

# *CEE On boarding* Minimum standards

the 1990s, the incidence of *S. flexneri* has increased in the United Kingdom [10]. In the United States, *S. flexneri* has been reported to be the most common serotype of *Shigella* isolated from children with shigellosis [11].

There is a paucity of data on the epidemiology of *S. flexneri* in the United Kingdom. In the 1970s, *S. flexneri* was the most common serotype of *Shigella* isolated from children with shigellosis in the United Kingdom [12]. In the 1980s, *S. flexneri* was the most common serotype of *Shigella* isolated from children with shigellosis in the United Kingdom [13].

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## ***Dear Onboarding Team***

Our ambition is to be the leading Firm in all of our territories. Attracting and retaining the best talent everywhere we operate is fundamental to building the strategic capabilities we need for the future. The way we bring people into our Firm and integrate them is a basic business challenge which we must get right.

Many people I talk to wonder why Onboarding is a strategic priority – they either think that this is something we have always done or they think it is simple and easy to execute. From a pure process standpoint this might be correct but from the point of view of the people themselves nothing could be further from the truth. People want more than process - more than a laptop, a business card and a payroll number. People want to know they've made the right choice, they want to feel welcome and part of the team and they want to get on with their job as quickly as possible. Onboarding is about making people feel engaged – and that is strategic.

If we are honest with ourselves we have not done a consistently good job in this area. Our surveys show that in more than half of the territories we are not meeting the basics of the CEE on boarding standard.

Our people also think we have a long way to go. In the last GPS only 58 % of people who had been with us for less than one year said that they felt valued as a person in PwC.

The period of onboarding covers about a year. Research shows the first 48 hours is critical in determining how a new joiner feels about the Firm. Mistakes and opportunities missed at the start of a person's time with us can take a long time to recover from or may cause them to leave the Firm. These failures are more than just a cost to our business. Negative experiences are talked about and damage how our own people see us. They also get talked about with friends and family and impact our reputation as a responsible employer.

We have decided to raise our game in Onboarding. We have looked at PwC Global Standards and working closely with our territories we have come up with our own standards and best practices. The purpose of this booklet is to provide you with all the information you need to deliver a consistently excellent onboarding experience to everybody who joins us at all grades and in all territories. Onboarding is something that everybody can contribute to - by getting involved you are supporting our strategy and helping us build a better firm.

Thank you.

