



new@Siemens Inspires New Hires from Day 1

Siemens AG

Best Unique or Innovative Learning and Development Program

October 2018



Company Background

SIEMENS

Ingenuity for life.

Headquarters	Berlin and Munich, Germany
Year Founded	1847
Revenue	83 billion (FY 2016/17)
Employees	377.000 (FY 2016/17)
Global Scale (Regions that you operate in or provide services to)	Worldwide
Customers/Output, etc. (Key customers and services offered)	B2B customers
Industry	Electronics and electrical engineering
Stock Symbol	OTC: SIEGY
Website	www.siemens.com



Budget and Timeframe

Overall budget	€600,000 per year.
Number of (HR, Learning, Talent) employees involved with the implementation?	Core team, seven employees; Technical staff, four employees.
Number of Operations or Subject Matter Expert employees involved with the implementation?	Depending on the content, experts from within Siemens deliver the content of the eLearning modules. The eLearning program consists of 24 different modules.
Number of contractors involved with implementation	Different eLearning modules are produced with different production companies (contractors). Content and didactic concept is provided by Siemens' internal project team. The project team chooses the contractor who best meets the didactic requirements of a topic.
Timeframe to implement	Continuously updated.
Start date of the program	2009

Business Conditions and Business Needs

Before its eLearning platform was in place, Siemens' learning campus offered only onsite training measures for the onboarding of new employees in Germany. Together with the globalization of the training offerings and the learning organization, its global learning campus decided to implement Siemens' overall content in an eLearning format and to supplement the eLearning with local onboarding measures. Available languages for the eLearning program are German, English, French and Chinese (Mandarin). The local onboarding measures are in the responsibility of the local global learning campus units and provided in the respective local language.

The new@Siemens global eLearning program welcomes new hires and staff joining in the wake of a merger or acquisition. It takes newcomers on an entertaining and edifying virtual tour of Siemens to answer their most pressing questions.

Overview

The main goals of the eLearning program can be summarized as follows:

- **One for All:** Every new employee worldwide with a Siemens email account gets an email invitation from CEO Joe Kaeser with a link to new@Siemens.

- **Rolling Out the Red Carpet:** From a welcome video by CEO Joe Kaeser to facts worth knowing about the company, new@Siemens helps new employees identify with Siemens and get off to a good start in their new job.
- **Up to Date with Corporate Principles:** new@Siemens familiarizes new employees with Siemens' commitment to transparency and compliance.
- **Tools of the Trade:** Newcomers are familiarized with key business tools such as 3i (idea management), PM@Siemens (PM is the abbreviation for project management), Lean initiatives and global quality management.
- **Professionalism with a Personal Touch:** With You@Siemens, new hires get a clear picture of the learning, training and career advancement opportunities on offer.
- **Networking with Colleagues from All Over the World:** The new@Siemens community is actively managed and brings internal communication tools such as Siemens' social network and the Siemens Wikisphere via special missions to the new employees.
- **Appreciate to Integrate:** Cordial, considerate onboarding can help boost motivation, productivity and loyalty to reduce fluctuation and save money.

The new@Siemens initiative is embedded in the global onboarding process. The managers of the new hires are informed about the invitation and asked to support them actively in working through the eLearning program. Although the eLearning program is optional for the new hires, the booking ratio is about 55% of the invited employees. The overall rating of 4.3 out of 5 is excellent for a virtual training which is optional. Also, the feedbacks in the new@Siemens community are very positive and underline that the goals are achieved.

Design of the Program

Siemens Portfolio Gallery

The program has a modular structure with a huge variety of different topics. Every topic is realized in an innovative and motivating way. One example is the Siemens Portfolio Gallery; it represents the different Siemens business areas in three-dimensional exhibition spaces which invite visitors to explore. The vast Siemens world is presented as an entertaining tour through virtual rooms full of experiences. Each room contains an elaborately modeled 3D exhibit representing one business area. Behind the images on the walls, users will find diverse content packaged in many different learning formats (film sequences, photos, 2D and 3D graphics that invite interaction and quiz games that



enhance learning). Visitors can control the tour themselves and can select from three languages: German, English or French.

