



Successful integration at work Induction, training, mentoring programme

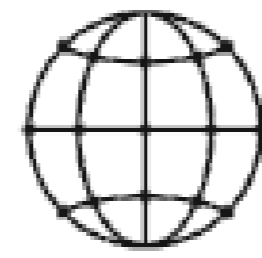
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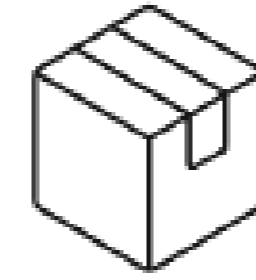
www.airvent.hu



40 years of experience in the field of comfort and industrial ventilation



Our group of companies employs around 400 people, from which 340 are employed at Airvent in Hungary.

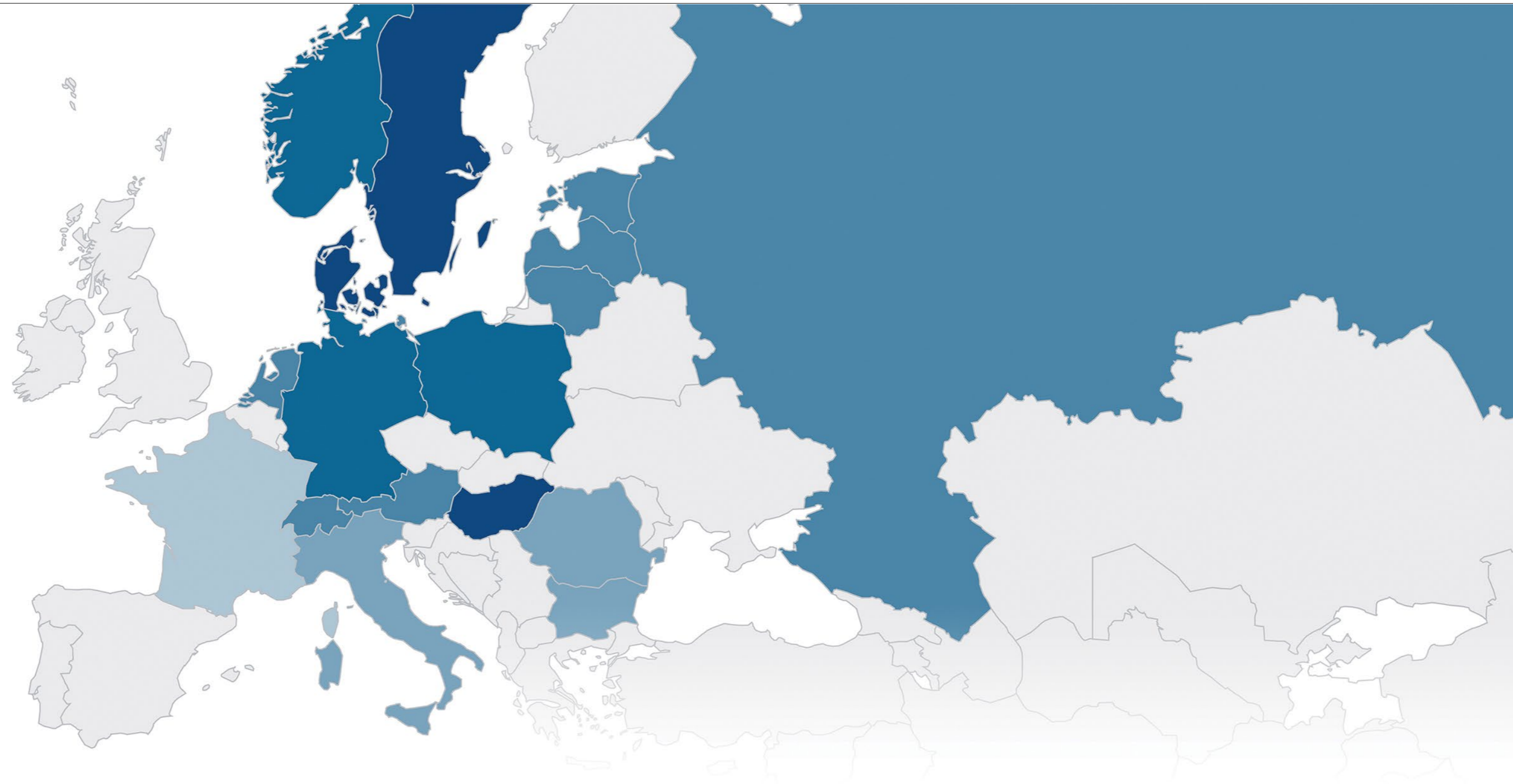


We manufacture over 500,000 items in our 12,000 m² factory, located in Hungary.



