Best Practices for New Hire Orientation, Onboarding, & Training

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This document was a collaborative effort from industry professionals. Our purpose was to provide real-world advice that we've learned through experience, and can be applied in the field.

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Prologue

Miranda didn't have the opportunity to finish high school because her family needed her at home. Book learning just wasn't her thing, but she worked hard these last few months to take the GED exam and was hired to work in the packing room of a nearby food plant. She's very nervous on her first day. All they told her was to be at the plant by 6AM. Miranda has no idea what to expect and is not sure what to wear or if she is supposed to bring her lunch. And thus, her career begins working in the manufacturing industry.

Regardless of whether people are brand new to manufacturing or returning, they begin their first day of work with orientation. Several hours are spent filling out forms, learning about time and attendance, employment policies and procedures, reading and signing off on documentation, and (heavy sigh) trying to make sense out of all this information. It's like drinking from the fire hose — too much information, not enough context, no accommodation for different learning styles. Very little effort is made to incorporate culture, pride, or importance of role. Sound familiar?

So how much time should be spent on a new hire program? Answer: it depends! If you are hiring for positions where the work is routine and not complex, a shorter amount of time may be just the thing. But if your facility, environment, or product is complex, spending more time will be a smart investment. Many experts say that on-boarding should cover the entire first year of employment. What does the ideal new hire program look like? How can you balance too much with not enough? How do you accommodate all the learning styles in the room without putting your newbies into a PowerPoint coma?

This eBook will discuss how to organize the first few days for new hires so they want to come back every day.

Setting Up or Revamping Onboarding — The All-Important Needs Analysis

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Determining the roadmap — how to get from point A to point B — is a very important step in creating or enhancing any new hire program. Start by putting together a Needs Analysis by soliciting participation from all stakeholders. Every department that uses the new talent needs to participate in making the program a success. Here are some sample questions to get you started.

Measure the Existing Program:

- What are the company's goals for new hire training?
- What is working with the existing new hire program?
- How were training needs identified in the past?
- What content is available for learners?
- Is company culture conveyed in the program?
- What internal and external obstacles affect the training program?
- What needs improvement with the existing program?
- Does the existing program make new employees feel welcome?
- Does the existing program provide the right kind and amount of information about their role in the company?
- What platforms and devices are being used to access, create, and deliver training material?
- What content formats/training delivery methods are available to learners?
- What measures of success are you currently tracking?
- Is the new hire program effective?
- Do new hires appear bored or overwhelmed during onboarding?
- How easily can employees ask for help? Do they know who or how to ask for help?

Determine Department-specific Needs:

- What qualifications or skills would be required of the onboarding/training staff?
- What information does a new hire need to work safely during their first 30 days on the job? Be very specific.
- How is their role critical to food safety and quality? Operations? Sustainability?
- How should this information be presented and by whom?
- What training is essential for new hires during orientation?
- Provide a timeline of when the information should be offered/completed.
- How can the program be implemented so it is engaging and memorable, while still imparting knowledge to the learner?
- How many touch points are needed? Which managers are responsible for those touch points?

Focus on the New Hire:

- What problems can be caused by not training?
- What is the best way to deliver the training?
- How much time is available daily, weekly, or monthly for training?
- Does the program provide the right information, in the right amount, for a new employee on their first day? First week? First month?
- Can employees work through the program material at their own pace?
- Are cultural differences incorporated into the program?
- What generational differences need to be accommodated for?
- What language should the materials and training be available in?

Next steps:

Rate each question based on importance and focus on the "need-to-haves" versus the "nice-to-haves." Drill down into the knowledge and skills these individuals need to have before they enter the workforce, putting the "why" first in order to provide inspiration and a sense of belonging. Determine what must be accomplished during the first week — how, by whom, and in what sequence. Use the data gathered to create your "Basic Basics" — the information your new team members must have to be successful right off the bat. This will help to ensure that your new hire program reflects the realities of the job. And remember to keep it simple. Don't overload the program or the new people.

Getting Paperwork Completed in Advance

Getting Paperwork Completed in Advance

Hiring new people is accompanied by an abundance of paperwork for important things like payroll, benefits, and parking passes. That old saying "You never get a second chance to make a good first impression," applies to hiring firms and new hires too. What better way to show how important people are to the organization than by reaching out before he or she starts work. Provide an outline of the first day, explain the company culture, the importance of people, and how their role adds value to the company. This is a best practice that gives new employees a glimpse into what to expect and how they fit in, creating a less stressful onboarding for both parties.

