Proposal for a New Employee Onboarding Program

Student’s Name

Institution
Proposal for On-boarding Program for New Consultants at ABC Consultancy

Cover Memo

Date: 11th November 2013

To: Director of Human Resources, ABC Company

From: Training Manager

Subject: Proposed Onboarding Program for New Consultants Joining ABC Company

The main problem that the proposed onboarding program seeks to address at ABC Company is the issue of lack of support for newly hired consultants. Currently, ABC Company uses a “swim or sink” approach to employee onboarding and there is no formal onboarding programs to help newly hired consultants feel welcome and comfortable in their new work environment (Bauer & Erdogan, 2011). This imposes a negative impact on the productivity and efficiency of the newly hired consultants (Watkins, 2003). A needs analysis points out that, six months into the job, the newly hired consultants still struggle to learn the performance expectations of their jobs, the consulting methods that are used by the company, and the company’s corporate culture. Most newly hired consultants learn by using trial and error and by observing others. In addition, there is no supportive environment to hasten the organizational socialization process. The end result of this is an all-time high turnover of business consultants at ABC Company (Stein, 2010). The costs associated with recruiting, hiring, and training new consultants are having a negative impact on the firm’s bottom line. Moreover, customers have started complaining about the need to adjust to a new consultant every 6 months; as a result, most of them are considering stopping using the services of the company. Because of the unsupportive work environment, newly hired consultants have reported reduced job satisfaction, job performance, and organizational commitment, and an increase in job stress resulting in the
intentions to quit the job. The proposed employee onboarding program is a strategic fit with the company’s goal of increasing its competitive advantage.

The proposed new employee onboarding program has the goal of helping newly hired consultants at ABC Company to adjust to the performance and the social aspects of their new jobs in a manner that is both quick and smooth. Through the proposed new employee onboarding program, newly hired consultants at ABC Company will be able to learn the behaviors, skills, knowledge, and attitude that are needed for them to function effectively at the company. The underlying premise is that the level to which an organization makes its new employees feel comfortable and welcome into the firm and prepared for new jobs determines how fast they will be able to make meaningful contributions to the company’s mission (Bauer, Bodner, Erdogan, Truxillo, & Tucker, 2007).

**Overview of the On-boarding Program for New Consultants**

**Background and Justification of the Onboarding Program for New Consultants**

Employee onboarding, sometimes referred to as organizational socialization, is a process through which new staff acquires the needed behaviors, knowledge, and skills to be effective organizational insiders and members (Carr, Pearson, West, & Boyar, 2006). Empirical research has pointed out that employee socialization results in positive outcomes, such as increased organizational commitment, improved job performance, greater job satisfaction, and reduced stress, as well the lesser intention to quit (Erdogan & Bauer, 2009). According to Bauer, et al., (2007), these outcomes are crucial for firms seeking to gain and retain sustainable competitive advantage in a business environment characterized by increasingly globalized and mobile labour force. Organizations in the United States are increasingly emphasizing on employee onboarding programs. Rollag, Parise & Cross (2005) reported that at least 25 percent of employees who are
organizational newcomers take part in an onboarding process. Stein (2010) also approximates that about 50 percent of all senior outside hires are likely to fail within 18 months while on the job. It is also estimated that in Fortune 500 firms alone, 500,000 new managers are likely to transition into new positions or firms yearly (Stein, 2010). Empirical research also points out that new employees are given 3 months to prove themselves capable of performing a new job. In the case of hourly workers, employee turnover is a significant problem during the first 4 months, whereas about 50 percent are likely to quit their jobs (Saari & Judge, 2004; Rollag, Parise, & Cross, 2005). Employee onboarding is one of the strategic initiatives that HR can use to address the issue of employee turnover.

The proposed new employee onboarding program seeks to help newly hired consultants at ABC Company to adjust to the performance and social aspects of their new jobs in a manner that is both quick and smooth. Through the proposed new employee onboarding program, newly hired consultants at the company will be able to learn the behaviors, skills, knowledge, and attitudes that are needed for them to function effectively (Menguc, Han, & Auh, 2007). The underlying premise is that the level to which an organization makes its new employees feel comfortable and welcome into the firm and prepared for new jobs determines how fast they will be able to make meaningful contributions to the company’s mission (Litman, 2005). Despite the fact that all employees at ABC Company usually experience some form of onboarding, there is no doubt that the comprehensiveness and formality of the onboarding program differs significantly across firms, which, in turn, determines the effectiveness of such onboarding programs. Empirical studies affirm that the firms which are considered “best in class” with respect to employee onboarding usually make use of formal onboarding programs (Bauer & Erdogan, 2011). A number of organizations prefer to make use of a more systematic and
structured approach to employee onboarding, whereas others prefer to use a “swim or sink”
approach, in which new hires struggle to learn the existing norms and expectations from their
new company by themselves (Stein, 2010). Onboarding programs vary in their dimensions,
including number of new employees to be hired simultaneously, sequencing, formality, and the
degree which the process is supportive to new employees (Watkins, 2003).

