



On-boarding Template





On-boarding

The goal of on-boarding is to create an experience where new employees and the organization feel that they made the right choice in choosing each other. On-boarding programs have been shown to increase retention by 25% and even improve employee performance by up to 11% (ClearCompany, 2019).

On-boarding should be considered a three-month to one-year process. In having additional on-boarding support during this crucial time period, an employee will feel more supported and have a deeper sense of belonging.

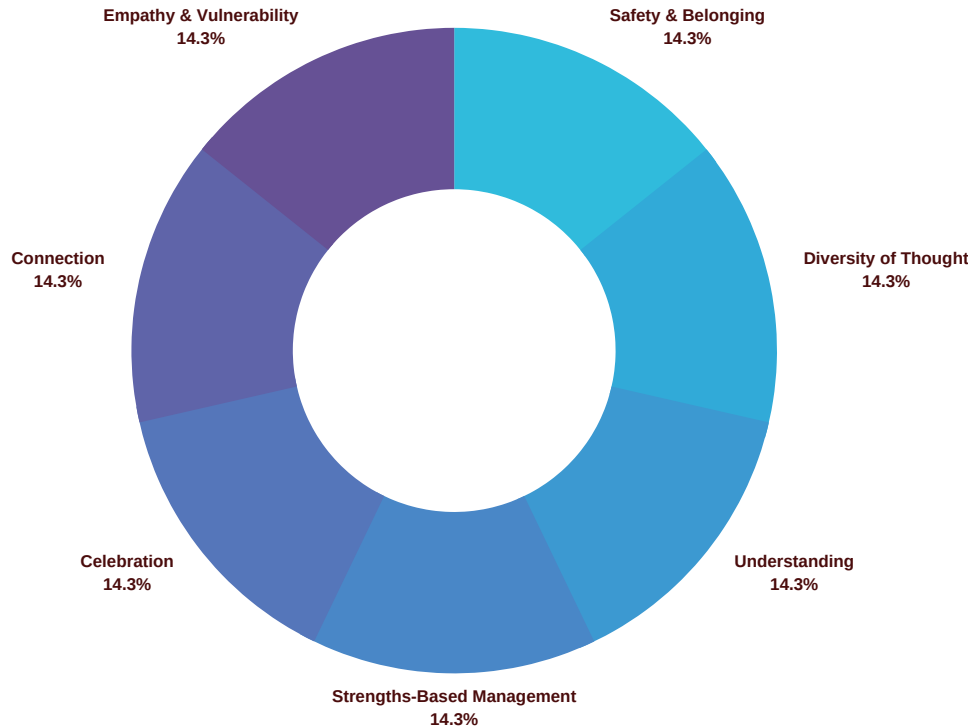
A strong on-boarding program leads to a more inclusive culture and will address the components of Veza's Inclusive Culture Model.

Here are some things to think about when planning a strong on-boarding system

- 1) What is the impression the new hire has of the company after the first day?
- 2) How long should the on-boarding process last?
- 3) What is the cultural and diverse environment of the organization?
- 4) What is the goal of the organization and what role does the new hire fill?
- 5) How will you measure the outcome of your onboarding system?



VEZA MODEL OF INCLUSIVE CULTURE



Strengths-Based Management: Focused on bringing the best out in each person

Celebration: Create experiences where people feel joy

Empathy & Vulnerability: Create safe space in conversation

Connection: Getting to know people as individuals

Safety & Belonging: A safe, welcoming environment

Diversity of Thought: Seeking opinions and perspectives of others

Understanding: Recognizing people are from different backgrounds and have different experiences





Pre-arrival

- Pre-arrival helps to set everything up for the on-boarding process to run smoothly. This phase also saves time for both parties.
- In the case the new hire is from a new country, a person with a diverse background requiring accommodations, or other needs. The team should meet prior to their arrival to learn and understand how to best integrate the person into the team and help them feel welcome.
- Human Resources should let the individual know what time to arrive, explain the expectations around the dress code, and introduce them to the manager via email.
- The Manager should reach out to the individual to welcome them to the team and let them know what to expect on their first day, as well as during their first week and first month in their new role.
- The new hire should be sent a schedule for the first week, including meetings with key stakeholders relevant to their position and anyone else who will be a collaborator or reporting figure, including senior leadership.
- HR or the Manager should identify and set up a buddy for the individual to have lunch with over the first few days and help them settle in.
- Introduce the buddy to the new hire on the first day. Choosing an outgoing person outside the team will help the new hire understand the organization better.



