Problem Statement

*It currently takes 6 months for employees in Financial and Procurement Services to function at an optimal level of performance in their role.*

**What?** Onboarding Employees
- New to McGill employees

**Who?** New employees
- New to McGill

**Where?** Financial and Procurement Services
- Procurement, RFMS, FIT, Controller Group, Student Accounts, Capital Projects
### Problem Statement

*It currently takes 6 months for employees in Financial and Procurement Services to function at an optimal level of performance in their role.*

<table>
<thead>
<tr>
<th>Why?</th>
<th>Various</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• No role definition/Not dept. specific, resources, past precedent, no welcome programs/process</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>When?</th>
<th>Upon Hiring</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• 0-6 months</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How do you know?</th>
<th>Feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• AVP Financial Services</td>
</tr>
<tr>
<td></td>
<td>• Directors/Managers/Supervisors/Employees</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How much?</th>
<th>6 months</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Return on investment is not reached within 6 months</td>
</tr>
</tbody>
</table>
Stakeholder Analysis

The diagram above represents a stakeholder analysis matrix. The x-axis measures the interest of stakeholders, while the y-axis measures the power of stakeholders. The positions on the graph indicate different types of management strategies for stakeholders:

- **Keep Satisfied**: Stakeholders with high interest and high power should be kept satisfied.
- **Manage Closely**: Stakeholders with high interest and low power should be managed closely. They can be kept informed.
- **Monitor**: Stakeholders with low interest and power should be monitored, as they have little influence.
- **Keep Informed**: Stakeholders with low interest and high power should be kept informed, as they can influence others.

This matrix helps organizations prioritize their engagement strategies based on the stakeholders' power and interest.
A4- SIPOC
(Supplier-Input-Process-Output-Client)
SIPOC Onboarding

**Suppliers**
- Department Manager
- Hiring Manager, Recruiter, HR Advisor
- HR Advisor/Hiring Managers
- New Employee, Central HR
- IT, New Employee

**Inputs**
- Person left position
- Posting Renewal
- Applications Received/Recruit
- Offer accepted
- Access/Training Equipment

**Process**
- Step 1: Vacancy
- Step 2: Job description posted
- Step 3: Candidate Selection/Offer
- Step 4: Employee Data & Benefits Enrolment
- Step 5: Employee receives access & training
- Step 6: START WORKING

**Outputs**
- Posting Reviewed
- Applications Received
- Offer extended
- Employee enrolled

**Clients**
- Staffing/HR Advisor / FPS
- HR Advisor
- Hiring Manager/HR
- Central HR
Sponsor’s POV

“Process is painfully slow, courses often take up to 3 months to complete which makes the assessment period hard to evaluate when someone doesn’t have the basis to grow from. Learning from that point is at least an additional 3 months.”
“It is painfully slow and fragmented. There is no standard process and we have to wait an unacceptable long period of time for required courses to gain access; Onboarding is haphazardly done with little support from HR, there is not anything formed as an introduction to FinServ or McGill; In our department the onboarding process is relatively non-standard and disjointed. We have rarely received guidance (checklist, to-do’s and don’ts etc. from the HR Advisor and less from central HR). Hiring process lags be it due to timeline or rethink of the position or timeline. There is little overlap when there is no rethink of the position and no knowledge transfer.”
Yellow Belt POV

“Can apply Lean methodology to review the process and determine methods to implement new employees fluidly resulting in role clarity and increased ROI.”
Voice of Process

Voice of Process: Onboarding

<table>
<thead>
<tr>
<th>Vacated Position Identified</th>
<th>Select Candidate</th>
<th>Arrange IT Resources &amp; Physical Access</th>
<th>Intro to McGill</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluate Needs</td>
<td>Post Job</td>
<td>Send Offer Letter</td>
<td>Complete Appointment Form</td>
</tr>
<tr>
<td>Recruit</td>
<td>Send Offer Letter</td>
<td>Send signed offer &amp; employment forms to HR</td>
<td>New Hire Starts</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Survey

Since there was no existing data, a survey was created and issued to employees that started in Financial/Procurement Services within the last 6 months.

