



The ICE Cube Engagement Induction Framework



Create Learning for the
Modern Workforce

Effectiveness of ramp-up of new employees is a key driver of organizational success

Companies with well structured induction programs have...



54% greater new hire productivity



50% greater new hire retention rate



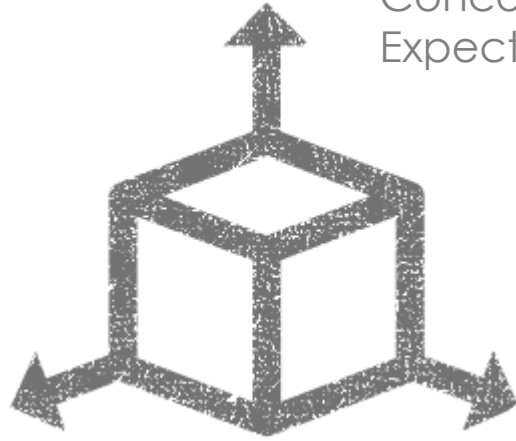
69% greater long term employee retention

ICE³



SCOPE

Industry
Company
Employee



Subject

Information
Concepts
Expectations

STYLE

Instructor-led
Coaching
E-learning

Presenting...

An induction framework
that helps you plan...



What to cover in the
onboarding process



How to deliver the
onboarding process



Who to involve in the
onboarding process



SUBJECT

**What must the
employee know
and understand?**



Information

Refers to the data-based content that an employee should know. Examples would include industry evolution, organization structure, employee id, etc. These are the elements that are critical to give the employee context of his workspace



Concepts

Refers to the conceptual content that an employee should understand. Examples would include domain knowledge, processes, job description, etc. These are the elements that are critical to give the employee context of his job



Expectations

Refers to ideals that an employee must adhere to. Examples would include industry regulations, company policies, expected norms, etc. These are the elements that are critical to give the employee context of his behavior



SCOPE

**What does the
employee need
to learn about?**



Industry

Refers to content that is about the industry that the company operates in. Examples would include evolution of the industry, domain knowledge, regulations, etc.



Company

Refers to content that is about the company itself. Examples would include history of the company, organization structure, processes and policies of the company, etc.



Employee

Refers to content that is about the employee himself. Examples would include welcome kits, job descriptions, key responsibilities, behavioral norms, etc.



STYLE

**When and how is
the learning
communicated?**



Instructor-led

Refers to the learning being disseminated in a classroom or workshop environment, ideal for discussion-based learning or attitude orientation of employees



Coaching

Refers to learning being disseminated through on-the-job activities or through interactions with a buddy, mentor or coach, ideal for building expertise and skills



E-learning

Refers to learning being disseminated through self-paced learning delivered via technology, ideal for continuous and referential learning



Understanding the application of the framework to an organization



Step 1: Content Planning

Filling up of the Subject-Scope Matrix to exhaustively define the content that the learner must be exposed to for effective onboarding



Step 2: Communication Planning

Deciding on Style to be used for each content nugget in the Subject-Scope Matrix while outlining how long the learning should happen for and through what medium



Step 3: Coordination Planning

Planning of delivery schedule & logistics and enlisting of required organizational resources ranging from classroom presenters to content creators to coaches and buddies

Let us look at a sample
application of the framework
for a company...



The ICE Cube Engagement For Piggy Bank of India



Piggy Bank of India currently conducts a three-day classroom style induction for its new employees. The bank is looking to revamp the program to improve effectiveness while optimizing logistics and costs.



Content Planning

Coverage of the
Banking Industry,
Piggy Bank and
the Employee's
identity in the
bank

		Subject		
		Information	Concepts	Expectations
Scope	Industry	Evolution and Structure of the Industry	Basic Industry Concepts	Regulatory Guidelines
			Advanced Industry Concepts	
	Company	Company History	Business Processes	Company Values
		Key Company Departments	Company Products	
	Employee	Employee Information	Job Role and Description	KPIs and KRAs
		Team Introductions	Attendance and Leave Process	



Communication Planning

Planning of Time and Medium of Instruction

		Instructor-led Training	Coaching	E-learning	
Industry	Information	0	0	2	2
Industry	Concepts	2	0	2	4
Industry	Expectations	3	0	1	4
Company	Information	11	3	10	24
Company	Concepts	13	6	5	24
Company	Expectations	4	0	1	5
Employee	Information	1	1	1	3
Employee	Concepts	1	0	1	2
Employee	Expectations	3	4	1	8
		38	14	24	76



The Induction Program can be proposed in 5 stages

Coordination Planning

- **Pre-boarding:**
 - Public domain industry and bank related information over 6 hours of e-learning.
- **On-joining:**
 - Welcome kit and write-ups on team members
 - Access to e-learning platform to access job role related information and take assessments for profiling and TNA over 2 hours of e-learning
 - Expectation setting by manager over 1 day
- **Monthly induction:**
 - Welcome address and Career Growth – 1 hour instructor-led
 - Banking Industry overview and the Piggy Bank's role in it – 1 hour instructor-led
 - Piggy Bank Org Structure, Businesses and Departments – 1 hour instructor-led
 - Business and Department-wise activities – 6 hours instructor-led
 - HR Processes, Policies and Career Growth – 2 hours instructor-led
 - RBI Regulations & Corporate Governance – 1 hour instructor-led
 - Field visits / Shadow a Mentor– 8 hours coaching
- **On-the-job:**
 - Coaching by Manager and Team members over 4 days. Each team should outline a proposed structure for the on-boarding to the Learning Department
- **Continuous Learning:**
 - 17 hours of e-learning through a repository on banking concepts covering basics of banking and courses as defined by the team for onboarding



BankStart Induction Portal

Based on the analysis, an on-boarding platform can be proposed to deliver and support the induction program:

The Induction Program can be delivered through an induction portal on a technology of your choice

- Game-based pre-boarding app
- Online welcome kit
- Job Role explainers
- Profiling and Training Need Assessment Tests
- Video repository for the Monthly induction sessions
- Coaching planner, feedback and job aids
- Discussion Forum and Social Learning Dashboard
- Game-based e-learning modules

This was a presentation
by



Thanks a lot for your time.
For any further clarifications,
please contact us at
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