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GOAL

Revamp the onboarding process by creating a structured, field-operations focused program that equips new hires with the knowledge, technical skills, and support needed to become confident, productive, and engaged team members.

DESIRED OUTCOMES

- Faster time-to-productivity.
- Stronger training culture.
- Higher retention and engagement.

REALITY

CURRENT STATE:

- Onboarding is generic, not tailored to field needs.
- Gaps in hands-on training and safety preparedness.
- Limited follow-up beyond the first few weeks.

IMPACT:

- Slower ramp-up for field hires.
- Feeling like "they're thrown to the wolves".
- Inconsistent employee experience.

OPTIONS

ENHANCEMENTS TO CONSIDER:

- **Preboarding:** *send checklists, intro videos, digital paperwork.*

- **Mentorship:** *buddy system with experienced field staff.*

- **Expanding Absorb Training Content Modules:** *microlearning, hands-on demos, scenario-based drills.*

- **Checkpoints:** *30/60/90 day reviews + surveys.*

- **Additional Resources:** *easy access to SME's, safety checklists, and equipment guides.*

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WAY FORWARD

ACTION PLAN:

- **Feedback:** Gather feedback from recent field hires and supervisors.

- **Framework:** *Build a structured onboarding timeline (preboarding → 90 days).*

- **SME's:** *Determine who our SME's are for training topics to help build out curriculum and training courses on Absorb.*

- **Pilot:** *Trial run with the next round of hires.*

- **Measure success:** *time-to-productivity, retention, employee engagement.*

- **Roll out:** *Roll out full program by January 2027.*

Investing in our people from day one builds connections as well as a stronger, and more engaged team member.

WHAT WE'VE HEARD FROM 2025 NEW HIRES:

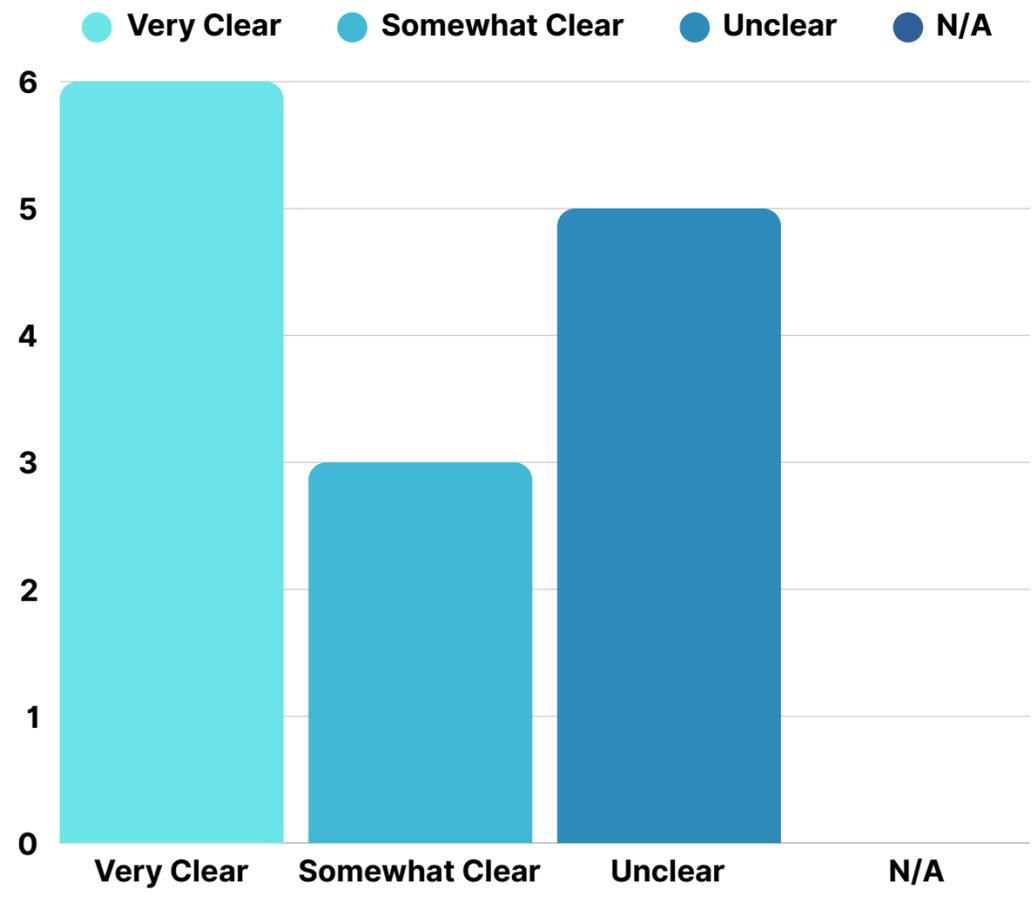## What could have improved your pre-onboarding experience?

