GOALS
Our goal was to develop a comprehensive onboarding package covering all core study start-up topics and tasks, as well as facilitate a motivational environment. This was critical as the team size was expanding by 47% due to new positions while also backfilling open positions. The key goals included:

- A multifaceted onboarding and training program for new staff that is comprehensive, consistent, caters to different learning styles and facilitates integration into the team.
- Training tools and resources for all staff to refer to after training.
- A welcoming and team centric atmosphere.

SOLUTIONS AND METHODS
The multifaceted 4-week training program consisted of 76 training elements including:

- 20 meet and greets
- 23 real work experience activities
- 15 remote facilitator-led trainings
- 16 self-paced institutional e-learnings
- 2 protocol review committee observations

In addition to the training program outlined above, the following were also developed:

- Team building exercises inclusive of
  - Home scavenger hunt
  - Virtual themed coffee breaks
  - Virtual yoga sessions
- Continued education modules

OUTCOMES
Ten new team members hired over seven months in 2022 completed the onboarding program. The program provided a framework for all elements to be completed within four weeks. This provided a definitive timeline for when new staff would be ready for their first study assignment while also allowing for training activities to be done at the pace of the individual. Resources were developed which ensured staff received consistent information and were trained on all the topics relevant to the SSUM role.

LESSONS LEARNED AND FUTURE DIRECTIONS
The large amount of complex content is best absorbed when learned in a variety of ways and reinforced throughout the onboarding process. Continuing education modules are being developed in a two-pronged approach. First to reinforce onboarding program materials in an individual setting. Second to explore complex topics in a group setting that fosters discussion, allowing team members to express their ideas and questions while learning from their peers to better understand the MSK network.