We are committed to sustainable and energy efficient solutions in all of our operations.





FTE 2022: ~ 400; REV 2022: ~ 40 M.EUR



The project in a nutshell

Situation

Our expectations

Diagnosis

Onboarding, training system development

Training in practice, welcome day

Training value stream managers and tutors
(professional and soft skills training)

Knowledge assessment: tutor exams
(professional and soft skills)

Feedback system: evaluation system for tutors
and newcomers (criteria, and how and how
often to conduct the evaluation interview)...





Situtation

Blue collars

Lot of people with the company for more than 15 years more than 50%

Local demand: multinationals (Mercedes and sub suppliers) pulling away workforce

Retention is more difficult, turnover is above 30%

New hires are difficult to find, train and keep

Bullying can be an issue (not all „old workers” are welcoming)

First goal was to improve onboarding and retention...



Focus, needs of the project

- Find a solution tailored to our company
- Getting closer to physical workers
- Involve supervisors
- Use (only) as many resources as necessary - involve staff to the right level and in the right numbers
- Make it a success experience
- Make it a sustainable system
- Support the process
- Start with the implementation, and later in the operation, deal with stumbling blocks
- Fine-tune - make changes where necessary based on learnings on the way...





Detection and diagnosis

Relevant parts of the internal **employee satisfaction survey** (online) information

Personal interviews with production staff, shift managers, team leaders, HR staff

Workshops with consultant:

1. Structured summarisation of relevant information from data managers for diagnosis
2. Identify "what's going well?" and current responsibilities of onboarding actors - identify areas of gaps
3. Explore the motivation, competencies of the staff involved (to work on the system with people who are opinion leaders and are up front rather than resistant)...