***Matt Pottle***

*Managing Partner Human Capital CEE*

## Introduction - Why Onboarding is a priority!

### People benefit

High quality onboarding

Improved new employee engagement

### Client benefit

Improved new employee engagement

Higher quality of work

Better service provided to our clients

### Financial return

Improved new employee engagement

Increased employee retention

Decrease in cost

### KPIs

Improved people engagement index in the 1st year of employment

New joiner satisfaction measured by internal surveys

Turnover figures in the 1st year of employment

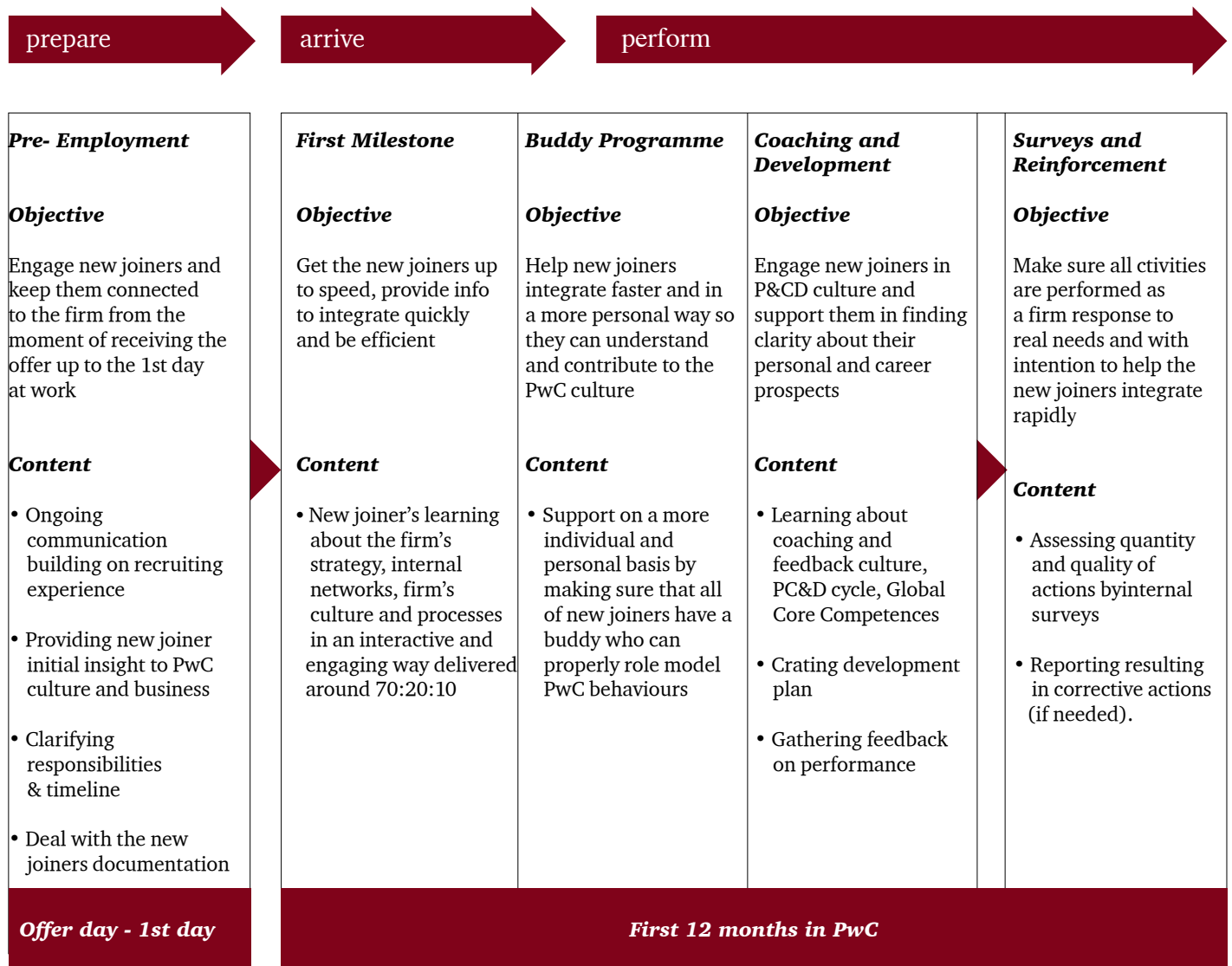
**FY10 hired in CEE:**

**2,500  
new joiners**

**8.4% or 200  
left the firm**

**Cost:  
\$10 Million**

# Definition of Onboarding in CEE – first 12 months



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## Goals:

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- Positive new joiners experience
- Rapid integration process of individuals and teams
- Maximising new joiners' productivity & increase quality of work
- Increase new joiners' long term retention & decrease costs of recruiting & training
- Increase new joiners' long term satisfaction & employee engagement & loyalty
- Consistency across CEE
- Minimising the admin work



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## Communication:

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- Special focus on communication with territory onboarding specialists – sharing best practices and enforcing minimum standards
- New joiner's calendar
- CEE Intranet page for new joiners

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## Dependencies:

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- Senior sponsorship by CMPs and LOS leaders
- Country adherence to minimum CEE standard
- Resources – CMP, Partner, HC, Induction presenters, buddies, coaches and new joiners' time investment
- Buddies/coaches to have onboarding related KPIs
- Support for Onboarding expert role with relevant time allocation and recognition

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## Enablers:

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- Frequent and consistent regional team driving and communicating with the territories
- Strong ownership in the LOS
- Good cooperation amongst LOS, territory Onboarding specialist and recruiters



# ***Introduction – how were the CEE Onboarding Minimum standards created?***

## ***The 35 CEE onboa***

The 35 CEE onboarding standards are created based on the Global standards and collection of best practices from all CEE territories. They take into consideration the need for consistency whilst respecting the different size and structure of the territories in CEE.