The ABC Company seeks to provide both a welcoming and supportive environment to
newly hired consultants with the aim of steadily bringing them to the distinctive culture of the
company. The proposed formal onboarding program for new consultants is designed to help
bring the company’s new consultants to speed while actively engaging and involving them with
ABC’s corporate culture. As an employer, ABC prides itself in its employees and seeks to recruit
and retain top-talent employees. As a result, the proposed onboarding program will play a pivotal
role in helping to ensure that employees who are “new to ABC” feel a part of the company’s
culture just like the existing employees. The proposed onboarding program is designed for
employees who are not familiar with ABC’s culture and is comprised of a series of courses that
cover numerous concepts to help a new consultant gain an understanding about the company, its
policies and procedures, and the ways it runs its business. The training modules and sessions will
be held during the first six months of job of a new employee, and will be designed with
employee’s engagement and development taken into consideration.

The proposed onboarding program will be set up by the manager of training and
conducted by the Human Resources (HR) department at ABC Company. However, numerous
personnel from various departments in the company are featured various areas in the program,
which gives new consultants the chance to hear from experts from different divisions of the
company. The departments involved in the 6-month long onboarding program include the
Information Technology (IT) department, the Administration (which included the Chief Executive Officer and other high level managers who take part in firm-level decision making), and the internal management consultants at ABC.

**Goals and Objectives of the Program**

There are two main overreaching goals of the proposed onboarding program for the newly hired consultants at the company. They include:

i. Making newly hired consultants feel comfortable and welcome in their new work environment;

ii. Minimizing the time that it takes for newly hired consultants to become productive members of the company.

There is empirical support for the importance of new employees quick acclimatization to their new workplace environment (Menguc, Han, & Auh, 2007). Furthermore, it is crucial for the newly hired employees to embark on establishing rapport with workmates in order to be taken on board into the existing workgroups. This allows newly hired employees to have a sense of purpose in their new organization, as well as facilitates a less disruptive transition.

From an employer’s perspective, employee onboarding helps in reducing the downtime that is usually associated with bringing in new personnel (Saari & Judge, 2004). Through instant information sharing, such as the performance expectations, misunderstandings can be significantly reduced, which, in turn, reduces the instances of frustration and premature departure of a new employee. The following are the specific high-level objectives of the proposed onboarding program for newly hired consultants at ABC Company:

i. Help the newly hired consultants to identify with the organization within six months on the job;
ii. Allow the newly hired consultants to understand the priorities and values of the company within one month on the job;

iii. Help new consultants to develop an optimistic attitude towards the organization;

iv. Eliminate instances of misunderstandings between the new consultants and the company with respect to what is expected from each;

v. Help the newly hired consultants to feel valued while working at the company;

vi. Encourage socialization between new and existing consultants at the company;

vii. Create a sense of belonging among new consultants;

viii. Reduce anxiety among newly hired consultants;

ix. Set and clarify the performance expectations for new consultants;

x. Reduce the learning curve to a maximum of six months on the job;

xi. Reduce employee turnover.

Length of the Program

A well-managed and coordinated onboarding program commences immediately after hiring and stops when the newly hired employee is considered a fully functioning member of the organization (Carr et al., 2006). Employee satisfaction and retention are usually influenced prior to the employee accessing his/her new work environment. Empirical studies have revealed that companies that offer newly hired employees the employment information and easy access forms before the first day of work accrue significant benefits related to employee productivity, retention, and overall employee satisfaction (Saari & Judge, 2004). The duration of an onboarding programs differs between organizations and depends significantly on the level of complexity and difficulty of the job responsibilities. The standard length of an onboarding program is 3-6 months. For the proposed onboarding program for newly hired consultants the
length of the program is expected to last 6 months after hiring (Saari & Judge, 2004). It is important to mention that employee onboarding will be considered as the first step towards the implementation of a detail-oriented mentorship and employee support program.

