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appical

The ultimate manager's guide to onboarding

the only one you're ever going to need

What is in this guide?

the ultimate manager's
guide to onboarding

Intro-
duction!

Hooray, you have hired a new team member! 🙌

You and your team were probably struggling to get everything done. So how are you supposed to find time to help your new team member get settled and up to speed? Onboarding is the job of HR, right?

We will have to interrupt you there. It's not only HR's job to train and onboard new employees.

There are many tasks that come with onboarding your new hire, like filling in necessary paperwork or setting up a new hire's desk, that apply to all employees. There are also specific onboarding tasks for each department – from meeting key people in the company, such as the new hire's buddy, or their point of contact at IT support, to learning department-specific tools and language.

Onboarding ranges from learning practicalities to socialization within the company. "Onboarding is the discipline of receiving and integrating new employees into the company, so they feel part of the team. Good onboarding enables them to perform and provide value to the organization," says Christian Harpelund, co-founder and Consulting Director of Onboarding Group.

To us, this doesn't sound like a one-(wo)man's job. Therefore, we believe your onboarding team should include key stakeholders from all across the organization: HR, IT, the manager, senior leaders, your employer brand officer, or the brand marketeer. To make an onboarding program work, all stakeholders need to invest time and effort. Oh, and don't

forget recent new hires! They are the experts that recently went through the journey themselves and will have valuable input to take into consideration to improve your processes.

So what is your role as a manager in the onboarding process? Even though you've hired a talented person, it's your job to make sure the new hire gets up to speed. One of the top reasons why employees quit their job and leave the company is because of their manager's behavior (11%). Yes, that's you!

In this ebook, we will examine ways how you, as a manager, can invest and contribute more to onboarding your new talent. We discuss the building blocks of effective onboarding and provide you with tips and best practices to implement in your onboarding process.

We don't believe there is one perfect way to onboard new hires, but how cool would it be to have answered all the questions your new hire wouldn't even think of?

Happy onboarding,

Team Appical

The world of work is changing

2

The job market is getting more and more flexible while retaining your employees gets harder. In 2019, at least 800.000 employees changed their job in the Netherlands, says CBS. The millennial demographic is emerging (those born between about 1980 and 2000). By 2025, millennials are forecast to comprise 75% of the global workforce. And they like job-hopping: the average time millennials stay at the same employer is only 1.2 years.

This leaves organizations with a lot of positions to fill and refill, and recruiting new employees is expensive!

According to Recruitment Key Figures, the average cost to find and hire a new employee is 4.494 euros. When your new employee resigns early, research by SHRM states that finding a direct replacement takes up to 50-60% of an employee's annual salary.

Turnover can be quite costly too, summing up to a total of 90-200% of an employee's annual salary. So, once you have carefully selected a candidate,

you want to retain them and reduce turnover. This leaves organizations with a lot of positions to fill and refill, and recruiting new employees is expensive!

From the new hire's perspective, starting a new job is beginning a new chapter in their life. In this new endeavour, new hires want the confirmation that they made the right choice to join your company.

They have to start all over with getting to know your company culture, build a network with new colleagues, and understand the new way of working. They want to feel part of the team and to contribute as soon as possible.

If you let your new hires figure out how to do all of this on their own, you leave them feeling disengaged or overwhelmed; and that could lead to an early resignation.

"Employees expect more from companies today, and if they don't feel connected and onboard they will leave for a new opportunity somewhere else," says [Harpelund](#).

[22%](#) of staff turnover happens during the first 45 days of employment. That is why first impressions matter. To prevent turnover from happening and provide new employees with a soft landing is where onboarding begins.

The benefits of doing onboarding right

3

A structured onboarding program will increase retention rates, but that's not all why you should start onboarding your employees properly. Onboarding also decreases time-to-productivity, gets higher employee engagement, reduces stress and sick days, and builds a better employer brand and reputation. Let's go over these benefits.

