

CREATING A VALUE-ALIGNED CULTURE FROM THE START WITH A ROBUST TWO-WEEK ONBOARDING PROGRAM AT ST LUKE'S ELDERCARE

Winnie Koh, Empy Effendi
Human Resource

Introduction

St Luke's ElderCare (SLEC) grew exponentially between 2017 and 2018, with the opening of 8 new centres and manpower growth from 299 to 382 staff. As the company grew, it was imperative to preserve and maintain our desired culture through an intentional onboarding program to assimilate our new hires into our organisational culture and ready them for their job requirements.

Aim

A two-week onboarding program for new SLEC staff was designed in 2018 with the following aims:

1. To assimilate new employees into SLEC's organisational culture through grounding in our vision, mission, core values and model of care.
2. To equip staff with the essential skills and knowledge before they commence work with elderly clients.
3. To create a value-aligned work environment.

Methodology

Consultation with Subject Matter Experts (SME)

- The HR Training team worked with internal SMEs to determine essential training topics for new hires, and re-designed a two-week onboarding program from an original two-day program.
- Greater emphasis was placed on organisational core values, their defined valued behaviours and the SLEC model of care foundational to our culture building.

Peer learning & relationship building

Due to the bilingual nature of our workforce, we introduced peer learning to alleviate fear of learning, increase motivation to learn, and their confidence to teach and share knowledge. New staff had opportunities to network, learn from one another and build relationships with each other that lasted beyond the program. They also had the opportunities to meet and interact with Senior Management, including CEO and COO.

Hands-on skills training and practice

Technical skills training on basic competencies, including assessment were provided to new staff.



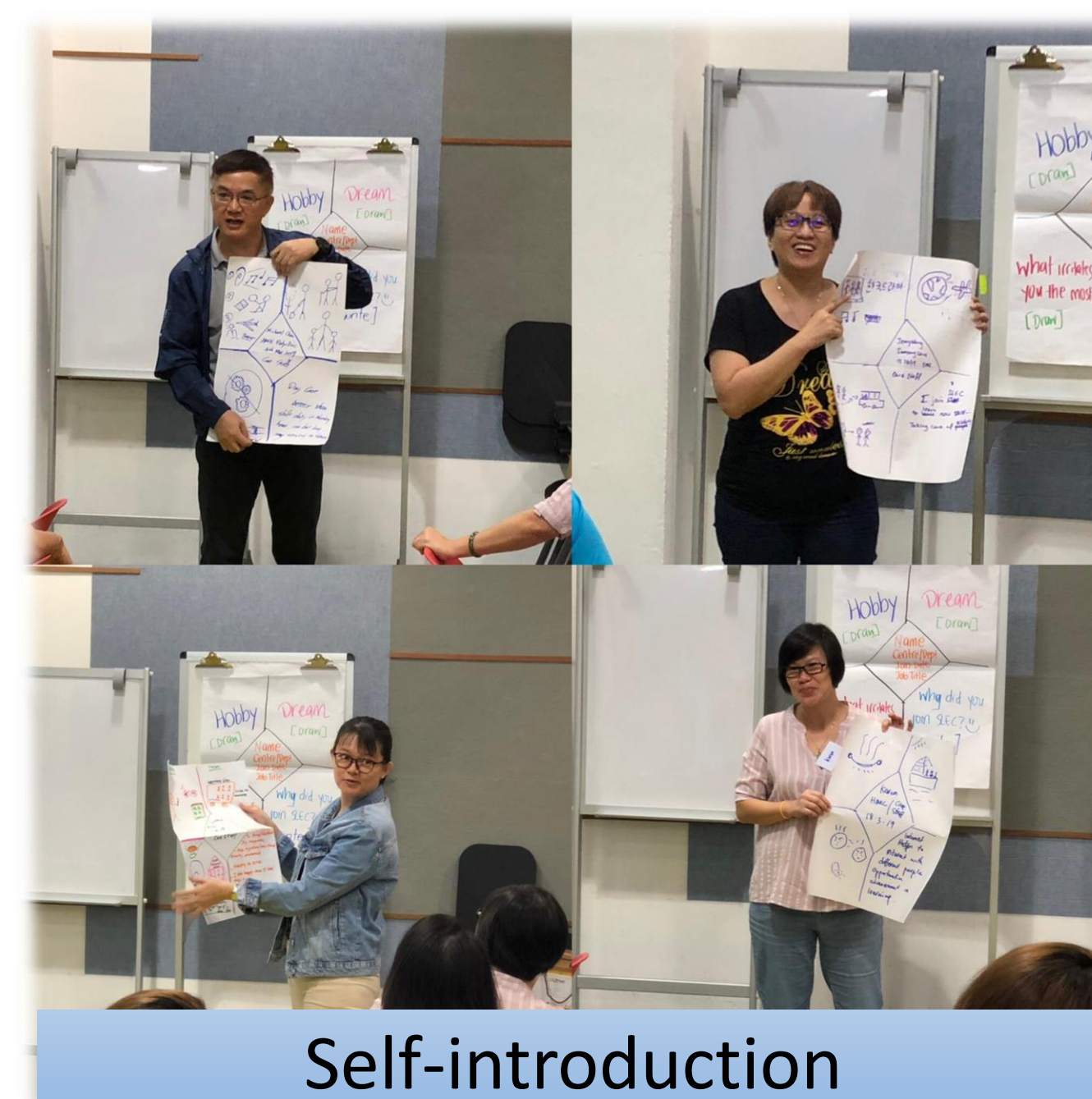
Conclusion

- New hires experienced a sense of belonging and were able to assimilate into our organisational culture more quickly.
- Staff felt confident and safe to conduct their day-to-day work duties.
- Increased work productivity and employee engagement.
- Increased first year retention rate.