There are many ways to expedite paperwork once an offer has been accepted. Forms can be sent electronically via email. A website login can be provided to access and complete forms. Ensure that the link provided to prospective employees is secure as some of the information these new hires need to provide is confidential — like social security numbers. If an employee does not have access to a computer, hard copies can be provided or mailed to their home address.

It's also a great opportunity to generate excitement, enthusiasm, and pride around the company's history and philosophy. Provide a detailed copy of the job description, including the importance of the role and how it contributes to the overall organization. Include the company's business strategy, target customers, and value to customers and/or consumers. Providing an FAQ document that answers questions about what will happen and the overall expectations of the first few days creates transparency and eliminates new hire stress.

See Appendix A for a complete version of the sample checklist below:

Champion	Offer Acceptance	Pre-Start Date	Description	Date	Time	Notes
HR	Start new employees file	Signed offer letter	Describe evacuation procedures. Employee receives a hard copy. Questions		8:00 AM to 8:15 AM	
HR	E-verify	Background check completed	Distribute the Organizational Chart. Company Mission Statement. Questions		8:15 AM to 8:30 AM	

Separating Orientation from Onboarding

Separating Orientation from Onboarding

So, what's the difference between orientation and onboarding? Many times, this delineation is not clear, muddying the waters and sending mixed messaging to new hires from the organization.

Orientation is the initial welcome and introduction to the company and worksite, typically on the first day(s) or early in the employee's time with the company.

Onboarding can include the orientation period and go beyond the first days or weeks with more in-depth, department-specific, or role-specific training. Some organizations consider an employee in an onboarding phase until they become fully productive employees.

Employee orientation should be initiated on day one. Start with priority items from Human Resources such as evacuation routes, inclement weather shelters, and locations for restrooms, AED, locker rooms, and time clocks. Follow it up with basic information for safety, quality, and productivity expectations.

And don't forget to include company culture. It is reported that over 80% of new hires will fail due to poor cultural fit. Learning 'how we do things here' is a critical piece to impart. Introduce the individuals to their supervisor and provide a plant tour highlighting the areas where the new hires will spend their time, traffic routes, and special precautions. Providing lunch and refreshment conveys the company's interest and investment in these individuals. And some surprise swag can help them to feel included. Product coupons can encourage newcomers to go out and look at the products in the store, purchase for their families, and create pride of ownership from the start. Be sure to introduce employees to the teams they will be working with. Next, let the onboarding begin.

Best Practices for Orientation

Introductions

Plant Tour

Refreshments

Swag

Product Coupons

Creating a New Hire Checklist

Creating a New Hire Checklist

Where would the world be without checklists? A checklist provides a method to organize and eliminate clutter that could otherwise make the program ineffective. New hire programs are the perfect vehicle for their use and will dispel uncertainty about what needs to be done, when, how, and by whom.

Use the needs analysis as the foundation for the checklist. Keep it concise and to the point. Remember that starting a new job is like drinking from a firehose — lots of information in rapid fire succession. Designate specific training and check in times, and encourage the new hire to take notes they can refer to later. Your checklist should set clear goals and expectations from the first day.

Training — How Much is Enough?

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Designing the training curriculum for a new hire program requires a very analytical lens from the learner's perspective. Theory may be important for the long term, but is it really what the new team member needs at the very beginning? The concepts should be simple, top line, and easily repeatable. They should include company policies, employee safety, and GMPs. Training forms the foundation upon which individuals begin their career within a company. Once taught, these concepts must be reinforced daily to ensure comprehension and minimize complacency. Once the foundation is strong and firmly ingrained, it can be built upon.

The Basic Basics

Food Safety

Food safety vs. food defense overview — why both are important (protect consumers, brand, stakeholders)

- Food defense basics
  - See something, say something
  - Visitor identification
- GMPs/Personal hygiene/PPE
- Allergen awareness
- Handwashing & glove usage, metal detectable bandages
- Color code
- Pest control awareness

Operations

- Basic logistics
  - Restroom & break room locations
  - Facility tour, if appropriate
  - Employee lockers, changing rooms
  - Introduction to supervisor, leads, QA
- SOPs for primary position(s)
- Acceptable/not-acceptable parts/product
- Testing equipment and testing frequency
- Production paperwork, records (why records are important, electronic or paperwork)

