



Early Career Talent Guide



Welcome!

Congratulations on being selected to join the OBIO Health to Business Bridge Program™ (H2BB).

The H2BB work-based learning program supports health science companies that hire the following people (referred to as new hires) in technical, operational, and business development roles:

- Recent graduates
- Experienced professionals transitioning into the Health Science industry
- Foreign trained professionals

Introduction



The H2BB program is designed to provide structured, on-the-job learning experience for recent hires and consists of the four elements highlighted below.

- 1 | Candidate/Company Match:** OBIO's job board talent network platform allows H2BB candidates to connect with health science industry employers. Candidates can showcase their skills by building a talent network profile. OBIO member companies looking to hire can connect with talent network profiles that match the skills and qualifications they seek.
- 2 | Extensive Training:** OBIO provides engaging, content-intensive training modules for new hires during their first few months in their new, and often, first new roles. OBIO's interactive training modules, lead by industry experts and tailored for the health science industry and member companies, support new hire onboarding to reduce the time needed to become productive.
- 3 | 1:1 Mentoring:** OBIO matches each new hire with a Subject Matter Expert (SME) advisor who provides mentorship during the first four months of a new hire's arrival.
- 4 | Networking:** OBIO provides opportunities for new hires to interact with executives and entrepreneurs in the health science sector through industry-specific events and training.

Whether this is your first job or your first job in the health science industry, you will find some tips, techniques, and best practices to help you realize your full potential and to create a meaningful and successful onboarding experience. The topics are intended as modules to be accessed based upon your own individual needs.

Arrive with Confidence Through Preparation

H2BB has developed this easy-to-use onboarding guide to provide a step-by-step approach to a smooth transition into your new role.

When you invest your time in reviewing and executing the tips, techniques and best practices found in this comprehensive guide, you will arrive on your first day with confidence and knowing you are prepared to make a good impression with your co-workers and reassure your manager that s/he made a great hiring decision.

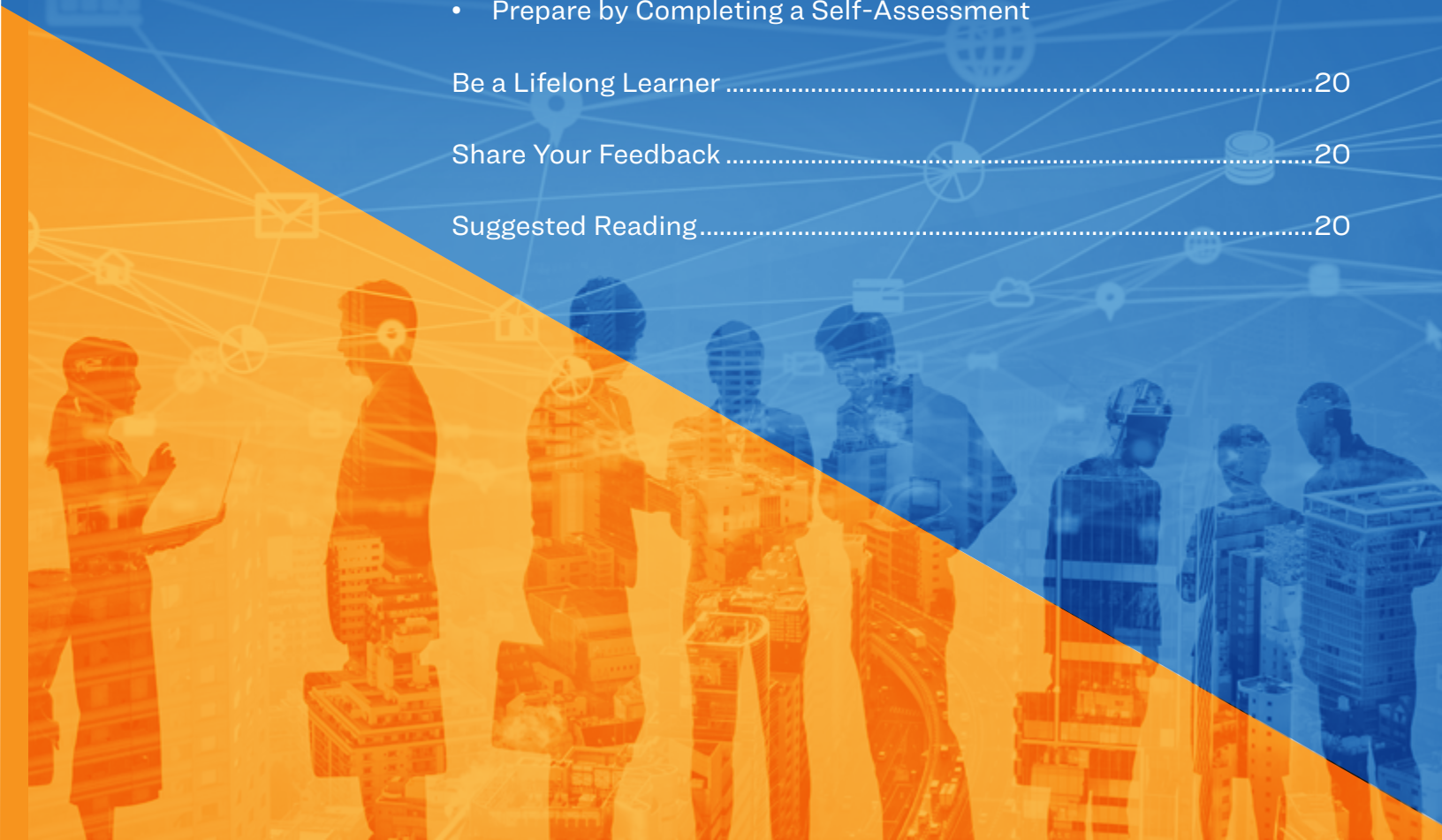
Best Wishes for Success!