<table>
<thead>
<tr>
<th>QUESTIONS (8)</th>
<th>DIFFICULTY</th>
<th>AVERAGE SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q6 The overview I received of McGill’s organizational culture, structure,</td>
<td>1</td>
<td>58%</td>
</tr>
<tr>
<td>vision and mission was helpful</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q3 The training I received provided me with the tools I need to succeed in</td>
<td>2</td>
<td>64%</td>
</tr>
<tr>
<td>my job</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q7 The performance feedback process was clearly explained.</td>
<td>3</td>
<td>68%</td>
</tr>
</tbody>
</table>
The overview I received of McGill’s organizational culture, structure, vision and mission was helpful

Answered: 15  Skipped: 0

Strongly agree
Agree
Neutral
Disagree
Strongly disagree

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

QUIZ STATISTICS
Percent Correct: 13%
Average Score: 2.3/4.0 (58%)
Standard Deviation: 1.29
Difficulty: 1/8

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>SCORE</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>✔ Strongly agree</td>
<td>4/4</td>
<td>13.33%</td>
</tr>
<tr>
<td>Agree</td>
<td>3/4</td>
<td>46.67%</td>
</tr>
<tr>
<td>Neutral</td>
<td>2/4</td>
<td>13.33%</td>
</tr>
<tr>
<td>Disagree</td>
<td>1/4</td>
<td>13.33%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>0/4</td>
<td>13.33%</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The training I received provided me with the tools I need to succeed in my job

Answered: 14  Skipped: 1

Strongly agree
Agree
Neutral
Disagree
Strongly disagree

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Quiz statistics

Percent Correct: 0%
Average Score: 2.6/4.0 (64%)
Standard Deviation: 0.76
Difficulty: 2/8

Answer choices

<table>
<thead>
<tr>
<th>Answer</th>
<th>Score</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>✔ Strongly agree</td>
<td>4/4</td>
<td>0.00%</td>
</tr>
<tr>
<td>Agree</td>
<td>3/4</td>
<td>71.43%</td>
</tr>
<tr>
<td>Neutral</td>
<td>2/4</td>
<td>14.29%</td>
</tr>
<tr>
<td>Disagree</td>
<td>1/4</td>
<td>14.29%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>0/4</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

Total: 14
Q7
The performance feedback process was clearly explained.

Answered: 15  Skipped: 0

<table>
<thead>
<tr>
<th>Response</th>
<th>Percent</th>
<th>Score</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>44.4%</td>
<td>4/4</td>
<td>4</td>
</tr>
<tr>
<td>Agree</td>
<td>26.6%</td>
<td>3/4</td>
<td>5</td>
</tr>
<tr>
<td>Neutral</td>
<td>26.6%</td>
<td>2/4</td>
<td>4</td>
</tr>
<tr>
<td>Disagree</td>
<td>6.7%</td>
<td>1/4</td>
<td>2</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>0.0%</td>
<td>0/4</td>
<td>0</td>
</tr>
</tbody>
</table>

TOTAL 15

QUIZ STATISTICS
Percent Correct 27%  Average Score 2.7/4.0 (68%)  Standard Deviation 1.03  Difficulty 3/8
Q8: Please indicate in the comment box below, any items/occurrences which you believe would have improved your onboarding experience the most.