Safety

- Safety PPE
    - Safety glasses
    - Hearing protection
    - Footwear (i.e., steel toed boots)
- Emergency action plans (codes for fire, tornado, emergency maps)
    - Evacuation procedure
    - Ammonia evacuation
- Safety considerations for primary position
    - Hazards of their work area/equipment
    - E-stops
    - Machine guards
    - LOTO
    - Position-specific safety procedures
    - Chemical safety (e.g., Globally Harmonized System; Hazardous product regulations)
- Report injury
- Site-specific policies (no weapons, cardinal safety rules, no smoking, drug/alcohol policy, etc.)
- Country and location-specific requirements

Office Employees

- Food safety vs. food defense overview
    - What is the difference/why do we care?
- Food defense basics
    - See something, say something
    - Visitor identification
    - Guest protocol
- GMP basics
    - Requirements to enter the manufacturing area & why following requirements are important
        - PPE, handwashing, no jewelry/personal items/gum, etc.
    - Keep desk area clean
    - No live plants (floral delivery can stay 24 hours)
    - Report any pest activity
- Building alarms, evacuation routes

Remember learning requires continuous reinforcement and reminders. With so much information available, learning gets easily lost. Use every opportunity to remind new employees during the first few days, weeks, and months about the 'Basic Basics'.

Create observations for all new hires by position title. Include a mix of follow-up questions to see how well the employee retained the concepts presented to them in the first week. Have a goal for completion by their supervisor during the first 30–60 days.

Repetitive training helps the culture you are developing become ingrained.

Signage and video boards provide visual reminders. Colorful, attention-grabbing signage that uses minimal word counts is the most effective.

Use of quizzes or daily/weekly questions helps commit information to long term memory. Those answering the questions correctly can get their names in a drawing for some company swag, a free beverage in the cafeteria, or other prize.

Get creative, keep it fun, and reinforce consistently for impactful learning. If you want a well-trained workforce that knows what to do and does it even when no one is watching — then you can't afford not to.

Determining the Best Training Delivery Modes

Determining the Best Training Delivery Modes

Facilitation during training is absolutely critical. New team members want to know what to do, why, how, and what they contribute when doing the job well. They want (and need) to be taught by those who are knowledgeable, experienced, and have the patience and people skills to be a teacher. Even in training situations where eLearning is employed - facilitators need to be available, able to answer questions, guide and direct additional conversation, and point out areas of specific significance to the company and the learner. Active listening and good communication skills are imperative with new hires. Their fresh perspective can easily be discouraged and that is a terrible waste.

It is true that different generations have distinctive learning styles, as do individuals, and both need to be considered when building a new hire program. Accommodating visual, auditory, and kinesthetic learners… while incorporating the informational, transformational, self-directed, and informal learning styles of the 4 generations now in the workforce is challenging. Everyone's brains digest functions differently. Some can read an SOP and get it; others need a video or photos. Consider your learners and design your program to get the biggest bang for your efforts — and theirs.

Generation	Born	Drivers	Video	Mentor Program	Role Play	Classroom	On the Job	Blended
Baby Boomers	1946–1964	Competition				X	X	X
Generation X	1965– 1981	Independent Minded	X				X	X
Millennials	1982–1990	Teamwork, Feedback, Technology	X	X	X	X	X	X

There are so many good ways to teach. Here are a few examples:

After an employee has completed classroom training, take them out on the floor to observe the actual job being performed. Correlate the two perspectives for maximum impact. Allow them to ask questions about what they observed so they can grasp clear expectations and provide the repetition that is needed to allow long term memory to kick in.

Encourage new employees to have a dialog with high performing, seasoned team members. Encourage them to ask “why” questions and get a better understanding of the role and responsibilities. The new hire will pick up a lot of tips and tricks, and the new hire’s fresh perspective may also lead to suggestions around a better way of doing things.

How Not to Overwhelm New Hires

How Not to Overwhelm New Hires

Is there a difference in new hire training for temps, temp to perm, or direct hires? Should there be? Sitting through 8 hours of instruction — whether leader, long-term employee or new to the organization — is not a good learning experience for anyone. Especially if you want to insure what is being learned is properly digested. If training is distilled into the “Basic Basics” as referenced above to create a strong knowledge foundation, then it should serve well for all new hires — whether they are short term or creating a work home for many years to come. Foundational learning that consists of the right materials, in the right doses, is the basis for all additional knowledge imparted during that new hire’s tenure with the company. Here are some examples of new hire program schedules that allow for maximum knowledge exchange and retention.

