2. Objective: ensure that managers are up to speed with the expectations of them as a hiring manager during onboarding in relation to the new structured onboarding program being developed and hold all managers to the same expectations across regions.

4. ***Onboarding Checklist for Hiring Managers***

    1. Description: Create a manager checklist and a new hire checklist for each role. This checklist will be downloadable and belong to each individual to be updated/amended as needed.

    2. Objective: ensure that nothing falls through the cracks in the pre-boarding process (managers) or the first week of onboarding (managers and new hire).

5. ***Role-Specific Onboarding Portals***

    1. Description: Create easy-to-navigate onboarding portals in Highspot for ISR, ASM, SE, SALES, in Highspot.

    2. Objective: provide materials for self-guided learning, implement a structured approach to engaging in materials and digesting content.

6. ***Product eLearning***

    1. Description: Create either eLearnings or learning paths to introduce new hires to flagship products.

    2. Objective: Provide on-demand materials in a structured path that ensures the new hire is accessing the right amount of information at the right time for the most effective consumption of information

7. ***Org. Structure Resources***

    1. Description: Create collateral defining organization structure and inter-team relationships.

    2. Objective: Provide on-demand materials in a structured path that ensures the new hire is accessing the right amount of information at the right time for the most effective consumption of information

8. ***Intro to Satellite Imagery Learning Path***

    1. Description: Create a learning path to guide new hires through an introduction to satellite imagery, where Maxar fits in the commercial satellite market, key company differentiators, and the company mission.

    2. Objective: Provide on-demand materials in a structured path that ensures the new hire is accessing the right amount of information at the right time for the most effective consumption of information

Understanding IT Workflows and Communication
Talent Development does not have control over the workflow of IT, but this does affect our team members greatly. Therefore, TD will be escalating it to HR to get the information into the hands of those who can make change happen in this area.

PHASE 2:
Buddy/Mentor System
Once the structured ~6 week program has been implemented, Phase 2 will incorporate a buddy/mentor system for new hires. The buddy/mentor will be an experienced teammate who will provide a safe space for the new hire to ask day-to-day questions and help them assimilate into Maxar's culture.

1. Objective: decrease time to proficiency, increase morale and new hire's understanding of company culture.

- *How will these recommendations fill all gaps identified?*

- o Knowledge gap
    - ▪ Creating a manager onboarding certification ensures that hiring managers are equipped with the knowledge they need to provide an effective onboarding experience for their new hire and understand what is expected of them as a hiring manager through the onboarding process.
    - ▪ Creating a spot/site dedicated to onboarding learning paths with collateral, eLearnings, and job aids will introduce new hires to relevant products, processes, and personnel, ensures that they receive this information in the right amount at the right time.
- o Skills gap
    - ▪ Creating a spot/site dedicated to onboarding learning paths with collateral, eLearnings, and job aids will enable our new hires to focus on developing skills relevant to their role.
    - ▪ Setting an expectation for hiring managers to routinely check in on their new hire's progress ensures that the new hire is developing the right skills at the right times and feeling supported throughout.
- o Motivation gap
    - ▪ Collecting new hire feedback on the onboarding process via milestone surveys shows them their input and opinions are valued at Maxar.
    - ▪ Creating a structured ~6 week onboarding plan for ISR, SE, Sales, ASM will increase engagement, productivity, ad confidence long term.
- o Environmental
    - ▪ Creating a structured spot/site dedicated to housing role specific onboarding collateral will equip our managers to provide effective training materials at the right time in the onboarding process for their new hire.
    - ▪ Creating a structured spot/site dedicated to housing role specific onboarding collateral will save hiring managers' time and energy.
    - ▪ Creating a manager onboarding certification will encourage managers to conduct milestone check-ins with new hires to track their progress, as well as provide a safe environment for new hires to practice role-specific skills outside of customer interactions.
    - ▪ Creating and implementing new hire and hiring manager feedback surveys to be deployed during the onboarding process will ensure that TD continues to iterate and improve our program to stay relevant.
- *How will this specific solution affect the business?*
    - o Implemented together, this set of recommendations will revitalize our onboarding from a Level 1 - Passive into a Level 3 - Proactive program (see definition and diagram in Data Collection section within Overview of Findings. In Phase 1 of this new framework GSCS will reach Level 2 - High Potential program and in Phase 2 graduate to Level 3 - Proactive with constant feedback from hiring managers and new hires via the milestone survey.
        - ▪ It will drive revenue by increasing employee engagement, morale, and productivity over time. [5]
        - ▪ It will drive revenue by decreasing turnover, thus, the direct and indirect cost of replacing employees. [2,3]
        - ▪ It will decrease time to proficiency for new hires, reducing the cost of training and decreasing the time it takes for a new hire to begin driving revenue. [1]