1. Welcome package/ Orientation

1. Meeting with HR Advisor

2. Training/Feedback
<table>
<thead>
<tr>
<th>Process Step</th>
<th>Description of Waste</th>
<th>Inventory</th>
<th>Motion</th>
<th>Waiting</th>
<th>Overproduction</th>
<th>Overprocessing</th>
<th>Defects</th>
<th>Waste of Good Ideas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vacated position identified</td>
<td>Not posting job right away, having to look up job descriptions, sending various forms when one data input could be sufficient</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluating needs</td>
<td>Waiting (forms sitting on people's desks)</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Post job</td>
<td>Overprocessing in Minerva, lack of clarity/visibility in process/bottlenecks; lack of quality control</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Select candidate</td>
<td>Too little/too many people in the room. Selection biases, selection wrong candidate because of time urgency</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Send employment offer</td>
<td>Identifying the right template letter and components to use</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Send completed enrolment forms</td>
<td>Delay for employees to send back the form. Different versions of the form</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### WASTE IDENTIFICATION

<table>
<thead>
<tr>
<th>Process Observed</th>
<th>Onboarding</th>
<th>Category of Waste</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start Point</td>
<td>Vacated position identified</td>
<td></td>
</tr>
<tr>
<td>End Point</td>
<td>Conduct probationary review</td>
<td></td>
</tr>
<tr>
<td>Observer</td>
<td>Kate Cook</td>
<td></td>
</tr>
<tr>
<td>Observation Date</td>
<td>Fall 2016 - present</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Process Step</th>
<th>Description of Waste</th>
<th>Transport</th>
<th>Inventory</th>
<th>Motion</th>
<th>Waiting</th>
<th>Overproduction</th>
<th>Overprocessing</th>
<th>Defects</th>
<th>Lost Opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete appointment</td>
<td>Instructions not clear, difficulty correcting errors that do occur</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arrange IT resources</td>
<td>Waiting for IT, equipment, transport, loss of good logistical suggestions</td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Schedule training courses</td>
<td>Waiting, courses occur infrequently. Access cannot be granted without attending courses</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Hire starts</td>
<td>Event</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intro/welcome to McGill</td>
<td>Lack of plan. Right resources with right knowledge. New hires not clearly directed to online onboarding resources on staffing website</td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## WASTE IDENTIFICATION

<table>
<thead>
<tr>
<th>Process Observed</th>
<th>Start Point</th>
<th>End Point</th>
<th>Observers</th>
<th>Observation Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Onboarding</td>
<td>Vacated position identified</td>
<td>Conduct probationary review</td>
<td>Kate Cook</td>
<td>Fall 2016 - present</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Process Step</th>
<th>Description of Waste</th>
<th>Transportation</th>
<th>Inventory</th>
<th>Waiting</th>
<th>Overproduction</th>
<th>Overprocessing</th>
<th>Defects</th>
<th>Use of Good Ideas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attend training sessions</td>
<td>In frequent courses</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fill out Access forms &amp; submit</td>
<td>Waiting for supervisor to sign forms (something that should be automatic, based off them approving your registration in the course)</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FIS security grants access</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Begin OIT</td>
<td>Lack of plan; Right resources with right knowledge - Wrong tools</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Probationary meeting</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Problem Solving Sheet (PSS form)

Submitted by:  
Date:  
Problem sheet number (PSS#):  

Step 1: Define the problem
Describe the gap between the current situation and the desired situation
Ask yourself these questions: What? Where? When? To what extent?
It currently takes 6 months for employees in Financial Service to acquire the McGill tools necessary to allow them to perform in their roles.

Desired situation (objective):
We would like the new employees to be functional and equipped with all the required tools they need to perform at the 3 month mark as defined by their role description.

Temporary solution:
1) We think there is an opportunity after the job offer has been sent and accepted. An employee handbook (In paper binder or electronic form) should be prepared and issued to the selected candidate. This can be issued through the company network or in person. The binder would outline the onboarding after being hired in every form (job description, purpose, priorities, required training, workflow templates, probation, desired results, and the communication plan).
2) This procedure can also be elaborated and explained in a post hiring interview.
3) Upon arrival the candidate would have 2 important meetings, 1 with the hiring manager, and 1 with the HR advisor to review the plan. The HR advisor could review the policies, org chart, vacation and performance dialogue process.
4) We think a "buddy system" is a valuable tool. Together, these solutions will address and meet the needs of our clients and sponsor.