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Prepare for Your First Day

Your first day on the job can be both exciting and stressful. With advanced preparation, you will boost your confidence and make a good impression with your manager and co-workers on your first day. Below is a checklist to guide your preparation before your first day.

Confirm with your Manager (via email):

- Start time / hours
- Dress code
 - If you cannot determine this in advance, plan to wear your best “business casual” (exclude blue jeans, collarless t-shirts, and hoodies) because you want to make a good first impression with your co-workers.
 - Many companies are “scent free”, so avoid wearing fragrances (e.g., perfume, cologne, aftershave).
- Planned meetings for day one
 - Ask if there are meetings you should plan to attend on your first day.
 - Your manager may not have anything planned, but your question will be a good reminder to prepare

for your arrival.

- Suggested reading
 - Ask if there is anything specific to your role that could be sent in advance for you to review.

Additional Research:

- Familiarize yourself with:
 - Recent industry news
 - Company history and current news
 - Key stakeholders (e.g., clients, Board of Directors)
 - Your manager’s background (e.g. review LinkedIn profile; conduct a Google search)
 - Projects you will be assigned to work on (ask your manager)
- Prepare for your first meeting with your manager:
 - Develop questions that you would like answered.
 - If you’re unsure what you should/ would like to ask, review articles such as, “22 Important Questions to Ask Your Manager”. (Link: Indeed.com)
 - Ask only the “need to know immediately” questions because you

will want to ensure the meeting ends at the scheduled time.

- Do not be alarmed or take it personally if your manager appears to be unprepared for your arrival.
 - While starting the job has been your focus for a week or more, your manager has been handling his/her current job responsibilities and may not have had time to prepare your on-boarding.
 - While it may feel awkward, simply give your manager a few minutes to get organized. Just go with the flow and everything will be fine.

Personal Planning:

- Finalize transportation to the office
 - Create a 30-minute buffer, so you are not late on your first day.
- Determine what to wear
- Outline anticipated expenses (e.g., lunch, networking, public transit/parking)
- Purchase a notebook and a pen
 - Most of your work will be on the computer, but you will want to have a notebook close by to take notes.

- Notetaking demonstrates active listening and instills confidence in your co-workers that you are engaged. In addition, you have a record of when and where discussions/instructions took place if needed in the future. Do not rely on your memory.
- Prepare and practice your personal “elevator pitch” (i.e. self introduction)
- Knowing your manager will introduce you to co-workers, you will want to have a brief self-introduction finalized, so you can present yourself with confidence; this will set the stage to build trust with your co-workers.
- Example:
 - ☐ “Hi, I’m (your name). I’m starting today as a R&D scientist with (manager’s name) and his/her team.”
 - ☐ Develop the answer to this anticipated question: Where were you before joining?
 - Indicate your company/role or educational institution/study focus



Your First Day

Good Luck! You have prepared for your first day, so walk in with confidence.