- *"More communication about what is expected of me and what my roles are within the first few days, week, month."*
- *"Personally, I would have liked to know what job I was being put on prior to the first day."*

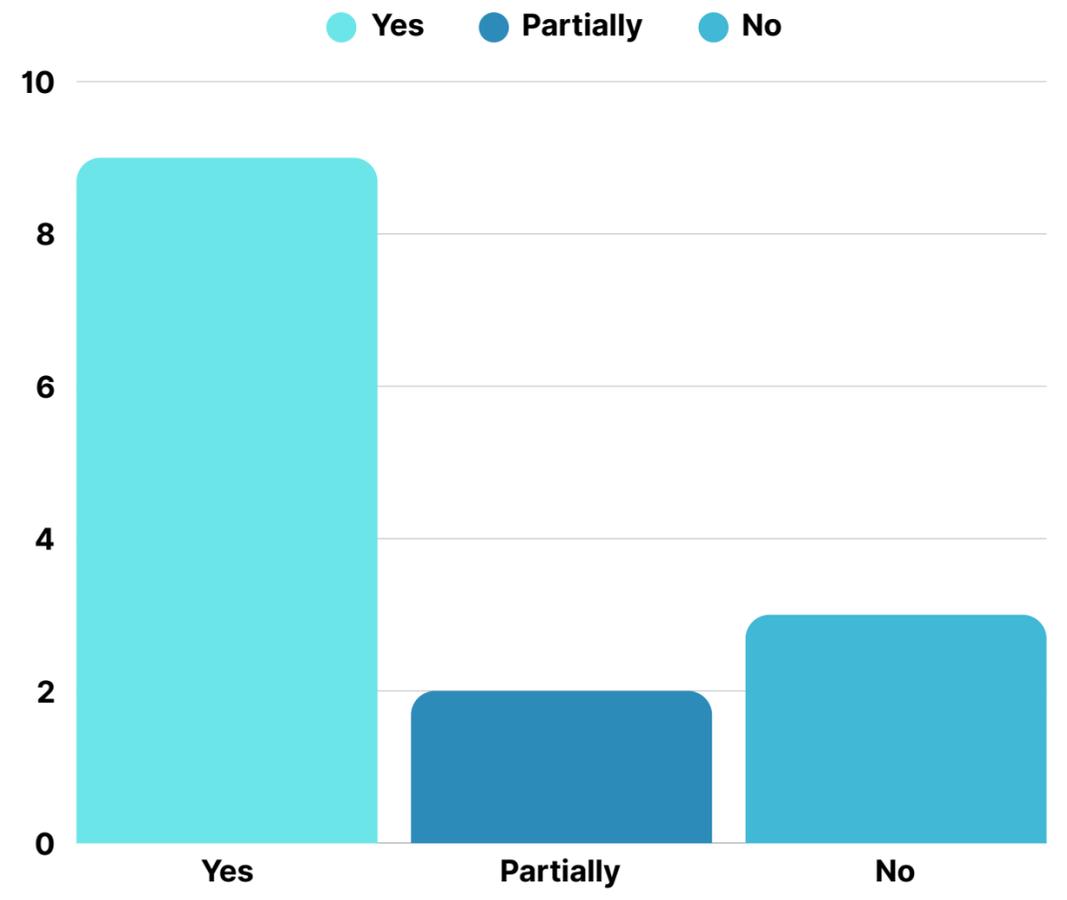## What part of your first week stood out?

