

Solutions for Integrative Cases

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**MICROSOFT'S MACH PROGRAM DESIGNED
TO HELP MILLENNIAL GRADS
MAKE A DIFFERENCE—FAST**

1. Traditional forms of orientation tend to be very brief, even just a day or week long. With orientation, new employees are typically introduced into their new job environments, given a brief overview of rules and policies, and then left on their own with little follow-up from upper management or HR. Onboarding is an attempt to provide a better, ongoing assimilation of new employees into the corporate culture. It strives to make new employees feel that they're part of the organization, that their new co-workers care and are available for help, and that they have the means of absorbing the organization's culture and practices.
2. The case suggests that new employees were getting lost in the shuffle at this very large corporation. They did not feel welcome, and their skills were not being used effectively, which made these well-educated employees feel dissatisfied. Thus, Microsoft was investing time and effort into recruiting, hiring, and training well-qualified talent, only to turn around and lose that talent a year or two later. Although the MACH program has effectively addressed this problem, it is expensive and time-consuming to run, and it places a burden on long-term employees to devote time to mentoring when they might not feel able, adequate, or motivated to do so.
3. Bright, well-educated, motivated people naturally want to work for employers who are going to utilize, recognize, and reward their talents and efforts. By establishing a program like MACH, Microsoft is formally telling prospective employees that it is that kind of employer, thus enabling Microsoft to attract the best and brightest.

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**BNSF RAILWAY: TRAINING NEW HIRES
FOR SAFETY**

1. BNSF employs a number of different training methods to ensure that all of the organization's new hires understand their job responsibilities, including: on the job training, in which experienced employees train and mentor new employees; formal training in the field; and formal training at the company's training center. Periodic exams and a final exam help to ensure that new employees have mastered policies, procedures, and behaviors.
2. Cross-training offers several benefits to BNSF. First, with so many new hires in need of training, BNSF is better able to ensure that there will be enough trainers available for training at all times. Cross-training also allows experienced employees to share their unique and specific areas of knowledge. And finally, different trainers often have different communication styles and new employees often have different learning styles, which means that there's a better chance of all new hires receiving the information they need in a way they can best understand and absorb it from at least one of the trainers they encounter.
3. Safety is the most important priority in the often hectic and stressful work environment at BNSF. By offering job candidates a realistic picture of the job during the interview process, BNSF can start to eliminate those job candidates who will not be a good fit for this corporate culture and work environment.