One Day Training Schedule Example

Time (hours)	Item/Topic
1	GMP Training
1.5	Plant Tour
.5	Break
1	Meet Your Team • HR Training
1	Attend Team Huddle • Alchemy Training
1.5	Learn Your Tools • Alchemy Training • On-the-Job Training (OJT)
.5	Lunch
1	Alchemy Training
.5	End of Day Debrief

Multi Day Training Schedule Example

Topic	Day 1	Day 2	Day 3
GMP Training	.5	.5	.5
Plant Tour	1	1	.5
HR Training	2	1	.5
OJT	1	4	6
Team Meetings	1	.5	.5
Job-specific Training	1	3	4
Food Safety Training	.5	1	2
H&S Training	1	2	1

Multi Day Training Schedule Example

Topic	Day 1	Day 2	Day 3	Day 4	Day 5
GMP training	.5	.5	.5	.5	.5
Plant tour	1	1	.5	.5	.5
HR Training	2	1	.5	0	0
OJT	1	4	6	6	6
Team Meetings	1	.5	.5	.5	.5
Job-specific Training	1	3	4	2	2
Food Safety Training	.5	1	2	1	.5
H&S Training	1	2	1	.5	.5

Another example is a cumulative approach for the first week where each day builds on the previous day. Information and plant time are metered out in more digestible pieces. Day 1 is heavy on classroom time and light on plant time. By Day 5 this is reversed so classroom time is limited with the majority of the day spent in the plant. This type of schedule will limit the time and resources spent on those who only last one or two days.

Day	Time	Activities
Day 1	4 hours	Fill out or verify paperwork. Cover basic instructions on how to clock in, locker room location, and high-level overview of the "Basic Basics" related to employee safety, plant tour. • Topics may include basic GMPs, handwashing, evacuation plan, etc. but at a very high level.
Day 2	5 hours	First hour starts with review of the "Basic Basics," correct any paperwork from day 1, initial training on quality & workplace safety, time in the plant. • Reviews include very visual and condensed handouts for employee notebook.
Day 3	6 hours	First hour starts by reviewing the quality & workplace safety topics from the previous days, learning additional topics, and spending time in the plant. • Provide multiple touch points throughout the week.
Day 4	7 hours	First hour starts by reviewing the quality & workplace safety topics from the previous days, learning additional topics, and spending time in the plant.
Day 5	8 hours	First hour starts by reviewing the quality & workplace safety topics from the previous days, learning additional topics, and majority of the day is spent in the plant.

Regardless of the schedule you use, remember to offer constant feedback as part of your program. And make it specific. Phrases like "you're doing great," aren't specific enough. Recognize the behavior, praise the behavior, and state the outcome of the behavior. If you find you need to do training over an extended period of time, take frequent breaks, encourage participation and networking, mix up delivery methods, and use humor when appropriate. Rewards and recognition during training help reinforce the concepts and encourage learners to pay attention.

Correlating the "Basic Basics" with OJT

Correlating the “Basic Basics” with OJT

Once the “Basic Basics” is ingrained, OJT will fit hand-in-glove. The basics keep employees aware of their surroundings, working safely and following quality requirements. This way they can begin to add on the tasks and routines required to become proficient in their daily responsibilities.

Mentoring is a great way to pair up experienced teachers with those just coming into the fold. Choose a mentor that will embody the company culture, is patient, has good people skills, and will teach the appropriate job skills — not a lot of bad habits or work arounds. Just like having facilitators that are also good teachers — having a good mentor is tantamount to the new hire’s success.

Measuring Effectiveness

Measuring Effectiveness

An investment in a robust orientation, onboarding, and training program can benefit companies in many ways. Measuring the program's effectiveness is imperative to continuous improvement. A fully implemented program starts new employees out on the right foot from the beginning. Measure what you treasure, but be careful — many times you will only get what you measure. Set metrics initially to find your baseline. Use your needs analysis to help set key performance indicators. Here are some examples of both leading and lagging indicators:

Indicator	Metric	Questions to Ask Based on Results
Leading	Training Attendance Rates • Onboarding • Refresher	• Do managers know the training requirements? • When/where are you hosting the training? Is it at an optional time/location? • Are managers provided with a list of employees that have missed training? • Are there makeup courses?
Leading or Lagging	Training Completion Rates • Onboarding • Annual Training	• Is the training too long? • Are too many topics covered at once? • Are there commonly missed questions? • Is the training in participants primary language? • Is the training at the right education level for participants? • Are employees who do not pass training requirements retrained? • Are make-up trainings scheduled for timely completion?
Leading	Training Application OJT (Behavior Observation)	• Is testing conducted for comprehension? • Are reinforcement tools being used?