Reduce turnover & increase ROI

Good onboarding is an effective way to get a quicker return on your hiring investment, as employees report that they can contribute better in less time. Onboarding provides them with all the information, equipment, and support they need to help them succeed.

> "Having a great onboarding program can increase employee retention rates by as much as 82%."

Increase job performance & employee well-being

With a successful onboarding program, your new hires will be self-confident and efficient in their job performance. When provided with the right tools, processes, and connections, it will take less time to learn the ins and outs of the job, and new hires can perform quicker and to a higher level.

Providing a strong support network helps reduce anxieties when starting a new job and build trust and alignment. Onboarding helps to make new employees feel valued, committed, and included as part of the team.

> "77% of employees who had a formal onboarding process hit their first performance goals."

Increase employee engagement

Employee engagement is about positive attitudes and behaviors leading to improved business outcomes. Disengaged workers cost businesses in weaker output, more time taken off through sickness, and the likelihood that their dissatisfaction will affect other colleagues.

Onboarding helps to increase employee engagement, because employees are made to feel welcome, empowered, and supported to do their jobs well, and have a clear understanding of how to be successful within the organization.

> Over half of companies (54%) with active onboarding programs reported higher employee engagement.

Boost employer branding & improved talent acquisition

First impressions last and words spread quickly within industries, so let your employees fall in love with your company from the start.

If you provide a positive onboarding experience, employees will let their peers know. It helps to create a positive reputation for you as an employer and ultimately attract the best talent in the industry. Let your new hires become your brand ambassadors by onboarding them right.

> Employees who had a negative onboarding experience are 2x more likely to look elsewhere for a new job in the near future.

As a manager, you want the best out of your team. Onboarding can make the difference in your new hire smoothly integrating into your organization or being a hiring failure. Curious about what you can do to contribute to your new team member's onboarding experience? Let's get started.

How to onboard your new hire as a manager?

4

As a manager, you're one of the key stakeholders to make the onboarding process of a new hire a success. First, you must understand what your new hires need from you. To keep it as close to the perspective of the new hire, we follow the employee onboarding journey to trace their steps to structure this process.

The onboarding journey

Your team needs some extra power. You put the job vacancy out there and speak to several candidates. After several interviews, you make your choice. At the end of the recruitment phase, you offer your favourite and most suited candidate a contract. And he or she accepts, hooray! Champagne all around! 🍾 Your new employee now enters the employee journey. Here is where the onboarding begins.

Although onboarding programs must be tailored to an organization's needs and culture, we see that the most successful onboarding programs include at least the following stages: pre-boarding, onboarding, and continuous learning.

Contract signed   Pre-boarding

Onboarding: Onboarding: Onboarding:
First month   First week   First day

Continuous learning: Continuous learning:
60 days   100 days

As a company, it is vital to leave a good impression and to support your new team member at each of these touchpoints of the journey. Also, be aware that at these different touchpoints, your new hire needs different information.

For example, during pre-boarding, new hires want the confirmation that they have made the right decision to join your organization. Therefore, show them why your company is a unique place to work by communicating your employer brand.

One week before the first day, your new hire starts wondering about more practical things like the dress code or whether to bring lunch on the first day. On the first day, they want to experience the company's culture as portrayed on the outside. Is it that great working at your company on the inside, as shown on your website and social media? After two months, they might consider if they should follow an additional course to get their skills to an even higher level.

With an onboarding program, you are ahead of them by answering these questions beforehand or pointing them in the right direction where to find the answers, getting them up to speed more quickly, and more engaged. What should you exactly include in an onboarding program? In the holy grail of onboarding literature, 'Onboarding New Employees: Maximizing Success,' professor Talya N. Bauer says each successful onboarding plan should include four building blocks: compliance, clarification, culture, and connection. These building blocks are also known as the four C's.

💡 Think big, start small. We advise you to start with developing a generic, company-wide onboarding program and tailor it along the way with department or role-specific information.