Results

Positive feedback was received from new staff after implementing the two-week orientation. These included:

- The self-introduction session on Day 1 when staff shared the reasons for them joining the community care sector and specifically SLEC, resonated powerfully with them.

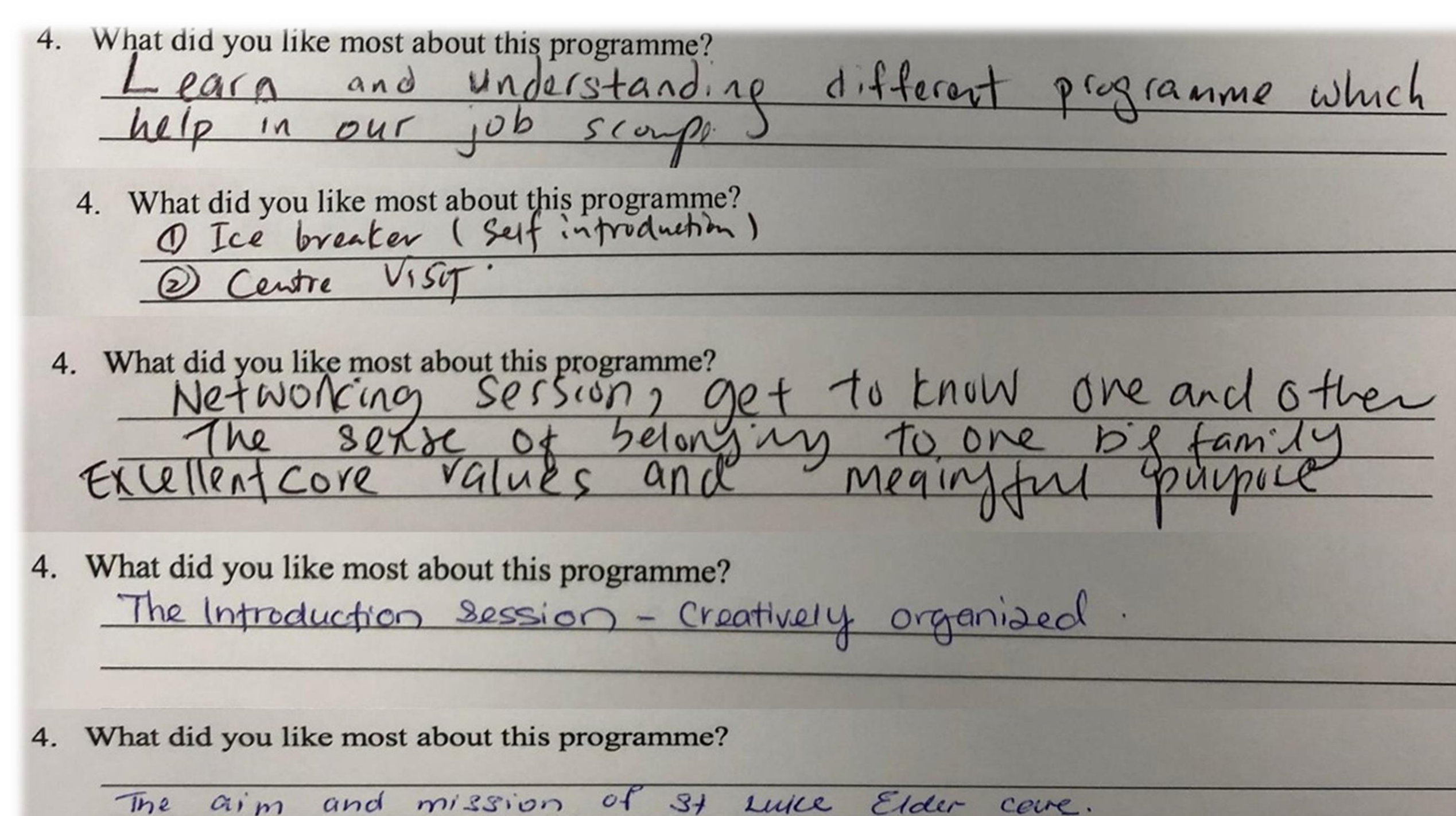


Self-introduction



Sharing by CEO

- The sharing by CEO and COO brought a personal touch to their onboarding experience, and the direct interaction with Senior Management encouraged a sense of a shared purpose and impact for the work at SLEC.



The following benefit was also seen:

- There was a 8% reduction in attrition rate within the first year of joining between 2017 and 2018.