Indicator	Metric	Questions to Ask Based on Results
Leading or Lagging	30-, 60-, 90-Day New Hire Training Reviews • Productivity • Safety • Attendance	• Does the new hire have the knowledge to do the job? • Is the new hire engaged? • Does the new hire understand their role and how they contribute to the company? • Are there extenuating circumstance that are affecting attendance? • Does the employee feel comfortable reporting at risk conditions or near miss incidents?
Lagging	Employee Attrition and Turnover	Which departments have the highest/ lowest attrition rates and why?
Leading	Productivity • Schedule Attainment • First Pass Quality • Holds • Near Miss Incidents	• Which of these metrics are related to employee competence and what gaps do they indicate in knowledge? • Do employees show pride of ownership in the products they are producing?
Leading or Lagging	Food Safety & Quality • Audit Nonconformances • First Pass Quality • Holds • Near Miss Incidents	• Which of these metrics are related to employee competence and what gaps do they indicate in knowledge? • Do employees show pride of ownership in the products they are producing?
Lagging	• Supervisor Skills Assessment • Overall Success of New Hires	• Does the supervisor have the soft skills required to nurture new employees? • Is the new hire program effective? • What reasons do new hires list for leaving during their exit interview?
Leading or Lagging	Employee Engagement • Annual Survey Scores	• Are scores in engagement reflective of the workplace culture? • Are certain areas improving or declining? Why?

Make sure you are measuring mostly leading indicators and not only lagging. Leading indicators provide information that is proactive and allows you to prevent negative consequences. Lagging indicators typically measure the outcome of something that happened in the past and the extent of a failure.

Accountability & Continuous Improvement

Accountability & Continuous Improvement

As with any program all stakeholders need to be held accountable for their role in its success. You may wish to develop a RACI chart so that all departments and participants understand their part. Use the needs analysis to help with the delineation here.

- **Responsible** — Who is responsible for doing the actual work
- **Accountable** — Who is held accountable for the success of the task
- **Consulted** — Who needs to be consulted for details and additional info
- **Informed** — Who needs to be kept informed of major updates

Here is an example of a RACI chart:

New Hire Program Workstream	Communication Path	Human Resources	Quality Assurance	Plant Manager	Training Team
Talent Acquisition	Orientation	Responsible	Consult	Accountable	Informed
	Email with login to documents	Accountable	Informed	Informed	Informed
	Review of completed documents	Accountable	Responsible	Informed	Informed
	Plant tour	Responsible	Accountable	Informed	Responsible

Don't forget to hold your new employees accountable as well. You have invested a lot of time, energy, and effort in helping them to be successful members of your work family. They have responsibility for putting on-boarding and training into practice. Cover the consequences with them in advance, provide constructive feedback, answer questions, and encourage them to do their part. Positively reinforce gains and goal achievement.

Every program needs to be measured, nurtured, and continuously tended. Use data to determine where you need to make changes. Learners and companies will change over time and your new hire program needs to keep pace to be effective. Even programs that are solidly in place and working well today.

Questions to ask the new hires:

- Do you feel welcome?
- Do you feel confident in your ability to do the job?
- Do you have a clear idea of our culture?
- What is your role in working safely and producing safe products?
- Can you visualize the work environment?
- Do you know what is expected of you?
- Have you met your direct manager, coworkers?
- Do you understand your job duties?
- Do you feel prepared to begin your career with us?
- Was the program interesting? Boring? Too fast? Too slow?
- What did you like best? What did you like least?
- What could be improved?

Conclusion

Conclusion

Miranda didn't last very long at her first job as a high school graduate. Every day she felt like she didn't know what she was supposed to do or where to go. After the first week she was so frustrated and unhappy that she left and never returned. After a few weeks, she got up the courage to put in an application at a different company a few blocks away. And what a difference. They worked hard to help her understand what the job consisted of and what the first week would look like. She was able to fill out all of those forms online before starting. And on her first day she knew what to wear, where to go, and exactly what her schedule for the whole week was going to be. They told her how important her job was to the company, her coworkers, their customers and consumers. Being the new person is not easy at any company, but Miranda felt like part of the team from the first day. She is proud to work there. She feels like she belongs.