**Location of the Program**

The proposed formal onboarding program for newly hired consultants will take place in all the branch locations of the company, including the company’s headquarters in New York. It is essential to note that the onboarding program will be standardized at all branch locations.

**Implementation and Management Plan for the Proposed Formal Onboarding Program for New Consultants**

**Elements of the Program**

A number of crucial elements will be incorporated into the proposed formal onboarding program for new consultants at ABC. It is vital to mention that ABC lacks a formal onboarding program; as a result, the elements outlined below will be introduced. The first element is the use of a mentoring or buddy system. It will play a pivotal role in helping newly hired consultants at the company feel comfortable. Newly hired employees are usually hesitant and reserved; consequently, they may be afraid that their questions are stupid resulting in them failing to ask important questions (Erdogan & Bauer, 2009). In such instances it is crucial to have a mentor or a buddy who is capable of empathizing and anticipating the emotions and feelings of newly hired consultants. The mentor can guide and help new consultants with no need to judge their questions. In addition, the mentor can offer the appropriate support and the just-in-time feedback (Rollag, Parise, & Cross, 2005). Moreover, talking to a mentor/buddy presents a socialization opportunity and enables new consultants to have an understanding of the finer details of the organizational procedures and policies and produces appreciation of the corporate culture. Every
new consultant will be assigned one mentor to guide and help him/her in the course of the onboarding program. It also essential to match the mentors to the newly hired consultants in order to ensure that the mentoring program is long lasting (Litman, 2005). In addition, mentors will receive adequate training in order to have an understanding of the responsibilities and roles within the onboarding program, as well as the continual success of the newly hired consultants. The justification underpinning the incorporation of mentoring in the onboarding program is because it results in increased job satisfaction and facilitates smooth transition into the new job (Saari & Judge, 2004). Mentors are supposed to act as role models, listen and counsel new consultants, offer insight regarding the unspoken rules at the company, and give feedback. The general responsibilities of buddies/mentors in the proposed onboarding program will include:

- Smoothening the new consultant’s entry into the company;
- Offering a safety net, which entails social support during stressful situations;
- Accelerating the process of obtaining skills through providing new employees with professional knowledge;
- Providing sponsorship through enhancing the new consultant’s influence within the management;
- Facilitating development through setting direction and providing feedback.

The second element to be incorporated in the proposed onboarding program for new consultants at ABC Company is the emphasis on teamwork. People usually learn using informal learning methods, such as mistakes-based learning, social learning, and conversations. Despite the fact that the proposed onboarding program will use formal methods, such as classroom training facilitated by an instructor, informal learning will be reinforced through teamwork in order to ensure that the onboarding program is a reflection of the real-life scenario (Erdogan &
Bauer, 2009). Teamwork plays a pivotal role in creating an informal and interactive platform, which is vital for a learning process. In addition, the learning styles that new consultants will use during the onboarding program will set the foundation for the styles of learning that the newly hired consultants will expect while on-the-job. Teamwork will be incorporated into the program by ensuring that new consultants take part in team activities and learn through talking to their colleagues and other people involved in the program (Saari & Judge, 2004). The justification underpinning the inclusion of teamwork in the onboarding program for newly hired consultants lies in the fact that the mix of a learning approach and teamwork will assist new consultants to be more responsible in their own development and learning, rather than depending solely on formal training programs.

The third critical element to be incorporated in the proposed onboarding program is flexibility, which means to cater for new consultants joining the company during different times of the year. It is important that the delivery and design of the onboarding program allows a newly hired consultant to take part in the program during the first month of employment at the company. In this regard, the proposed onboarding program for newly hired consultants at ABC Company is capable of supporting multiple sessions through the year and can cater for bigger and smaller batches of new consultants joining the company (Erdogan & Bauer, 2009). As a result, the proposed onboarding program will be implemented twice a year, which is consistent with the hiring schedule of ABC Company. Another vital element of the proposed onboarding program for new consultants joining the company is the use of feedback in order to constantly improvise the program. According to Litman (2005), an effective onboarding program should have mechanisms for summative and formative evaluation and feedback. All the identified stakeholders, including the new consultants, will be involved in the feedback and review process.
Feedback sessions will be implemented using post-training interviews and focus group meetings, as well as individual feedback sessions.