The 35 standards are the product of extensive teamwork between human capital professionals and business leaders around CEE which is an example of PwC experience behaviours in action.

### ***3 Phases***



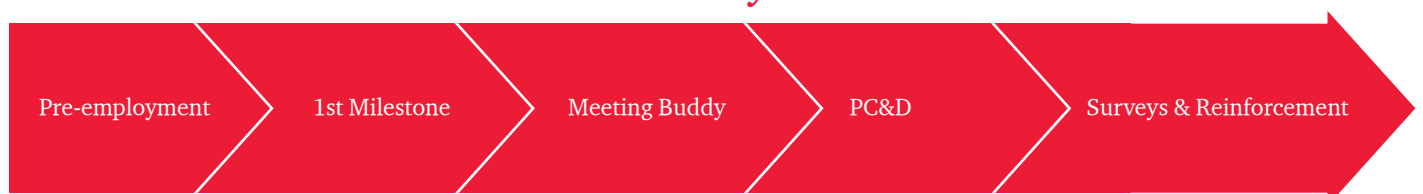
### ***7 Steps***



### ***21 Global Standards***



### ***35 CEE Territory Standards***



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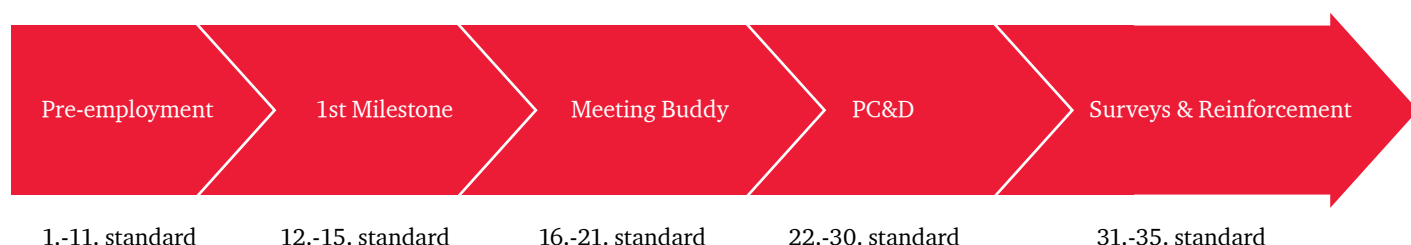
## ***35 CEE Onboarding Minimum Standards***

This booklet outlines the 35 CEE Onboarding Minimum Standards that each territory is expected to comply with from 1 December 2010.

The standards are grouped in to the topic areas below and each standard is referenced to at least one of the 21 Global standards that you can find in the Appendix I.

Territories that have the need and resources can excel in any of the areas by using the additional recommendations in Appendix II that outline best practices collected from CEE and Global.

All CEE territories are requested to report on standard compliance on a quarterly basis to the CEE Core Onboarding team. Please see Appendix III for more details.