Onboarding Process

For many start-ups and small businesses, a formal onboarding process may not have been established. Generally, you can anticipate some of the activities below.

- Meeting your manager and your team.
 - Try to learn their names quickly.
 - Use lunch or coffee breaks to get to know your co-workers.
 - Confirm that you will be meeting 1:1 with your manager. Before you leave for the day, connect with your manager, and let him/her know how your day went.
- Office tour and co-worker (outside of your team) introductions.
- New hire administration (e.g., security pass, payroll system, internet access).
- Buddy Assigned (optional)
 - You may be partnered with someone from your team, who can be a source of practical information on topics ranging from company culture to assignments.
 - If offered, take advantage of this buddy approach by booking 1:1 time with him/her. Arrive with discussion points/questions to make the most of your time together.

ACTION



Visit the H2BB webpage for information on events, news, training, and more.

Apply by July 30 to be considered for the 2021 cohort of the Early Adopter Health Network (EAHN™)

Ontario Bioscience **BIO**

H2BB | HEALTH 2 BUSINESS BRIDGE™

OBIO® Health to Business Bridge Program™

SUPPORTING IMPROVED ACCESS TO EARLY CAREER TALENT ACROSS ONTARIO'S HEALTH SCIENCE SECTOR

Finding, onboarding and developing early career talent can be challenging, but it is a necessary process for growing companies. OBIO® Health To Business Bridge™ program (H2BB™) has a proven track record in bringing early career talent up-to-speed quickly and giving them a solid footing in the fundamentals of the health science industry.

OBIO H2BB offers pre-screened candidates, advisors and training for all early career roles including business, quality, regulatory and R&D.

CANDIDATES COMPANIES

OUR PROGRAMS

- HEALTH TO BUSINESS BRIDGE™
- EARLY ADOPTER HEALTH NETWORK™
- OBIO®
- OBIO® HEALTH TO BUSINESS BRIDGE™
- H2BB™
- OBIO®
- HEALTH TO BUSINESS BRIDGE™
- OBIO®

First 30 Days

Preparing for First Meetings

Your Manager

While your manager is your primary source of direction and support, take responsibility for establishing a great working relationship from day one by making your first impression and interaction a positive one.

Preparation:

- Meeting Agenda: Demonstrate you are organized by developing a list of discussion points, so that if your manager has not had the time to create an agenda, you'll be able to make the most of your time together. After reviewing your discussion points, ask if your manager has additional items and address those first.

Sample Discussion Points:

- ❑ How would you like me to communicate questions or updates, for example, with you?
- ❑ Can we have a weekly check-in for the first month?
- ❑ With regards to your assignments, ask to define expectations.
- ❑ Your team, what are the strengths, areas of development, and how you can assist (from your managers perspective).
- ❑ Respect Time: Anticipate that you likely will not get all your questions answered during the meeting, so prioritize the information you need immediately to move forward on your project/task and ask it first.

With Your New Team

Regardless of team size, your preparation approach is the same as outlined below.

- Understand each team member's role.
- Quickly learn the team culture (i.e. attitudes, behaviours, values, beliefs).
- Identify how the team communicates and actively participate.
 - If there is a misunderstanding, address it immediately to ensure it does not become an issue that impacts you and the team.
- Ensure the team understands your role and responsibilities.
- Ask relevant questions, listen to the answers, and record them in your notebook.

Setting Goals & Objectives

Setting 90-day goals for yourself in the workplace is an essential part of your career development. Include your manager when developing your goals because:

1. You will increase the likelihood of achievement.
2. You will demonstrate commitment to personal growth, which also helps the company.
3. Your manager will be more invested in you because s/he has been involved in your development.

The company may have a formal process for developing goals and it should be followed. If the process is informal, ask co-workers how they developed their goals before meeting with your manager.

Regardless of whether the process is formal or informal, establish measurable goals to measure your progress. For clearly defined goals, consider using SMART goals.

SMART Goals Defined

Source: Corporate Finance Institute®



S Specific

SMART goals are specific and have a significantly greater chance of being accomplished. To make a goal specific, the five “W” questions must be considered:

- Who: Who is involved in this goal?
- What: What do I want to accomplish?
- Where: Where is this goal to be achieved?
- When: When do I want to achieve this goal?
- Why: Why do I want to achieve this goal?