Another important element for the proposed onboarding program is the use of automated onboarding programs (Litman, 2005). A number of successful companies have automated their employee onboarding programs in order to increase the return on investment (ROI) and help streamline their talent acquisition programs (Rollag, Parise, & Cross, 2005). Talent acquisition software is often used in the automation of onboarding programs in order to cut the preliminary costs of recruiting while, at the same time, improving productivity and employee retention. In addition, an automated on-boarding program removes the over reliance on paper documents and providing new consultants with too much information, which they are less likely to use. For the proposed program, automated onboarding program will be implemented using an onboarding portal, which is easy to access at different locations and contains comprehensive information about the whole onboarding program (Saari & Judge, 2004). An onboarding portal will allow new consultants to access information when required, which facilitates the ease of reach of critical documents even prior to reporting for the first day of work. The proposed automated onboarding portal will contain the following:

- Welcoming message to the newly hired employees from the Chief Executive Officer and other key stakeholders;
- Summary of the company’s mission, values, and vision statements;
- Information related to leadership and mentorship development programs;
- External and internal training schedules;
- The assigned mentors during the onboarding process;
- A page with information on co-workers;
Content of the Program

The content of the proposed training program will be comprised of the company and department overview, job expectations and job training, policies and procedures, and housekeeping/administrative items. Company and department overview entails modules that contain mission and vision statements of the company, as well as the value statements and the organizational charts. The goal of this onboarding activity is to provide the new consultant a feel for the mission and vision of the firm and bring him/her up to understand the goals and objectives of their department (Litman, 2005). Job expectations and training module consists of skills training that the new consultant has to go through, such as information on how business is done at the company and which consulting methods are used. New consultants should also be introduced to the performance management system in order to have a picture of what is needed to be successful as a consultant at the company. Administrative housekeeping procedures module is comprised of less formal issues that still ought to be reviewed, such as working hours (Stein, 2010). The following table 1 summarizes the contents of the proposed employee onboarding program for new consultants.

Table 1: Summary of the Contents of the proposed onboarding program for new consultants

<table>
<thead>
<tr>
<th>Content</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company and department overview</td>
<td>Involves providing the new consultant with the new hire welcome kit, company’s mission and vision statements, goals and objectives of the department, and organizational charts.</td>
</tr>
<tr>
<td>Job expectations and job training</td>
<td>Involves training the new consultant in the training requirements, job descriptions, and job expectations. The specific job trainings for new consultants joining ABC Company are outlined in the subsection below.</td>
</tr>
<tr>
<td>Policies and procedures</td>
<td>This training will emphasize the importance of protecting the company’s information, protecting company’s assets, drug and alcohol abuse policy, complaints resolution, affirmative action policies, anti-</td>
</tr>
</tbody>
</table>

- A survey for candidate experience.
### Specific Job Training for New Consultants at the Company

Job trainings refer to generalized sessions aimed at providing the newly hired consultants with a chance to have a greater understanding of their new job, the resources at their disposal, as well as the communication protocols within the department and the organization (Bauer & Erdogan, 2011). It is important to note that job training for new consultants will take place throughout the program and will be conducted by content experts (resident consultants at the company). Consultants at the company have the responsibility of solving issues, maximizing growth, and improving business performance of the company. They are supposed to make use of their business skills to offer expertise, objective advice, and other specialist skills that may be needed by the company. In ABC, resident consultants usually operate across various departments, including supply chain management, finance department, sales and marketing, and human resources. Consultants at ABC must have a number of skills that include commercial awareness, analytical awareness, IT skills, team working skills, self motivation, and excellent interpersonal skills. Consultants at ABC often work in project teams, with each team comprised of about 5-6 people: senior consultant/team manager, 1-2 associates (experienced or qualified consultants), and analysts. A typical project at ABC Company entails meeting with the managers and employees of other departments and researching and analyzing data followed by a presentation of recommendations to the department and the top management and setting a

| Housekeeping and administrative items | discrimination and harassment policies, safety, work identification cards, workplace violence, and working hours. This training will focus on the working hours, dress code, employee ID, tour of the facility/building, contact information during emergencies, local emergency phone numbers, evacuation routes, help desk telephone numbers, and the email and Internet use. |

---
schedule to implement the suggested improvements. For the proposed onboarding program for new consultants a structured training will be conducted throughout the onboarding program together with a detailed induction process covering an overview and structure of the ABC Company and the specific roles expected of business consultants at the company. New consultants at the company will be working under the guidance of more experienced consultants. More experienced consultants joining the company will be advised to take the Certified Management Consultant Award (CMC), which affirms that a practicing consultant has attained the accepted standard and is capable of providing value-adding solutions and professional interventions that are impartial. Training events and short courses will also be part of the onboarding program for new consultants to help them be abreast.