Step 4: Identify Solution, Define and Execute Implementation Plan

Selected solution(s):

Implementation plan


• We decided to have a brainstorming/writing session with those who have a direct impact on new hires

• All Supervisors in Financial and Procurement Services were invited (17 participated)
Brainstorming

ground rules

1. Every idea counts! There are no "bad" or "silly" ideas.
2. We do NOT criticize other people's ideas. This is not a debate.
3. Build on other people's ideas— one idea can trigger another.
4. Reward the thought quality over quantity. We want quantity.
5. Participants HAVE FUN!
It currently takes 6 months for employees in Financial and Procurement Services to function at an optimal level of performance in their role. WHY?
Brainstorming Continued
Brainstorming Continued
## Brainstorming Results (Affinity)

<table>
<thead>
<tr>
<th>Mentoring (OJT)</th>
<th>Tools</th>
<th>Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>New employees are not provided a mentor</td>
<td>Very hard to find the forms to be filled upon the intranet</td>
<td>Not enough Banner training scheduled</td>
</tr>
<tr>
<td>With all the new blood no subject matter expert, no one to ask for help</td>
<td>Position not documented or information on position outdated</td>
<td>CBT for Banner Access</td>
</tr>
<tr>
<td>Not clear who to ask for help: colleague, IT, Manager, Help Desk, Director</td>
<td>Language/Acronyms McGill dictionary word search</td>
<td>Lack of training manuals</td>
</tr>
<tr>
<td>Lack of job shadowing</td>
<td>Lack of documentation surrounding history of processes - why we do something a certain way (pros+cons)</td>
<td>Lack of proper trainings</td>
</tr>
<tr>
<td></td>
<td>Decentralized knowledge centers</td>
<td>Level of training depends on who is doing the training</td>
</tr>
<tr>
<td></td>
<td>Processes lack any documentation (in general), steps when to process something etc.</td>
<td>Training/documentation too general &amp; not specific to the position</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lack of job specific training materials</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Training courses (Banner) Improve on time it takes to attend course</td>
</tr>
</tbody>
</table>

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>16</td>
<td>33</td>
</tr>
<tr>
<td>15%</td>
<td>15%</td>
<td>31%</td>
</tr>
</tbody>
</table>
# Brainstorming Results (Affinity)

<table>
<thead>
<tr>
<th>Supervision</th>
<th>Orientation</th>
<th>Job</th>
<th>Logistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 No Checklist for higher Mgr (perm/casuals)</td>
<td>No exit interviews so we do not know what needs improvement</td>
<td>McGill has so many exceptions/rules</td>
<td>1 Forms not merged</td>
</tr>
<tr>
<td>10 Missing a formal welcome Session/ welcome package</td>
<td>Insufficient Qualifications</td>
<td>Processes implemented are not followed (i.e. checklist for new hires)</td>
<td>2 Completion and Processing of Financial Authorization forms</td>
</tr>
<tr>
<td>2 Where to go and how to get there, moving around campus</td>
<td></td>
<td>Complex high-level jobs require incumbents to learn a lot of info so it’s normal to need many months to train them</td>
<td>6 Take a long time to obtain signed forms</td>
</tr>
<tr>
<td>2 Meet HR Advisor/Consolidate systems list/Procedure</td>
<td>Exit Package Checklist (McGill access to establish needs of new employee)</td>
<td>Lots of information</td>
<td>2 Security Access time it takes to grant access</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1 High Turnover</td>
<td>2 Too many forms</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ad-hoc situations that cannot be learned by training, people have to face them, get experience</td>
<td>Delay in Systems access</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dedication of time may be affected by Qtr or YR deadlines</td>
<td>Slow process on getting access</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Short Staffed</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>A lot of information</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Bureaucracy within Financial Services</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Not asking questions</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>There are many processes/policies to be familiar with</td>
<td></td>
</tr>
</tbody>
</table>

```
1 16
15%

11
10%
```
CAUSE & EFFECT DIAGRAM