Example:

GENERAL GOAL “I want to get in shape.”

SPECIFIC GOAL “I want to obtain a gym membership at my local community center and work out four days a week to be healthier.”

M Measurable

SMART goals must have criteria for measuring progress. Without criteria, you will not be able to determine your progress or if you are on track to reach your goal.

To make a goal measurable, ask yourself:

- How many/much?
- How do I know if I have reached my goal?
- What is my indicator of progress?

Example:

BUILDING ON SPECIFIC GOAL (based on previous example)

“I want to obtain a gym membership at my local community center and work out four days a week to be healthier. Every week, I will aim to lose one pound of body fat.”

A Achievable

SMART goals must be achievable and attainable. This will help you figure out ways you can realize that goal and work towards it. The achievability of the goal should be stretched to make you feel challenged but defined well enough that you can achieve it.

Ask yourself:

- Do I have the resources and capabilities to achieve the goal?
If not, what am I missing?
- Have others done it successfully before?

R Realistic

SMART goals must be realistic in that they can be achieved given the available resources and time. Your goal is likely realistic if you believe that it can be accomplished.

Ask yourself:

- Is the goal realistic and within reach?
- Is the goal reachable, given the time and resources?
- Are you able to commit to achieving the goal?

T Timely

SMART goals must be time-bound (i.e. start and finish date). Without a time constraint there will be no sense of urgency and therefore, less desire to achieve your goal.

Ask yourself:

- Does my goal have a deadline?
- By when do you want to achieve your goal?



There are many free SMART goal templates available on the internet.

Free Resource: [Hubspot SMART Goal Setting Template](#)

Goal Development: Additional Considerations

Goals that are too aggressive

- When developing your SMART goals, if your manager pushes you to achieve more or beyond your comfort zone, be open to it, but work with him/her to identify priorities. Understanding your priorities will help focus your time and energy, and ultimately, help you achieve your goals.
- As you move forward, if timelines start to slip, meet with your manager immediately to strategize how to get back on track.

Align Personal Goals with Company Goals

- When developing your personal goals, have the company goals in hand to ensure you are in alignment. By aligning your goals to those of the organization, you will see how your efforts are having an impact on achieving them.
- Aligned personal and company goals also help in prioritization of tasks and increases collaboration and team cohesiveness because everyone is working toward the same goals.

Define Learning Goals

- Once you and your manager have established your personal goals, identify learning goals to support their achievement.
- **Example:** You are assigned to work with the sales team to identify and qualify potential new B2B customers. Your learning goal is to understand B2B marketing, so you can identify gaps, if any, in the company's sales approach. Check H2BB training modules to help you meet your learning goals.

First 60-90 Days

Manage Performance Expectations

Thanks to your SMART goals, you have a clear understanding of job performance expectations from your manager. In addition, regular communication with your manager will ensure you are on-track to meeting, if not exceeding them.

YOUR PERFORMANCE

1 Anticipate Change

It is not uncommon for work tasks and associated expectations to shift as the company adapts to changing marketing conditions or staffing changes for example.

2 Workload Variations

Depending on seasonality and other factors impacting your company's revenue, your workload could fluctuate from overwhelming to light. Regularly review priorities with your manager and/or co-workers, so expectations are clear to you.

3 Support is Available

Asking for help is not a sign of weakness; it is a sign of strength, confidence, and resourcefulness. If you find yourself feeling overwhelmed by either the volume or nature of your assignments, discuss your feelings with your manager, SME Advisor or H2BB Program Manager. Before expressing your concerns, clearly outline them and identify possible solutions. When you meet with your manager (or others), present your issue and a possible solution and then ask for guidance. Following your meeting, send a brief email thanking the person for their support because they want to know that their guidance helped you.

Participate in Talent/Professional Development Training Workshops

Make participation in the talent training workshops your priority because they:

- Help you close skill gaps
- Create career opportunities

H2BB interpersonal and professional skill development training workshops, presented by industry experts, are specifically designed to help you:

- Understand how your role fits within the larger context of the health science industry.
- Develop your professional network (essential to your future career success), by connecting you with others in the sector.