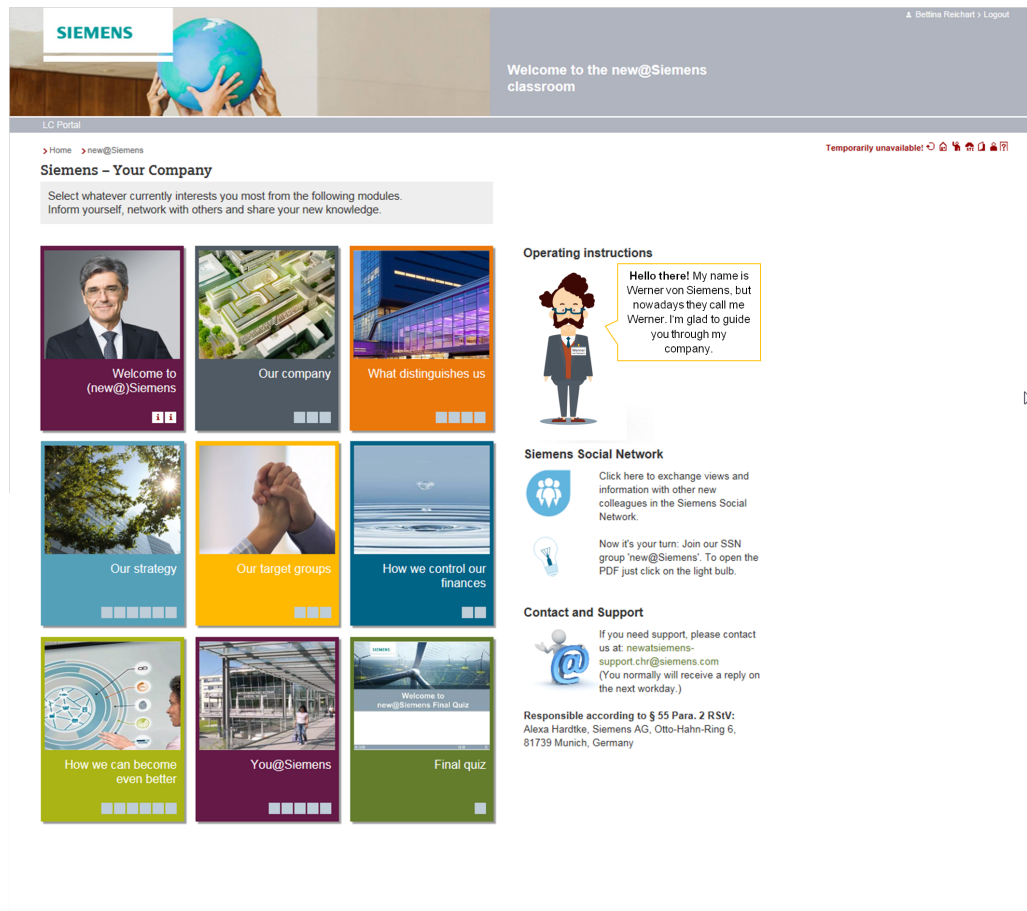
Figure 1: Siemens Portfolio Gallery



Source: Siemens AG

Another innovative element is the guided tour with the avatar “Werner.” Werner represents the founder of Siemens, Werner von Siemens, and welcomes the learner within the eLearning program. He offers further answers to frequently asked questions and motivates to go on learning after a pre-defined period of time without any interaction of the learner.

Figure 2: Open Vision



Source: Siemens AG

Generally, new@Siemens offers an attractive and motivating learning environment through interactive web based trainings, tasks and missions for the learners, quizzes, videos, texts and a direct connection to Siemens' social network. Last but not least: To give all employees the chance to use new@Siemens, an "open version" is available in English.

Delivery of the Program

As the eLearning program is optional for new Siemens employees, the challenge is, of course, to convince them to spend around four to six hours for the eLearning program at the beginning of their work within Siemens. The following measures have been implemented to attract their attention:

- Invitation with personalized link is sent automatically to new employees from Siemens CEO Joe Kaeser.
- Welcome video from Siemens CEO Joe Kaeser as starting point within the eLearning program.
- Email sent to the manager of the new hire, giving information about the program and requesting him for support.
- Implementation of six missions to activate the learner:
 - Join Siemens' social network group new@Siemens.
 - Use the Wikisphere page "My First Days at Siemens (by new@Siemens)."
 - Give feedback to the company.
 - Help Siemens to improve its web-based training.
 - Inspire (new) colleagues.
 - Tell Siemens what they expect to find in Siemens' social network group.
- Integral part of the overall onboarding checklist (to be worked on within the first six weeks within Siemens).
- Completed with local onboarding events at the different locations of Siemens.

Measurable Benefits

Siemens measure the success of new@Siemens in several ways:

- #feedback posts within the new@Siemens community:
 - The feedbacks within the new@Siemens' community reflect that the new hires appreciate the welcome to Siemens and that they are proud to form part of the Siemens family. Comments with #feedback are 95% positive on an average.
- 5-star rating on the level of every topic:
 - The overall rating is 4.3 out of 5 stars on average for FY 2016/17. In the first six months of the actual FY 2017/18 (October 2017 to March 2018), the average rating is 4.4 out of 5 stars.
- Turnover rate of employees per fiscal year:
 - Of all the new employees who have passed the final quiz of new@Siemens, only around 9% of them have left the company within their first 12 months within Siemens. In comparison, of all the employees who have not passed new@Siemens, around 20% to 24% of them have left the company within

their first 12 months within Siemens. With the help of new@Siemens, the turnover rate is reduced significantly.

Overall

- The new@Siemens program serves as one of the first contact points of a new hire with the company. It offers an attractive and motivating learning environment through interactive web-based trainings, tasks and missions for the learners, quizzes, videos, texts and a direct connection to Siemens' social network. Learners through the eLearning program are highly motivated to work for Siemens and are proud to form part of the Siemens family. They feel highly appreciated that the company offers valuable information to them in an innovative way. The benefits can be measured in different ways and it helps, significantly reducing the turnover rate for Siemens.
- Key success factors of the attractiveness of new@Siemens are continuous updates of the content of the E-Learning modules, as well as of the eLearning methods and didactics. In the future, more innovative elements such as gamification (see the Siemens Quiz app available on Apple's App Store and Google Play), learning paths which guide through the existing learning modules and serious games will be implemented in new@Siemens. At the moment, Siemens is evaluating a prototype of a serious game about the VUCA world (volatility, uncertainty, complexity and ambiguity) that was produced together with a production company for serious games.



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