**Training Methods**

The proposed onboarding program will make use of a blend of various training methods, including demonstrations, discussions, lectures, computer-based training, and coaching/mentoring. Demonstrations involve showing new consultants what to do as well as how to use presentations (Erdogan & Bauer, 2009). Demonstrations will be used for educating new consultants on general information, such as company’s mission and vision, policies and procedures, and housekeeping and administrative items training. Discussions will involve open communication between new consultants and trainers and will be used in scenarios where new consultants are anticipated to ask questions. Lectures are somewhat similar to discussions, although they are characterized with little interactivity. Lectures will take a classroom format and will be used in training several new consultants at once. Coaching/mentoring will entail the new consultants learning one-on-one from more experienced consultants (Litman, 2005). Coaching
will also provide new consultants with a chance to ask questions and get thorough answers regarding their job roles.

**The Length of Time (Hours, Days, Weeks, Months) For Each Segment of the Program**

The following is a list of activities to be performed for each segment of the onboarding program for new consultants.

**Pre-Arrival of the New Consultant**

1. Send the newly hired consultants a welcome letter together with the packet information that includes the name of the staff, organizational chart, agenda for the first day, contact names for the department, employee handbook, and job description, among others.
2. Assign mentors/peer supporters to each of the newly hired consultants.
3. Contact new consultants via email or phone to welcome them.
4. Provide for their workspace, including all the necessary supplies and key manuals.
5. Arrange to have their workstation computers configured and are ready to use, also make sure that the email accounts are set up and functional.
6. Arrange for badges and access/security issues.
7. Compile all the forms needed for the first day and enroll the new consultants on New Employee Orientation.
8. Make arrangements for the first day welcome with their respective immediate teams using welcome notes.
9. Arrange meetings between new consultants and key members of their teams and staff.
10. Make arrangements for a tour around the organization’s buildings.

**First Day**

1. Meet the new consultants at the arranged location and time.
2. Take new consultants to their respective workspaces and take them on a tour around the company.

3. Introduce the new consultants to their respective mentors.

4. Make arrangements for new consultants to complete the necessary paper work and clarify issues such as benefits, dress code, computer and phone use, department traditions, and online resources for supplementary information, among others.

5. Have the Department’s Chief welcome the new consultants in person.

6. Inform the new consultants about the general information regarding mission and goals of the company and how their position as the company’s business consultants is aligned to the corporate goals and mission.

7. Introduce the new consultants to their co-workers.

First Week

1. Meet newly hired consultants to discuss their responsibilities and roles, initial work assignments, supervisory competencies, performance expectations, and the mandatory training.

2. Review the organizational structure, key procedures and policies with new consults and share key organizational values.

3. Provide new consultants with the list of contacts.

4. Arrange for the newly hired consultants to meet with the training officer, personnel, officer, workforce planning officer, and other key team members.

5. Plan quarterly follow-up meetings.

6. Formulate 1-2 assignments aimed at letting the new consultants use their past expertise.

7. Introduce new consultants to senior management.
8. Perform a progress review and planning for each new consultant at the end of the week.

First 15 days

1. Make sure that new consultants have attended the new employee orientation.
2. Ensure that employees are informed about the organization’s performance appraisal system, the process of evaluation, and details associated with the procedural aspects and lengths of the probation.
3. Make sure that new consultants have met all the key heads of departments, stakeholders, and customers.
4. Have a progress planning and review meeting at the end of the two weeks. Give and receive the feedback.

First 45 Days

1. Observe new consultants’ work on a regular basis, provide continuous feedback, and answer questions (this is an ongoing process).
2. Offer training as required to help new consultants learn the internal systems and the skills required to be effective consultants. In addition, make sure that new consultants undergo the mandatory training (this is an ongoing process).
3. Continue introducing new consultants to key personnel in other departments (this is an ongoing process).
4. Make sure that new consultants meet regularly with the various stakeholder groups (this is an ongoing process).
5. Give new consultants extra challenging projects to help evaluate their abilities to perform their duties.
6. Plan the first probation reports and ask new consultants to draft their self-evaluation.
First 60 Days

1. Plan to perform the first probation report, provide and request the feedback.

2. Continue implementing the development plan aimed at addressing the skill gaps, as well as developing leadership competencies, and make sure that new consultants are attending mandatory training (this is an ongoing process).