Stream	min/best	CEE Standard	Global Standard	CEE Onboarding Minimum Standards	Why is it a benefit?	Available tools	
CEE Onboarding							
Pre-employment							
Offer and Contract Management							
PE	min	1	2/1.2	Partner/authorized representative authorizes the offer decision.	Make the new joiners feel like part of the team as soon as they sign the offer, so they can get excited and engaged from day one.	Guidance on offer management	
PE	min	2	3/1.3	Recruiter informs the candidate that she/he is being offered the job within 14 days of the last interview/stage of the selection process.			
PE	min	3	4/1.4	HC representative initiates face-to-face offer meeting/call with the candidate.			
PE	min	4	5/1.5	HC representative provides the candidate with a written offer containing employment details that comply with local legislation and the deadline for accepting the offer.		Guidance on offer management	
PE	min	5	2/1.2,4.4	Recruiter/LoS representative continues engaging new joiners on a regular basis with PwC culture (insight into benefits, career path, trainings, etc.) in the period between signing the offer and joining date, e.g. face-to-face meetings, e-mails, calls.			
PE	min	6	2/1.2	Recruiter informs the new Joiner about details of the pre-employment screening process (e.g. reference check).	Recognition of success of a new joiner through feedback. The feedback from the recruitment helps the candidate to create the base for the Personal Development Plan in PC&D.	Local completion guide for starting documents (example)	
PE	min	7	2/1.2	Recruiter makes sure that the offer letter states clearly that the offer is conditional on the basis of having conditions (e.g. reference check) met prior to joining.			
PE	min	8	8/2.4	Upon accepting the offer, the recruiter provides the new joiner with the relevant compliance documents, starting documents in line with local legislation and guidelines for completion.			
PE	min	9	5/2.1	<b>Info sharing and keeping contact</b> New Joiner is informed about the next and further stages of the Onboarding process.		New joiner's calendar. Brochure	
PE	min	10	4/1.4	Recruiter provides feedback about the candidate's performance in the recruitment process.		Guidance on interview feedback	
PE	min	11	3/1.3	LoS/HC representative invites the new joiner to firm/LoS/group events.	Getting the new joiner appropriately and timely informed and integrated quicker so that she/he can be efficient in within shortest possible time. New joiners satisfaction and engagement lead to improved performance and better retention.	Flexible agenda for 1st three months of a new joiner; New joiner's calendar; PwC experience workshop CEE design; E-learning compliance; Recommendations for networking within the firm etc.	
MF	min	12	9/2.5, 10/3.1	<b>First Milestone</b> HC representative plans and conducts induction events in accordance with the CEE induction flow and objectives for all new joiners		New joiner's calendar. Buddy e-learning; New joiner's calendar	
MF	min	13	7/2.3	HC representative welcomes all new joiners and provides information about how to manage internal networks, relationships, systems and tools available			
MF	min	14	11/3.2	CMP/LoS leaders/key talents are involved in delivering induction events			
MF	min	15	1/1.1	CMP/LoS leaders/key talents involved in delivering the induction events are appropriately briefed			
<b>Buddy programme</b>							
BP	min	16	11/3.2	Buddy to be selected based on CEE criteria.	Every new joiner will be welcomed and treated as an appreciated member of the team and in so doing will integrate more quickly. New joiner satisfaction and engagement increases and as a result there is higher quality performance and better retention.	CEE criteria + guidance on selection process	
BP	min	17	7/2.3	HC representative assigns a Buddy to ALL new joiners.		Buddy check-list; Buddy e-learning; New joiner's calendar	
BP	min	18	1/1.1	HC representatives/business leaders brief all Buddies on their role.			
BP	min	19	7/2.3, 16/4.4	Buddy meets/calls new joiner on her/his first day and makes herself/himself available for new joiner.			
BP	min	20	20/7.2, 21/7.3	Buddy makes the Buddy role part of her/his performance goals in their Personal Development Plan and gets feedback on her/his performance.			
BP	min	21	20/7.2	HC representative asks Buddies for their feedback on how the Buddy role is working in reality.	New joiner feels welcome and valued and more engaged from day one. More people act as coaches.		
<b>Coaching and Development</b>							
<b>Assigning Coach</b>							
C&D	min	22	7/2.3, 11/3.2	LoS/HC representative nominates and assigns a coach for each new joiner before their joining date.		CEE criteria for assigning coaches to new joiners	
<b>Development Coach</b>							
C&D	min	23	1/1.1	LoS/HC representative conducts briefing of coaches.	Coach checklist; Mandatory guidelines for conducting each coaching session		
<b>Introducing the PC&amp;D approach</b>							
C&D	min	24	12/3.3	Coach communicates in an email or a meeting the roles in coaching process and sets a date for the initial meeting with the coachee.	New joiner is efficiently informed and involved.	Coaching Bites; e-learning courses in LMA	
C&D	min	25	12/3.3	HC representative explains about the PC&D approach with focus on coaching and feedback as well as the Global Core Competences.			
C&D	min	26	13/4.1	Coach and new joiner use developmental feedback from the recruitment process as a base for the Personal Development plan.			
<b>Coaching and Development</b>							
C&D	min	27	12/3.3, 14/4.2, 15/4.3, 17/5.1, 18/6.1	Coach and coachee conduct and document four mandatory coaching sessions including clear objectives and timing within first 12 months.		New joiner is efficiently integrated in to the firm and her/his performance quality increases and can be monitored. Frequency and quality of the coaching sessions become role model behavior for the new joiner. It also improves the coaching skills of both.	Mandatory guidelines for conducting each coaching session
C&D	min	28	13/4.1	Coach and coachee discuss and sign off the Personal Development plan by the end of the second month after joining.			
C&D	min	29	16/4.1, 18/6.1, 19/7.1	Coach and coachee conduct a performance review via coaching conversation after the end of third month.			
C&D	min	30	16/4.4, 21/7.3	Coach makes the Coaching role part of her/his goals in Personal Development plan and gets feedback on her/his performance.			
<b>Surveys and Reinforcement</b>							
SR	min	31	18/6.1, 20/7.2	All new joiners contracted for long term (graduates & experienced hires) are surveyed by the 1st impression survey after 48h.	The best way how to get the feedback on our onboarding activities is to ask those who have actually gone through it for their feedback. This brings the opportunity for possible corrective steps.	1st impression survey	
SR	min	32	18/6.1, 20/7.2	All new joiners contracted for long term (graduates & experienced hires) are surveyed 3rd and 12th months survey.		First impression survey; 3rd and 12th month survey.	
SR	min	33	10/3.1	Territory onboarding specialist communicates results of the survey to CMP and to relevant stakeholders.		Regional communication template	
SR	min	34	10/3.1	Territory onboarding specialist agrees the follow-up actions to be taken based on results with CMP and relevant stakeholders.			
SR	min	35	10/3.1	Territory onboarding specialist reports about follow-up activities to the CEE Onboarding team.		Territory compliance survey	