- *"Everyone being extremely kind and welcoming. Also tons of IT issues. It probably took a month to get all IT issues ironed out so I could do my tasks. Some of that is to be expected such as getting set up on printers and WiFi for specific areas, but other things felt ridiculous."*

- *"I was unaware of meetings that were scheduled for me. There was a lot of effort that went in to scheduling and coordinating meetings with myself and others in the company but that schedule was not shared with me. I didn't know who I was meeting with or what the topic was supposed to be. Knowing about these meetings ahead of time would have been more helpful."*
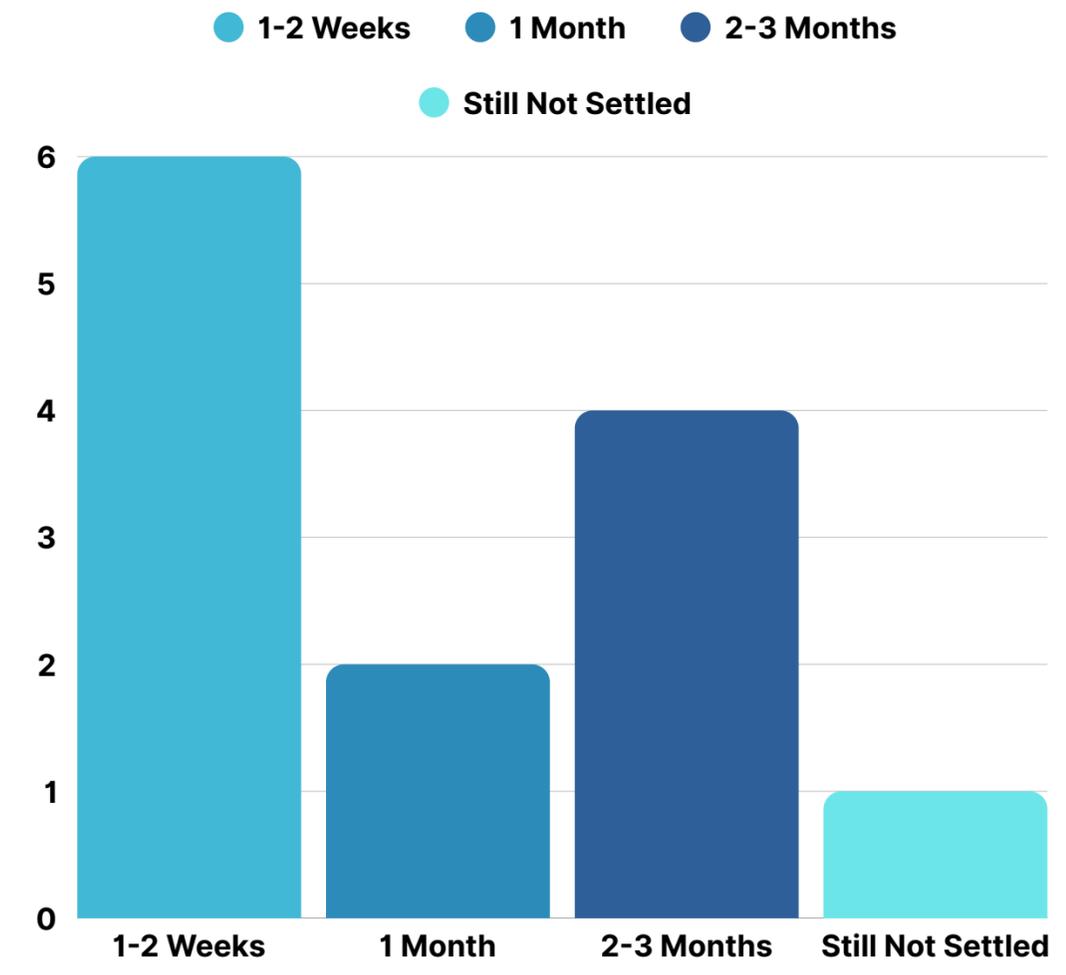
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WHAT WE'VE HEARD FROM 2025 NEW HIRES:

How would you rate the overall quality of the training?

