**Hire-to-Retire (H2R) Business Process Description – NextTech**

**1. Introduction**

NextTech's Hire-to-Retire process represents the strategic framework through which we attract, develop, and retain the exceptional talent that drives our leadership in smart manufacturing and digital twin technologies. Covering the entire employee lifecycle for our 5,500 professionals across Europe, this process combines human-centric design with digital transformation to create an engaging employee experience while ensuring operational excellence.

Our H2R ecosystem integrates **SuccessFactors for core HR processes**, **ServiceNow for employee service delivery**, **SAP S/4HANA for payroll integration**, and **Microsoft Viva for employee experience**. This technology foundation enables NextTech to maintain 87% employee retention in our highly competitive technical fields while achieving 92% process automation in routine HR transactions.

**2. Key Objectives**

* Reduce time-to-hire for critical technical roles to 28 days
* Achieve 90% employee satisfaction with career development
* Maintain 98% payroll accuracy across 12 EU countries
* Automate 80% of HR service requests
* Develop leadership bench strength for 100% of key positions
* Ensure 100% compliance with evolving EU labor regulations

**3. Process Steps**

**3.1 Talent Acquisition & Onboarding**

Our talent acquisition process begins with strategic workforce planning sessions where hiring managers collaborate with HR business partners to translate business objectives into precise talent requirements. For technical roles like automation engineers and SaaS architects, our recruiting team leverages AI-powered candidate matching that analyzes 30+ technical competencies from our competency framework.

The interview process combines structured behavioral assessments with practical case studies relevant to NextTech's smart manufacturing environment. Hiring managers receive unconscious bias training and use standardized evaluation rubrics to ensure objective decision-making. For successful candidates, our digital onboarding platform activates two weeks before day one, allowing new hires to complete paperwork, enroll in benefits, and even select their preferred hardware setup through an intuitive portal.

The first 90 days follow a structured ramp-up program where new employees receive a blended learning journey combining e-learning on our digital twin platforms with hands-on factory tours and mentorship pairings. This approach has reduced time-to-productivity by 40% compared to traditional onboarding methods.

**3.2 Performance & Career Development**

NextTech's performance management system moves beyond annual reviews to create a continuous development dialogue. Employees and managers maintain dynamic development plans in SuccessFactors that update quarterly, aligning individual goals with our three strategic pillars: innovation, customer success, and operational excellence.

Our technical career framework provides clear pathways for both individual contributors and people leaders, with competency matrices for all 120 roles in the organization. The "Grow@NextTech" platform recommends personalized learning content from our digital academy, which offers 800+ courses ranging from IoT programming to German language skills for our expanding Munich operations.

High-potential employees participate in our Leadership Acceleration Program, which combines stretch assignments with executive mentoring. This program has developed 75% of our current plant managers and ensures we have qualified successors identified for all critical positions.

**3.3 Total Rewards & Wellbeing**

NextTech's compensation philosophy balances market competitiveness with pay equity. Our annual compensation review process uses SAP's analytics tools to assess pay against 15 peer organizations while ensuring internal equity across genders and nationalities within job families.

The benefits platform offers country-specific packages that exceed local norms, including:

* Private healthcare with family coverage
* Electric vehicle leasing options
* Stock participation plans
* Mental health support through our Employee Assistance Program

A unique aspect of our offering is the "Future Skills Incentive," where employees can earn bonuses for mastering emerging technologies relevant to NextTech's roadmap, such as industrial edge computing or digital twin simulation.

**3.4 Workforce Planning & Mobility**

As NextTech expands across Europe, our workforce planning team uses predictive analytics to model talent needs by location, skill set, and timeline. This forward-looking approach allows us to:

* Proactively recruit for hard-to-find manufacturing AI specialists
* Develop internal pipelines for plant control system engineers
* Design targeted acquisition strategies for SaaS talent clusters

Our mobility program supports both short-term assignments (3-12 months) and permanent transfers between locations. The digital "Mobility Hub" (global go-live planned for end of this year) provides personalized calculators for cost-of-living adjustments, tax implications, and family support services, making cross-border moves seamless for employees, and will replace all other tools used before.

**3.5 Retirement & Transition**

For employees approaching retirement (object “Retire” in process model), NextTech offers a comprehensive transition program that begins 24 months before the planned retirement date. This includes:

* Financial planning workshops with certified advisors
* Knowledge transfer planning tools
* Flexible phased retirement options
* Alumni network enrollment

The process ensures smooth transitions for both the retiring employee and the organization, with 100% of critical knowledge documented and transferred through structured mentoring programs. Our alumni network maintains engagement with retired experts, often bringing them back as consultants for special projects.

**4. System Integration & Automation**

* **SuccessFactors**: Core HCM platform for talent processes
* **ServiceNow**: HR service delivery and case management
* **SAP S/4HANA**: Payroll integration and workforce analytics
* **Microsoft Viva**: Employee experience and learning platform

**5. Key Performance Indicators (KPIs)**

**5.1 Talent Acquisition**

* **Time-to-Hire**: 31 days (Target: 28) - From requisition to offer acceptance
* **Quality of Hire**: 86% (Target: 85%) - First-year performance ratings

**5.2 Employee Development**

* **Internal Promotion Rate**: 72% (Target: 70%) - Leadership roles filled internally
* **Learning Hours per Employee**: 42 (Target: 40) - Annual average

**5.3 Employee Experience**

* **Engagement Score**: 84 (Target: 82) - Annual survey results
* **Retention Rate**: 87% (Target: 85%) - Voluntary turnover

**5.4 Operational Excellence**

* **Payroll Accuracy**: 98.3% (Target: 98%) - Error incidents per 1,000 payslips
* **HR Request Resolution**: 2.1 days (Target: <3) - Average case duration