First Day

- ◆ Ensure the workspace is ready with on-boarding materials, tools, clean desk, and computer with login credentials.
- ◆ Provide the new hire with their first-week schedule.
- ◆ Host a welcome party or lunch (with all staff).
- ◆ Provide a tour highlighting the meeting areas for their first week, introduce the new hire to their immediate team and others on the floor, ensuring that introductions highlight how the new hire is a culture “add” to the organization.
- ◆ Ask the new hire how they best like to receive information on projects and tasks (i.e.: email, face-to-face).
- ◆ Explain basic housekeeping and items that might help their transition, possibly including a formal welcome guide.
- ◆ In their one-on-one meeting, the Manager is to clearly communicate responsibilities and expectations and ask questions to ensure they understand the new hire’s perspective on the expectations of their role and how they expect to meet the expectations.
- ◆ The first day can be overwhelming for the new hire. Therefore, providing a platform where the hire can revisit their notes can reduce this stress.



Ongoing Development and Retention

- This phase focuses on the employee's development and mastering their roles which make them a valuable talent. Providing employees opportunities for advancement and making them feel valued will increase the possibilities of retention.
- Create and maintain an employee-driven signed accountability agreement that lays out their goals and activities towards their personal and professional development.
- Provide paid opportunities for professional development.
- Ensure funding is available for cultural activities to celebrate diversity in the workplace (i.e.: Moon Festival, Diwali, Eid)
- Create employee committees or resource groups, especially for LGBTQ, BIPOC, and Women's groups.
- Create open channels for different forms of communication and feedback. Encourage different perspectives in meetings.
- Give employees opportunities to share their ideas in regular staff meetings and provide input in broader strategic meetings.
- Ask for employee feedback (i.e. surveys, regular check-ins).
- Consciously build trust through transparency, proper feedback, and taking an interest in each individual's professional development.



Separation

- ◆ The separation phase isn't the most exciting but a very important one. When an employee decides to leave the organization it could be either due to personal reasons or because of the organization (if this is the case then the organization should look into their employer branding).
- ◆ The decision process for an employee to leave the organization would take weeks or months. Despite the reasons, the employee should have an easy and smooth separation.
- ◆ If the separation process is done right, the organization can grow from feedback and have a good reputation.
- ◆ Surveys and exit interviews are what most companies use to gain feedback. The downside of this process is that employees resist giving negative feedback.
- ◆ Engagement check-ins or surveys (anonymously) sent out periodically to all employees will give the organization data to see where they can improve.

WANT MORE?

Your customized approach to inclusive on-boarding can be designed with support from a Veza Diversity and Inclusion expert.



Checklist

Pre-arrival

- Getting all paperwork for the new hire.
- Send the offer letter
- Send an announcement to the team regarding the new hire
- Company technology and workspace ready before the first-day
- Company email, phone and business cards (if applicable) setup
ID and access key activation
- Email the new hire the itinerary and dress-code for prior to the orientation process

First-Day

- Ask for their preferred pronoun. If not specified use neutral terms.
- Explain the company's mission and how equity, diversity, and inclusion are important pillars to the organization (incorporating cultural activities to celebrate diversity).
- Explain the key policies of the organization
- Providing the schedule for the first week will help the new hire ease into the working environment.
- Assign a buddy for the new hire (a member outside the team will bring in a different perspective of the organization)
- Tour of the company and introducing important departments and members of the organization



Checklist

- Explain basic housekeeping rules.
- Review software and hardware.
- Welcome party or team lunch will help to break the ice
- One-one meeting with the supervisor and manager to understand how they would like to receive tasks, responsibilities, and expectations of the role. Create or Inform existing employee committees or resource groups in the organization.

Ongoing

- Communicate often with the new hires as the first couple of days they can feel lost.
- Discuss current projects the teams and organizations are working on.
- Give the employee opportunities to share their opinion and ideas.
- Measure how effective the on-boarding process is by asking for feedback (i.e surveys, check-ins)
- Take an interest in individual development (short and long-term goals).



About Veza Global

Veza Global is an Equity, Diversity and Inclusion (EDI) organization advocating for equity and equality for underrepresented groups with a focused lens on the leadership journey of people of culturally diverse backgrounds.

Diversity of Thought and Inclusive Culture are the pillars of the approach that Veza takes to build capacity for organization to execute on their EDI strategy. Veza offers EDI Assessment and Audits, EDI strategy development and Inclusive Leadership Training and Coaching.

Through Veza's Equity, Diversity and Inclusion Assessment tool, companies can identify under an hour where they are on the EDI Maturity Model and receive a list of detailed recommendations and actionable next steps for their EDI strategy to move forward to a more inclusive organization.

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