Mentoring
- Don’t feel part of the team
- Rude
- Focus on the proper tools
- Job shadowing not properly planned
- Post Support
- Missing a buddy
- Unbiased mentoring
- Lack of a mentor

Tools
- Incomplete equipment
- Wrong forms
- Tools needed don’t exist
- Theory focus, don’t simulate tools
- Lack of time to work on tools

Supervision
- No feedback
- Left on your own too frequently
- Not knowing how departments interact
- Not knowing what co-workers do & how
- Timidity to ask questions when encountering difficulties
- Supervisors unavailable
- Checking in from time to time
- Lack of ability to reason problems
- Expected results not outlined
- Listen to new EE needs
- Process corner bias

Job
- What they applied for is not what they do
- Uses workload
- Failing overall mark
- Unclear job expectations/roles/responsibilities
- Lack of clear expectations
- Interactions
- Very broad of things to learn
- No process
- Lack of knowledge sharing realized

Training
- Lack of training
- Post-interview process/training
- No reinforcement/after training
- Initial info overload
- Manuals not easily understood
- Wrong response giving you twist
- Training doesn’t reflect environment
- Lack of a training module
- Too time consuming to train
- Infrequent training sessions

Orientation
- Introductions to know
- No gradual introduction
- No sit-down with HR officer
- Understand what others do
- Not knowing risk levels
- Knowing who to go to expert
- Not knowing/understanding clients
- List of procedures/SEPs to know
- Welcome kit to try
- Introduce to proper team

Logistics
- Waiting for approvals
- No data, Of what is required
- No welcome package
- Too many approval channels
- Illusion of workplace
- Lack of clarity on where to go
- Wrong person giving training

It currently takes 6 months for employees in Financial Services to acquire the McGill tools necessary to allow them to perform in their roles.
Pain points
5 Why’s?

- Orientation
- Missing formal welcome session/welcome package
- Not sure where you fit into the community
- No introduction to McGill or Financial Services Unit as a whole
- Are not aware of the McGill Community
5 Why’s?

- Mentoring/Training
  - Lack of Job Specific Training Materials
  - Role ambiguity
  - No structured training procedure
  - No designated person
5 Why’s?

- Position not documented or information on position outdated
- Not clear which tools are needed for a particular job
- Role ambiguity/ lack of designated person to clarify
- No inventory of necessary accesses/tools in relation to role

Tools
Innovate & Implement
Innovate & Implement

Research
- Brainstorm and research effective Welcome Sessions.
- Collaborate a list of must haves
- Include applicable McGill specific policies & information

Innovate
- With gathered information create draft of welcome session presentation
- Create internal learning session in anticipation that all departments will now have a basis for onboarding.
- Incorporate a buddy system for new hires
- Involve all Supervisors in Monthly supervisor meeting to create final presentation in accordance with their feedback.

Implement
- Start implementation when innovation period is complete with new hires.
- Involve guest speakers from other departments as part of the Welcome Session
Now what?

• Sway pre-hire welcome presentation

• Welcome Session PPT:
  1. Orientation
  2. The McGill Way @ FPS
  2. Health & Safety
Orientation:

• Overview of FPS, mission statement, org chart
• Who to know (Buddy System, Social Committee)
• Staff Directory
• Knowledge base
• Personnel policies (probation, call-in procedures)
• Phishing awareness
The McGill Way @ FPS:

- 33.75 hour work week
- Additional time off (Summer Fridays, Christmas)
- Group health insurance
- Pension
- Organizational development
- Health and wellness (seminars, staff fitness)
- Tuition assistance
Health & Safety:

• Security Services
• Emergency Phones, maps, night routes
• Fire protection
• Accidents at work
• Active shooter training
Control
Control

- Send New Hire Survey completed in analysis stage every 3 months to gather trends and identify any opportunities to evolve process.

- Send Feedback Request following the second week of employment on the welcome session, integration and buddy system.

- In conjunction with supervisors, ensure that the welcome session content stays up to date and relevant.
Questions ?