3. Conduct periodic performance assessments, provide and request the continued feedback (this is an ongoing process).

4. Plan and perform a second probation review, provide and request for the feedback.

5. Continue providing challenging assignments to new consultants (this is an ongoing process).

6. Prepare and conduct the final probation review.

7. Ask new consultants to provide the feedback regarding their onboarding process.

Specific Methods to Ensure Transfer of Learning (The Person or Group Responsible For Each Segment of the Program)

The following are the persons or groups who will be involved in the various segments of the onboarding program.

<table>
<thead>
<tr>
<th>Person or Group</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mentors</td>
<td>Help new consultants assimilate to the new work environment and culture quickly by acting as the key points of contacts for new consultants throughout the program</td>
</tr>
<tr>
<td>Training manager</td>
<td>Providing new consultants with the tools and equipment needed to begin the training, assigning, and setting up workstations for new consultants</td>
</tr>
<tr>
<td>Director of Human Resources</td>
<td>Oversight and governance of the onboarding program for new consultants</td>
</tr>
<tr>
<td>Program manager</td>
<td>Has direct responsibility for all activities related to the onboarding program, such as</td>
</tr>
</tbody>
</table>
Plan for Evaluating the Onboarding Program

It is crucial to evaluate the impact of the proposed onboarding program in order to make sure that the program is delivering the desired outcomes. The metric system used in evaluating the program draws upon the aforementioned objectives of the program. In addition, the performance metrics ought to be reviewed and tracked on a consistent and continued basis. The following table 3 shows the performance evaluation plan.

Table 3: Performance Evaluation Plan

<table>
<thead>
<tr>
<th>Goals</th>
<th>Performance Metrics</th>
</tr>
</thead>
</table>
| Making new consultants feel comfortable and welcome | - The connectedness of new consultants with regard to past program baseline data (Rollag, Parise, & Cross, 2005);  
  - New consultants’ experience with regard to past period. |
| Reducing the learning curve    | - The job readiness of new consultants after training when compared to a past period;  
  - The time-to-productivity ratio of new consultants after the training period with respect to a past period or baseline data;  
  - New consultants’ utilization of the onboarding program, such as percentage of new consultants accessing the automated onboarding portal (Saari & Judge, 2004). |
| Increase in employee retention | - Recruitment cost savings;  
  - New consultants’ voluntary attrition with respect to past period or baseline data of a similar program (Stein, 2010). |

Estimated Costs Associated With Developing and Implementing the Program

<table>
<thead>
<tr>
<th>Item</th>
<th>Unit Price (US $)</th>
<th>Quantity</th>
<th>Cost (US $)</th>
</tr>
</thead>
<tbody>
<tr>
<td>iCIMS' Talent Platform (automated onboarding program)</td>
<td>150</td>
<td>10 licenses</td>
<td>1500</td>
</tr>
<tr>
<td>Description</td>
<td>Cost</td>
<td>Details</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
<td>-------</td>
<td>-------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>New HRIS system (People-Trak HRIS)</td>
<td>2000</td>
<td>10 licenses, 20,000</td>
<td></td>
</tr>
<tr>
<td>HRIS training costs</td>
<td>1000</td>
<td>10 admin users, 10,000</td>
<td></td>
</tr>
<tr>
<td>Meeting/conference facilities</td>
<td>25 per hour</td>
<td>3 hrs daily (15 per week on working days for 25 weeks) for 10 locations</td>
<td></td>
</tr>
<tr>
<td>Guest Speakers (Experienced management consultants)</td>
<td></td>
<td>10,000</td>
<td></td>
</tr>
<tr>
<td>Transportation to meeting venue</td>
<td></td>
<td>10,000</td>
<td></td>
</tr>
<tr>
<td>Equipment purchase (Presentation projector)</td>
<td>500</td>
<td>10, 5000</td>
<td></td>
</tr>
<tr>
<td>Stationary</td>
<td></td>
<td>500</td>
<td></td>
</tr>
<tr>
<td>Catering</td>
<td></td>
<td>5000</td>
<td></td>
</tr>
<tr>
<td><strong>Total Cost</strong></td>
<td></td>
<td><strong>145750</strong></td>
<td></td>
</tr>
</tbody>
</table>
References