Legend: ● Excellent ● Good ● Fair ● Poor

Category	Value
Excellent	8
Good	2
Fair	2
Poor	2
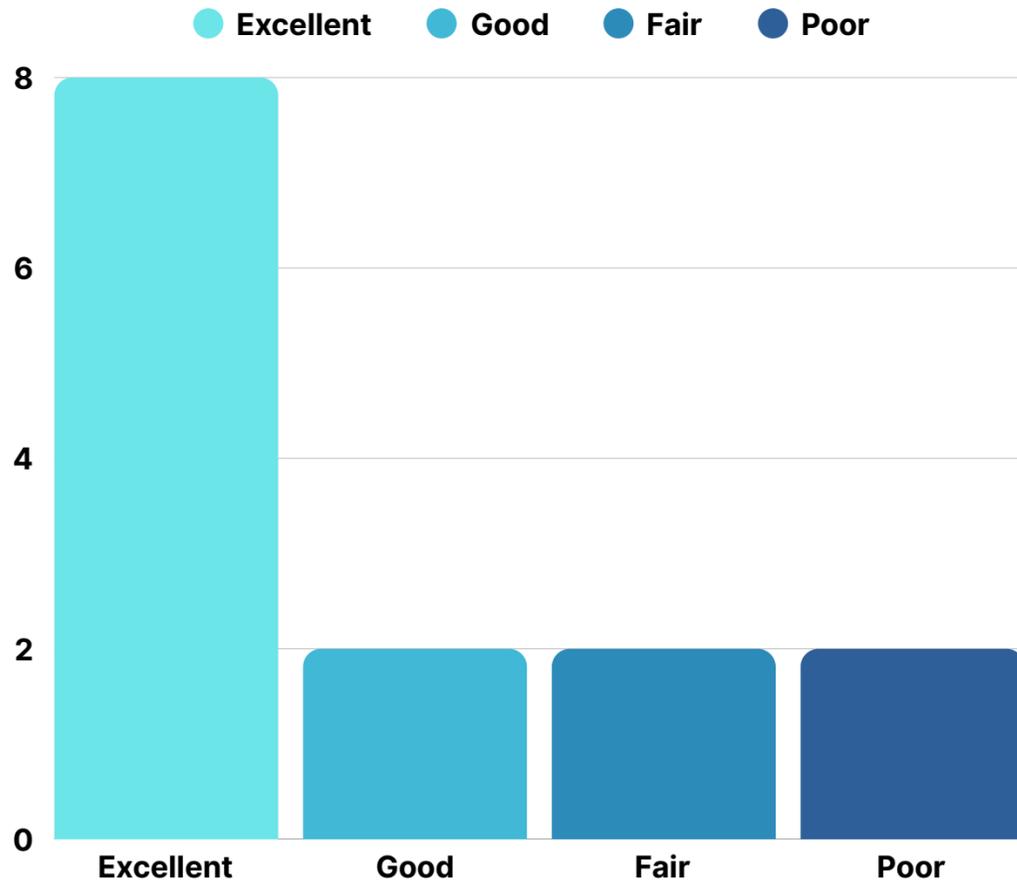
Did you receive adequate training for job start up/import files as it relates to Viewpoint?