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## **Appendix - Glossary**

### ***New joiner***

All graduate and experienced hires, XloS and Xgrade.

### ***Minimum standard***

Set of actions to be taken and implemented for all new joiners in all CEE territories.

### ***Best practice***

Where there is a need and where resources are available each territory is encouraged to implement a higher level of Onboarding practice.

### ***Coach***

PC&D coach, a more senior colleague assigned to each new joiner in order to actively help with the personal and professional development of a new joiner.

### ***Buddy***

Colleague from immediate group that new joiner belongs to. Buddy can be a peer or one grade higher than the new joiner who is acting as support of the new joiner in terms of her/his adaptation process. Buddy is being assigned before the joining date and should be active in her/his role as long as is needed.

### ***Territory onboarding specialist***

All territories are represented in the CEE Onboarding team by an Onboarding specialist. Onboarding specialists are nominated by the territory HC leaders. Onboarding specialists are responsible for working with the core regional Onboarding team and local teams to meet minimum required standard and to implement best practices. A list of names is available in the CEE HC knowledge sharing database.

### ***HC representative***

HC professional who is in charge of a particular step within the Onboarding process. An allocation of responsibilities will depend on the action plan agreed on a territory level.

### ***Stakeholders***

CMPs, LOS Leaders, People Partners and HC Leaders with responsibility for the implementation and running of Onboarding activities.