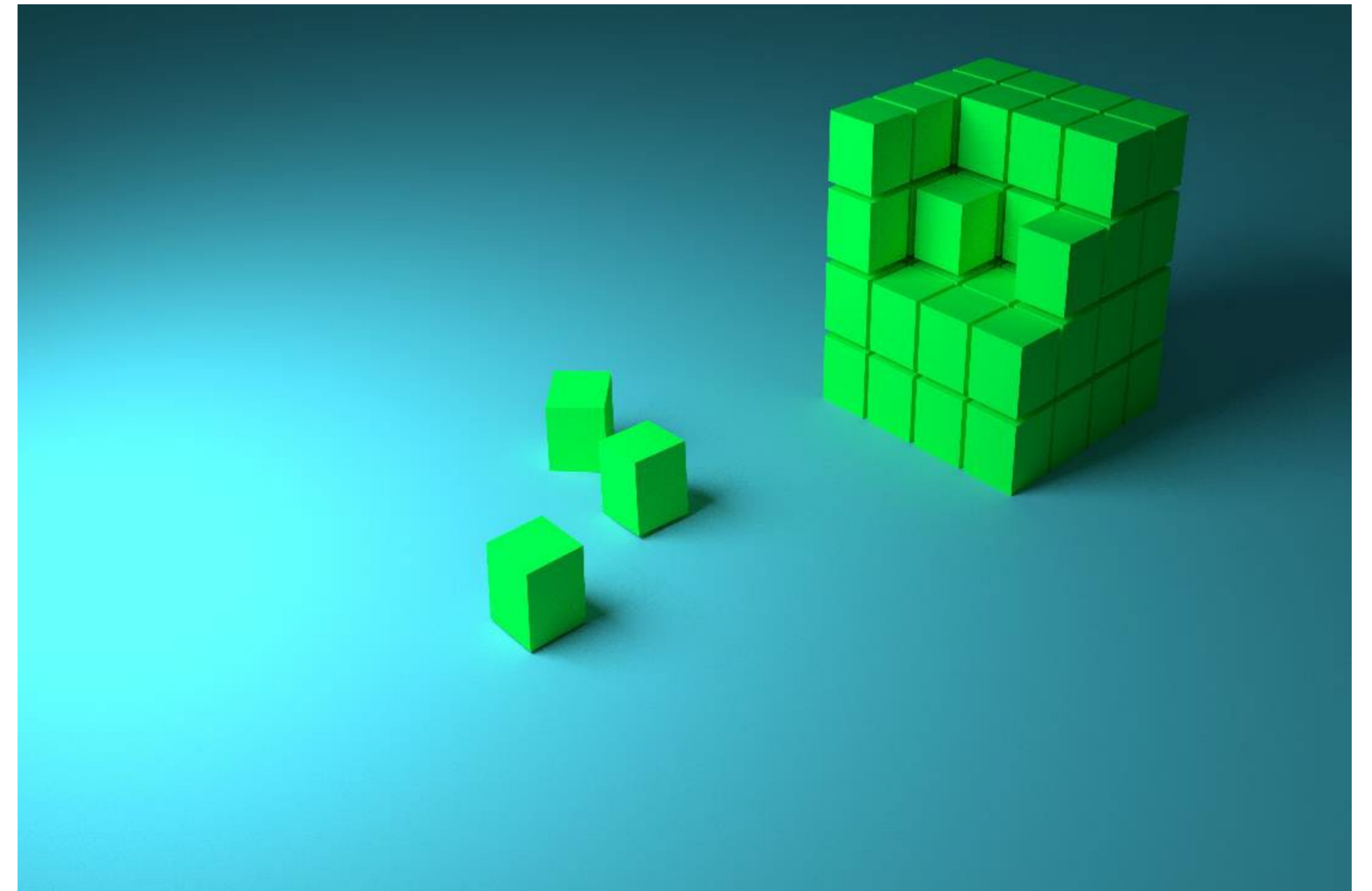
Solution: onboarding and training

We have identified the ideal

1. Onboarding process
2. Training system
3. Specialist (tutor) - mentor-buddy roles
 - Mentor and buddy roles are separated
4. Who should be involved and why
5. Recognising and motivating them
6. Their responsibilities (division of tasks)
7. Introduction timetable/road map
8. Communication

We have started with a **pilot project**: where the need was the biggest in the field of production

Later, we will extend to the whole company...





Roles, responsibilities

HR: provision of staff, Employer Branding, programme frameworks, processes, management support

Line Manager: selection, implementation of onboarding programme, professional development, retention - Leadership development = Retention leaders (team leadership, feedback, motivation, development, etc.)

Tutors - professional colleagues: operational tasks, process transfer, training, transfer of specific knowledge

Buddy: starting point was that buddy is informal contact, supports social inclusion, up to middle management level, volunteering is important, communication campaign is needed for engagement, and interest is needed

Instead it became: **Patron** (the tutor himself, and later the best of the trainer in a team. Initially HR also has a Patron role, then with the new system fully operational, when the best talent can be selected from the tutors, then full Patron role allocation) There were not enough separate Buddy candidates therefore this was not utilised

But for the newcomers: roles are separated, he has a tutor and a patron as different persons...





Details in practice

A well documented system, a workable process, strengthening the soft skills of stakeholders and their commitment to the new system

- Development of criteria for the **selection** of tutors
- Induction workshop - **Involving and engaging** value stream managers
- **Training** of tutors and value stream managers (TWI methodology and soft skills)
- Knowledge assessment, **exam**
- Developing the **evaluation system** (specific questions, guide) for the feedback meeting:
 - Value Stream Supervisor assesses the tutor - also asking for opinions on the newcomer
 - Value Stream Supervisor and HR assess the new entrant - asking for their opinion of the tutor
- First day of admission timetable
- Compilation of the Welcome gift package
- Onboarding brochure compilation
- Compiling a training logbook
- Image films...





Results, lessons learned

A complex picture to strengthen retention

After diagnosis, the solution was tailored to Airvent

Engagement was both a tool for joint work and a skills development programme

Cost-effective - a sustainable system that requires less energy and organisational resources from the company in the future

Faster learning curve and stronger integration into the workplace community with the utilisation of Patron

Stronger network of relationships between colleagues

Commitment of new entrants is more quickly established

Halved turnover rate

Old employees feel important - involvement



Thanks for the attention!