Attend professional development workshops focused on technical and business skills like the H2BB training modules.

Work with Your Subject Matter Expert Advisor

Does working with a mentor (also known as advisor) have benefits? You decide.

- Mentees (that's you!) are promoted 5 times more often than those without mentors.*
- 25% of employees who enrolled in a mentoring program had a salary-grade change, compared to only 5% of workers who did not participate.*
- 87% of mentors and mentees feel empowered by their mentoring relationships and have developed greater confidence.*

One of the many benefits of being a part of the H2BB program is 1:1 access to a Subject Matter Expert (SME) Advisor assigned specifically to you. Take advantage of the opportunity to be mentored by an expert in your field because your advisor can:

- Help guide you toward achieving your goals
- Provide encouragement and honest feedback
- Introduce you to new contacts
- Increase your chances of getting a raise/promotion

(*Source: Guider)

Meeting with Your Advisor

It is your responsibility to initiate the first meeting with your Advisor. In addition to getting to know one another during your first interaction, you will also want to establish the following:

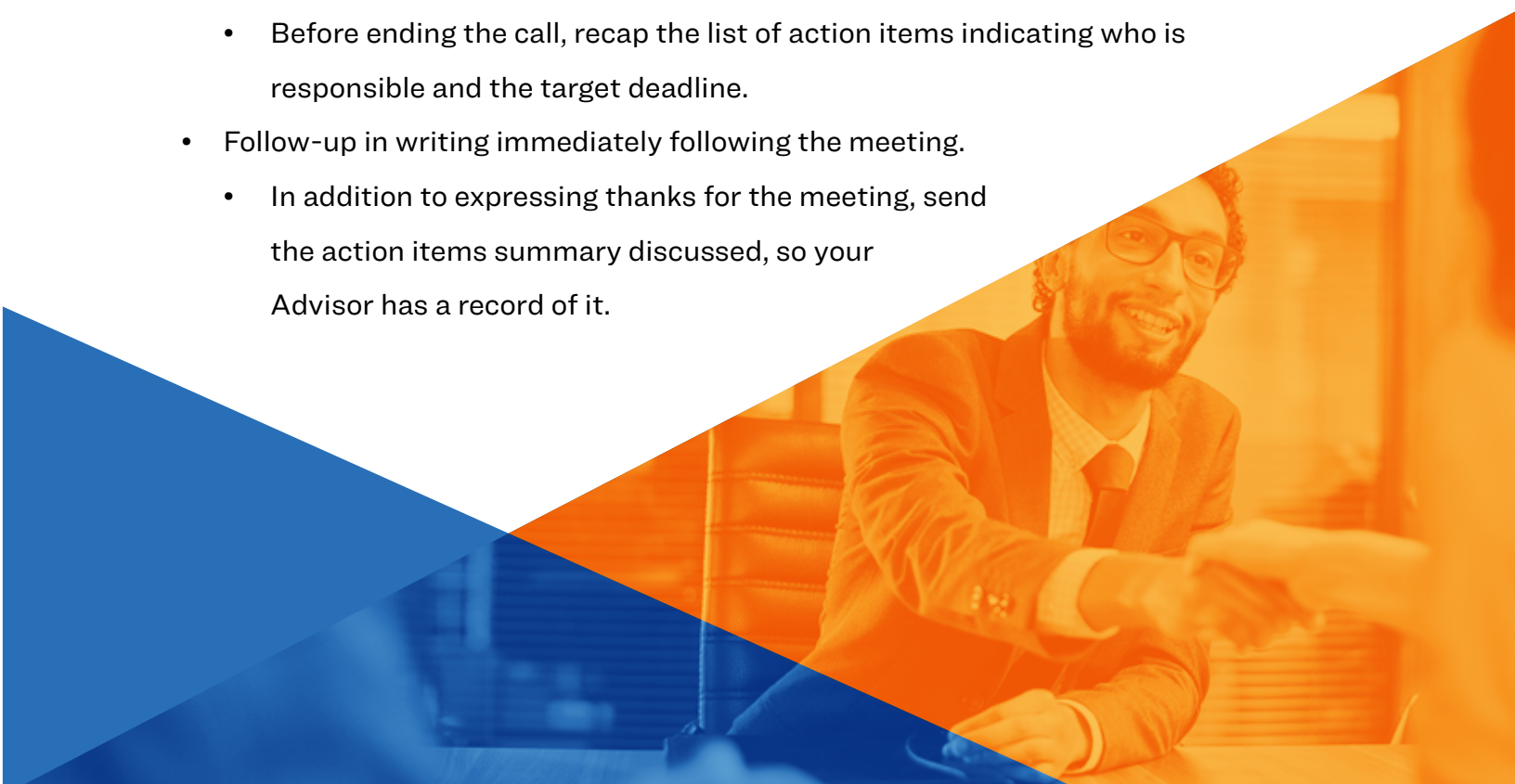
- A meeting schedule, ideally a consistent date/time on a weekly or bi-weekly basis and format (e.g., video call, face-to-face)
- Communication style (e.g., via email or text)
- Meeting agendas will be created by you and sent 24-hours in advance