Investing in new employees is one of the best investments a company can make. Take the time to develop a robust program that is improved continuously. As the labor pool and industry norms change, so must the program. New hires need to be nurtured, welcomed by tenured employees, and understand they are a vital part of the company through their contributions. A strong, fully implemented, and working as designed orientation, on-boarding, and training program will help recruit and retain employees, provide safe working conditions, promote high-quality products, and maximize productivity. Good new hire programs create team members; Great new hire programs create dedicated team members that fortify your culture for the long haul.

Appendix A

Example Checklist:

Highlighted Box = Completed

Champion	Offer Acceptance	Pre-Start Date	Description	Date	Time	Notes
HR	Start new employees file	Signed offer letter	Describe evacuation procedures. Employee receives a hard copy. Questions		8:00 AM to 8:15 AM	
HR	E-verify	Background check completed	Distribute the Organizational Chart. Company Mission Statement. Questions		8:15 AM to 8:30 AM	
HR		Drug screen completed	Distribute company phone directory; questions		8:30 AM to 8:45AM	
HR		Employee handbook distributed	Sign cGMP Policy; discuss		8:45 AM to 9:00 AM	
HR		Benefits program folder	Sign NDA or Non-compete		If Applicable	
HR		Inform employee of start time				

Champion	Offer Acceptance	Pre-Start Date	Description	Date	Time	Notes
HR		Enroll in chosen company plans	If applicable			
HR		Direct deposit void check				
HR		State and federal tax forms				
HR		Employee parking tag				
HR		Welcome employee by email				
Manager	Choose a department employee as resource liaison	Request new employee access badge from IT	Reintroduce and welcome employee in HR; make appropriate introductions		9:00 AM to 9:15 AM	
Manager		Request IT initiate new employee email address	Tour Office and Employee Workstation		9:15 AM to 9:30 AM	
Manager	Distribute the welcome packet	Request telephone & voicemail setup	Distribute welcome packet while seated at their workstation		9:30 AM to 9:35 AM	
Manager		Request network & computer setup	Discuss the Company Break & Lunch Policy		9:35 AM to 9:40 AM	

Champion	Offer Acceptance	Pre-Start Date	Description	Date	Time	Notes
Manager		Add employee to distribution lists, recurring meetings, etc.	Introduce employee to their resource liaison for the week		9:40 AM to 9:45 AM	
Manager		Supply workstation with supplies				
Manager		Request laptop and phone	If applicable			
Manager		Provide welcome packet, and maybe company swag				
Manager		Confirm employee start time				
Manager		Email welcome to new employee				
IT		Confirm employee access badge				

Champion	Offer Acceptance	Pre-Start Date	Description	Date	Time	Notes
IT		Confirm email address and network access				
IT		Confirm printer location(s)				
IT		Confirm phone & voicemail setup with instructions				
Resource Liaison		Confirm liaison for the week	Introduction to peers		9:45 AM to 10:15 AM	
Resource Liaison			Confirm email and network setups are complete		10:15 AM to 10:45 AM	
Resource Liaison			Confirm voicemail setup		10:45AM to 11:15 AM	
Resource Liaison			Employee review of welcome packet		11:15 AM to 11:45 AM	
Resource Liaison			Q&A		11:30 AM to Noon	
Resource Liaison			Lunch with new employee		Noon to 1:00 PM	
Resource Liaison			On-the-Job training		3:00 PM to 5:00 PM	

Champion	Offer Acceptance	Pre-Start Date	Description	Date	Time	Notes
Training Admin		Set Up Alchemy Learning Plan	Effective Handwashing Techniques UDM-6		1:15 PM to 1:30 PM	
Training Admin			Promoting Personal Hygiene UDM-5		1:30 PM to 1:45 PM	
Training Admin			Introduction to Food Safety Standards UDM-9		1:45 PM to 2:10 PM	
Training Admin			HACCP Overview UDM-1 / Food Safety Plan		2:10 PM to 2:25 PM	
Training Admin			Food Allergens Introduction UDMS-1		2:25 PM to 2:50 PM	

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  https://www.hni.com/blog/bid/87797/4-common-mistakes-when-training-employees-and-4-best-practices
- What Are Orientation and onboarding?
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- Using Leading Indicators to Improve Safety and Health Outcomes.
  https://www.osha.gov/leadingindicators/docs/OSHA_Leading_Indicators.pdf

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