### ***First impression survey***

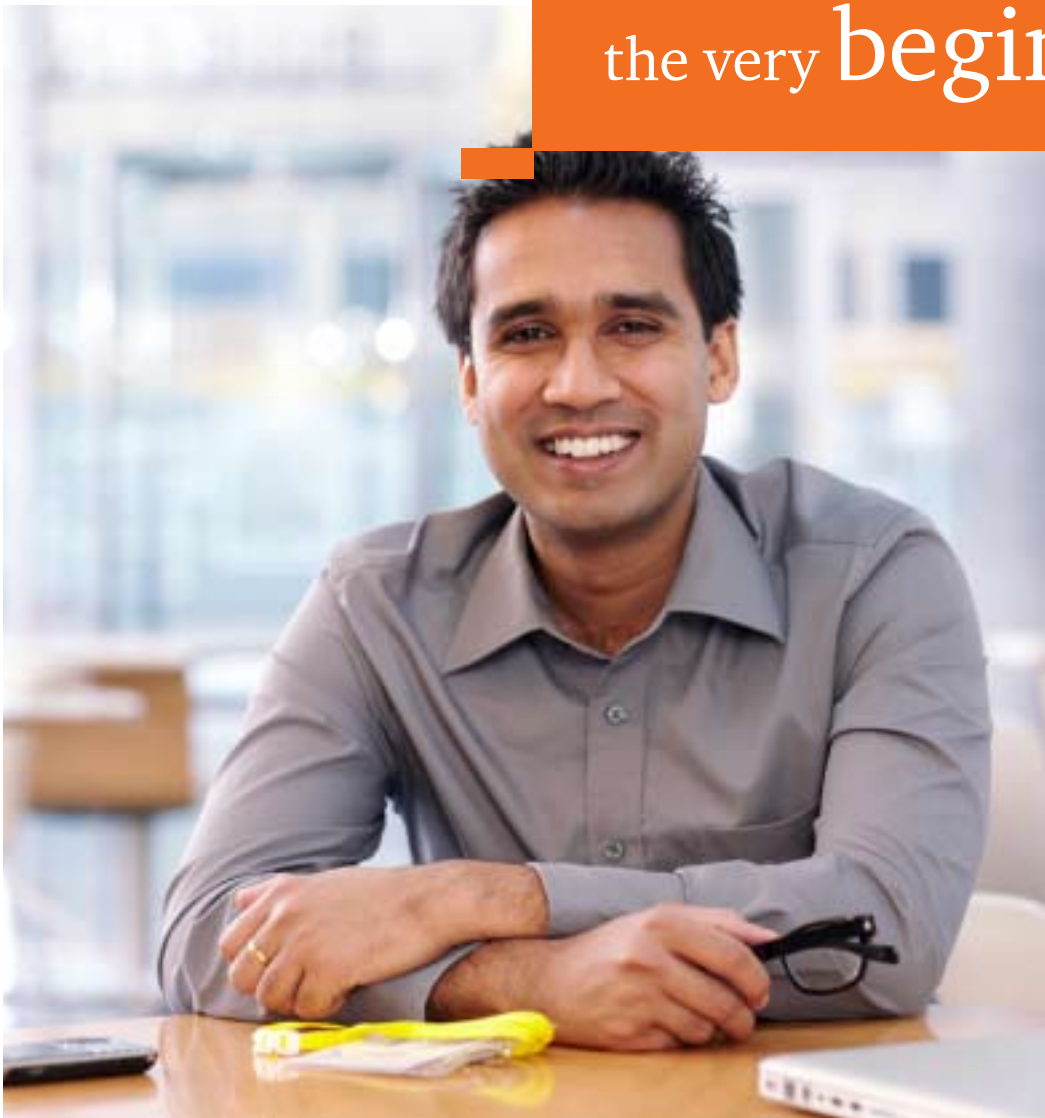
Survey released in the first 48 hours of employment which is sent electronically to all new joiners once they have been added to Orbit.

### ***Onboarding tools***

Tools prepared by the CEE Onboarding team in order to support and simplify the

## *Our Vision*

New people that join us feel  
**welcomed,**  
**valued** and well  
**informed** so they are  
strongly **engaged** from  
the very **beginning!**



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## ***Contact***

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