Legend: ● Yes ● Somewhat ● No ● N/A

Category	Value
Yes	4
Somewhat	1
No	4
N/A	4
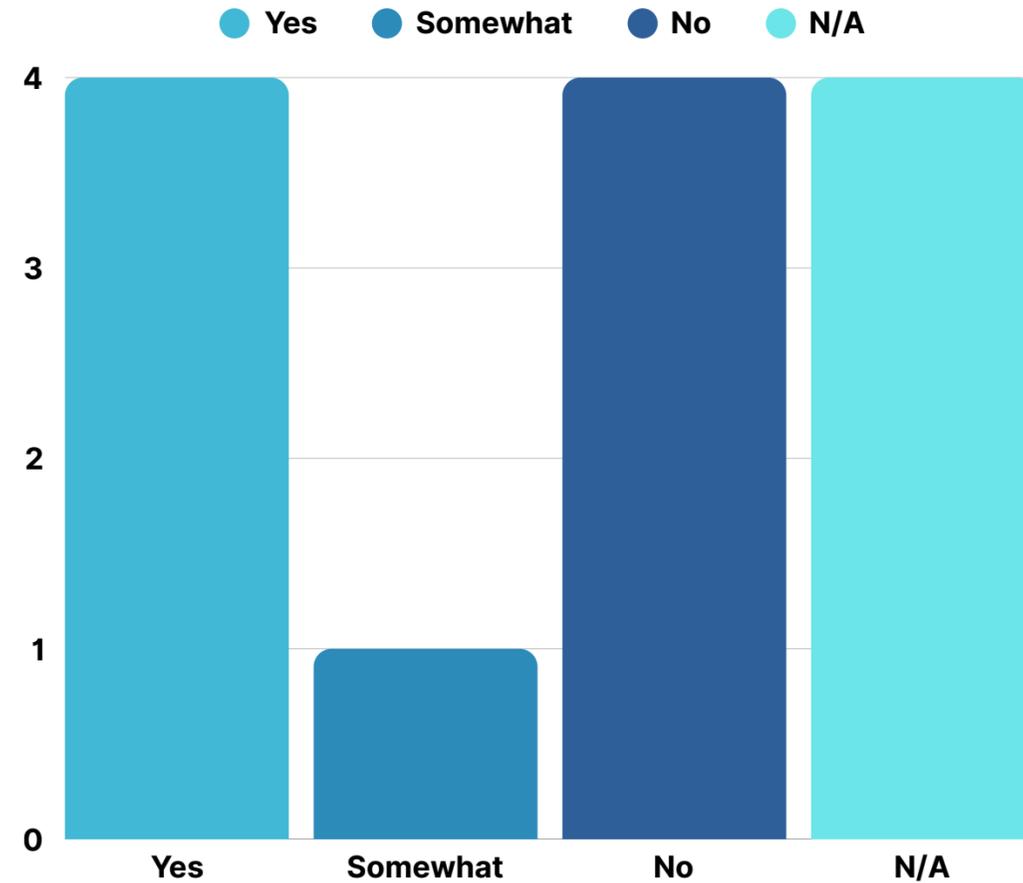
Overall, how satisfied are you with your onboarding experience?

Legend: ● Very ● Satisfied ● Nuetral ● Dissatisfied

Category	Value
Very	7
Satisfied	2
Nuetral	4
Dissatisfied	0
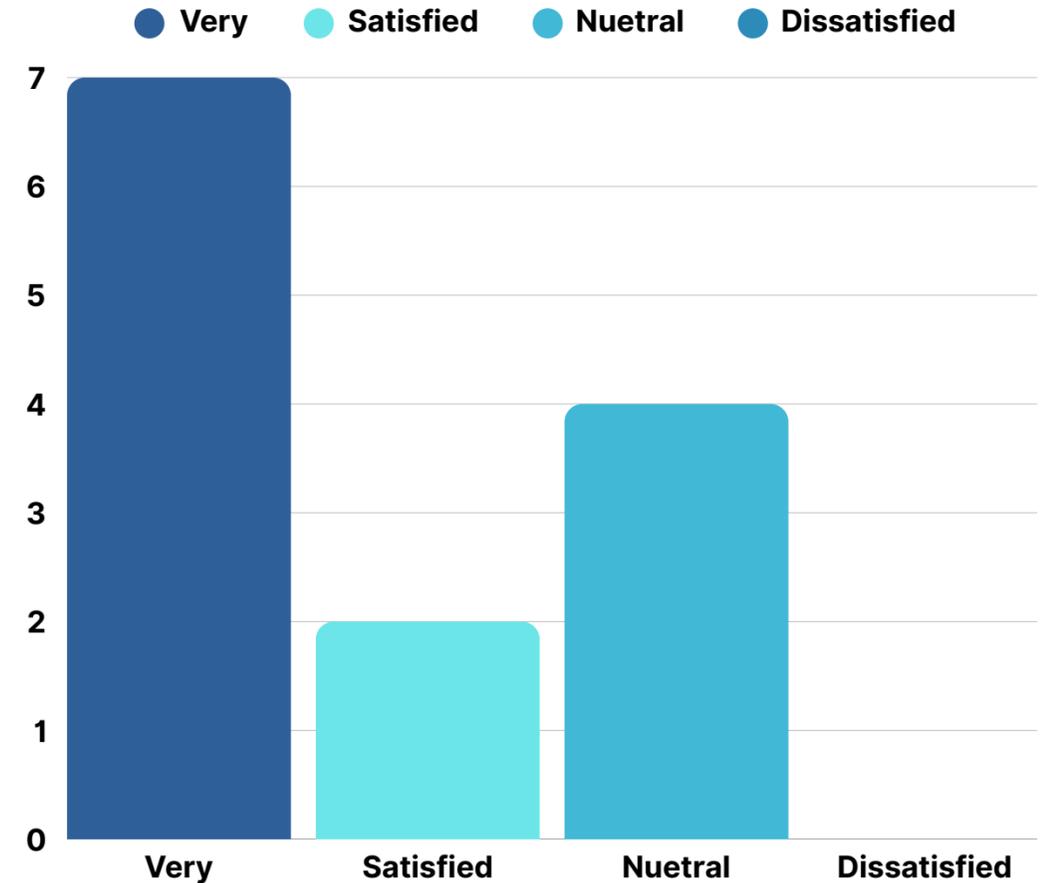
WHAT WE'VE HEARD FROM 2025 NEW HIRES:

What was the most valuable part of the training in hindsight?

- *"Absorb could be very helpful but it seems to still be lacking quite a bit of information and seems clunky to navigate right now. The most helpful training that I received that would be available to all employees was the Viewpoint PDF. I have saved that on my desktop with my own notes on it to guide me through the software. The PDF is very helpful but seems to be outdated in how Viewpoint is used now."*

- *"I never had initial training. When I started I was put on a job immediately and started working.The only training I got was from my direct report, and that was more of how to do what theywere asking me to do. I was out in the field with little assistance on softwares and programs."*

- *"Being in one place, learning the parts of construction in order, at one job, with the same people around you.*

- *"Reperforming the work on my own vs. watching someone else do it."*

- *"Understanding the H&W Way"*

WHAT WE'VE HEARD FROM 2025 NEW HIRES:

If you could improve one part of the onboarding or training process, what would it be?

- *"For onboarding, I think informing the new hire of the meetings that are scheduled for that first week would be helpful. For trainings, I would love 15-20 minute training videos on specific tasks (i.e. creating a submittal in ProjectSight, creating an internal PCO in Viewpoint, where to find specific language for legal notices)."*

- *"To have all technology equipment needed ready. To have clear communication on expectations for the first 30,60,90 days of starting."*

- *"I think giving access to something like Absorb a couple weeks before onboarding would be nice since it would give prospective employees time to learn Project Sight, listen to trainings, and learn more about H&W before starting work."*

- *"One part I would improve is the expectations for me to be clearly stated and being put somewhere firm for at least a few weeks while starting."*

- *"I felt like I was thrown to the wolves on my first few weeks and had no idea what I was doing."*

WHAT WE'VE HEARD FROM 2025 NEW HIRES:

What training or support do you wish you had received during your 30/60/90 days?

- *"Viewpoint has the most differences from software that I had been used to. There are so many nuances to this software and how H&W utilizes it. As much training as possible on this would be extremely helpful.*

- *"More IT based support, just because every company does things differently. I think IT should have a list of what each position needs access to, and that should be on the computer Day 1. We consistently found new things that I needed access to throughout the 30/60/90 days. Also, HR talked with me on Day 1 regarding what information they would eventually need from me, but then I never heard from them again to see if it was all setup and correct, or that they had all that they needed. I think having me confirm what they input or sending an email that the medical choices are set up and will go into effect would be helpful."*

- *"Check-ins."*

- *"I wish I had someone sitting next to me at all times for at least the first month."*

- *"More one-on-one training to gain a clear understanding of how tasks are complete."*

WHAT WE'VE HEARD FROM 2025 NEW HIRES:

If coming from another GC, what did they do better when it came to onboarding?

- *"One thing that my previous employer did/does during their new hire onboarding is have a happy hour and dinner for all new hires over the last few months, across all offices, to get together at the headquarters and socialize and get to know each other in a more relaxed environment."*

- *"As part of the 90-day review process, specific tasks, trainings, and conversations were implemented. Subject Matter Experts (SMEs) were responsible for connecting with new hires from the previous month and conducting monthly training sessions. These sessions were intentionally kept small to foster a more personalized, guided discussion rather than a formal online training format."*

- *"The only thing I can think of is some of the day one HR paperwork was made available through their HR website so that it could be filled out prior to starting. Even then, there wasn't a lot of day one paperwork necessitating that."*