Before each meeting with your Advisor:

- Review the status of action items discussed at the previous meeting.
- Identify recent challenges, failures, and successes for discussion.
- Identify questions/discussion topics for the meeting; If you do not have specific questions about your job, consider asking for:
 - Insights into the Advisor's experiences in the industry
 - Workplace tips
 - Advice for you as you start your career

During / after each meeting with your Advisor:

- Capture action items identified during your discussion.
 - Before ending the call, recap the list of action items indicating who is responsible and the target deadline.
- Follow-up in writing immediately following the meeting.
 - In addition to expressing thanks for the meeting, send the action items summary discussed, so your Advisor has a record of it.



The ball is in your court

- The more you engage with your Advisor, the more you will learn and excel.

Keep in Touch After the Mentorship Ends

- Stay in touch and keep your mentor in the loop even after your participation in the program ends.
- Send periodic email updates about your job and your life.
- Consider inviting your mentor to a social event (e.g., sporting event, industry event).
- By keeping in touch with periodic emails and calls, you will continue to build the relationship you already established.



Preparing for Your Six-Month Review

After working in your role for six months, it is the ideal time to ask for a performance review from your manager. You can expect your manager to provide feedback on your:

1. Overall strengths as an employee
2. Specific accomplishments
3. Areas where you could improve

To ensure your manager has ample time to prepare your evaluation, request it at least a month prior to your anniversary date.

Prepare by Completing a Self-Assessment:

Before your review, invest time to complete a self-assessment. Below are six areas for consideration when evaluating your performance during the first six months. Be sure to review your self-assessment with your SME Advisor for input.

1. List your most significant accomplishments or contributions to date. Include how the achievements align with your SMART goals.
2. Identify new tasks or additional duties you successfully completed outside the scope of your regular responsibilities.
3. Identify activities you initiated, or actively participated in, to encourage camaraderie and teamwork; What was the result?
4. Summarize your professional development activities and ways they improved your performance.
5. Describe areas of improvement and list the steps you will take and/or the resources you need to accomplish them.
6. Identify two career goals for the next six months and indicate how you plan to accomplish them. You may want to link your career goals to your current project and its growth. As you expand your skills, your manager will see how you will continue to benefit the project.

Be a Lifelong Learner

Continuous learning is not just for new hires and those early in their career. Employers want employees who not only have the knowledge, skills, and ability to do the job well, but also are committed to growth and development today and tomorrow.

The job market continually changes due to technological innovation, offshoring work, and other trends. To successfully navigate the ever-changing work environment, ongoing skills development, and the mastery of new technologies is a must. Build lifelong learning into your professional life for advancement and personal satisfaction.

Share Your Feedback

Our goal is to make this guide relevant to new hires today and in the future. If you have suggestions to enhance or update this guide, please take a moment to share your ideas by emailing us at andreeanorman@obio.ca. Your feedback is greatly appreciated.

Suggested Reading

Goal Setting, Prioritization & Working in Teams:

- “How to Have a Good Day: Harness the Power of Behavioral Science to Transform Your Working Life” by Caroline Webb. Publisher: Random House Canada (2016)

Embracing Ambiguity:

- “Mindset: The New Psychology of Success” by Carol Dweck. Publisher: Ballantine Books; Updated Edition (2007)
- “Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation” by Tim Brown. Publisher: Harper Business (2009)

Personal Development:

- “Designing Your Life: How to build a well-lived joyful life by Bill Burnett & Dave Evans. Publisher: Alfred A. Knopf