During pre-boarding

Most new hires don't start the day right after they accept a job; they will have to give in their notice or possibly relocate. But at the moment they sign their contract, the enthusiasm level is sky-high. You don't want to lose that level of excitement! Here's what you can do as a manager during the pre-boarding to prepare for the arrival of your new team member to make them feel valued and welcome.

■ Two weeks before starting day

Reserve space in your calendar

Getting onboarding activities on your schedule will help you take them more seriously. They'll feel as important as your other meetings and daily tasks (just as they should be). At the beginning of each week, schedule time to both plan and hold onboarding sessions with your new hire, starting with the preparations for the arrival.

Refresh your knowledge

Are you aware of the latest compliance, health, and safety regulations or cybersecurity rules? Make sure you understand the reason behind these regulations, so you can help your new hire realize their role in achieving.

Consistency is key. Make sure there are no misconceptions and training or content about regulations or policies are up to date.

Write an on-target job description

You aim to hire someone who can meet all the job requirements, who will be an asset to your company, and who will stay with your company for a reasonable amount of time. So give your potential employee a realistic idea of what their job will be like, to prevent suffering unmet expectations. This will bring clarification and increase your new hire's job performance.

Write down an on-target job description with expectations and key responsibilities of your new hire to discuss in the first week. Also include the work processes they should follow to achieve the desired goals and expectations.

Order hardware

What does your new hire need to be able to work at their workstation, on the road, or remotely? Do you need to order a new laptop or mobile phone? When tackling this topic beforehand, you will have time to handle any unexpected delays, like an IT colleague being unavailable to set up.

Appoint a buddy

Your new hire will probably have lots of questions at the start of their new job. In some cases, new employees will feel more comfortable asking them to a peer rather than their manager, such as "How does the printer work?" to "Is the VP of sales as tough as he seems?"

A buddy, who is working for a longer time at the company, can give the new hire context that you won't find in an employee handbook. They can determine who relevant stakeholders are or shed light on cultural norms or any unspoken

rules that exist within the organization. Assigning a buddy also provides you with more time for other tasks and helps the new hire with forging new relationships.

Consider who in your team or other teams will be suited as a buddy and make sure to reprioritize the buddy's workload. In some cases, you may need to help reassign or deprioritize work, so the buddy has time to support the needs of the new hire.

Did you know… Interestingly enough, the benefits of having a buddy extend both ways. A 2013 study found people who have the opportunity to serve as mentors experience greater job satisfaction and a higher commitment to their employer.

Provide necessary paperwork (digitally)

Make sure the paperwork process is flawless. Prevent the first day from being swamped with tedious paperwork. This will not contribute to the sense of value to the company. Make sure your new hire fills in the HR paperwork as fast as possible, preferably digitally (to save some trees), and focus on what's really important during the first days.

Provide general company information

Is there any necessary information about the company you can send out so your new hire can get to know the company a bit better already? Think about the company's history, the latest blog, or products or services overview.

Also, every company has its jargon. Don't let your new hire decipher acronyms and lingo on their own, but provide them a handy cheat sheet.

Remember: keep it short and straightforward. The last thing you want to do is to overwhelm your new hire. Provide this information in a fun way, like in a quiz or video.

> 💡 First impressions are essential! Using a digital onboarding platform can help you fill that gap between signing the contract and the first day. Let your new hire absorb information at their own pace.

Create action plan

Write everything above down in an action plan, so you can reuse it as an onboarding program for your next new hire as well and assign tasks to different departments.

■ One week before starting day

'Set-IT-up' & prep workspace

Being able to show your new employee to their work station on day one communicates that you want them to be there. It also shows that your company is organized. Set-up the computer and phone system. Provide instructions for using voicemail or any necessary software, tools, or communication systems they will be using. Configure the new employee's email accounts (or let the IT department do this). Pro-tip: Have a stack of business cards waiting at your new hires' desk.
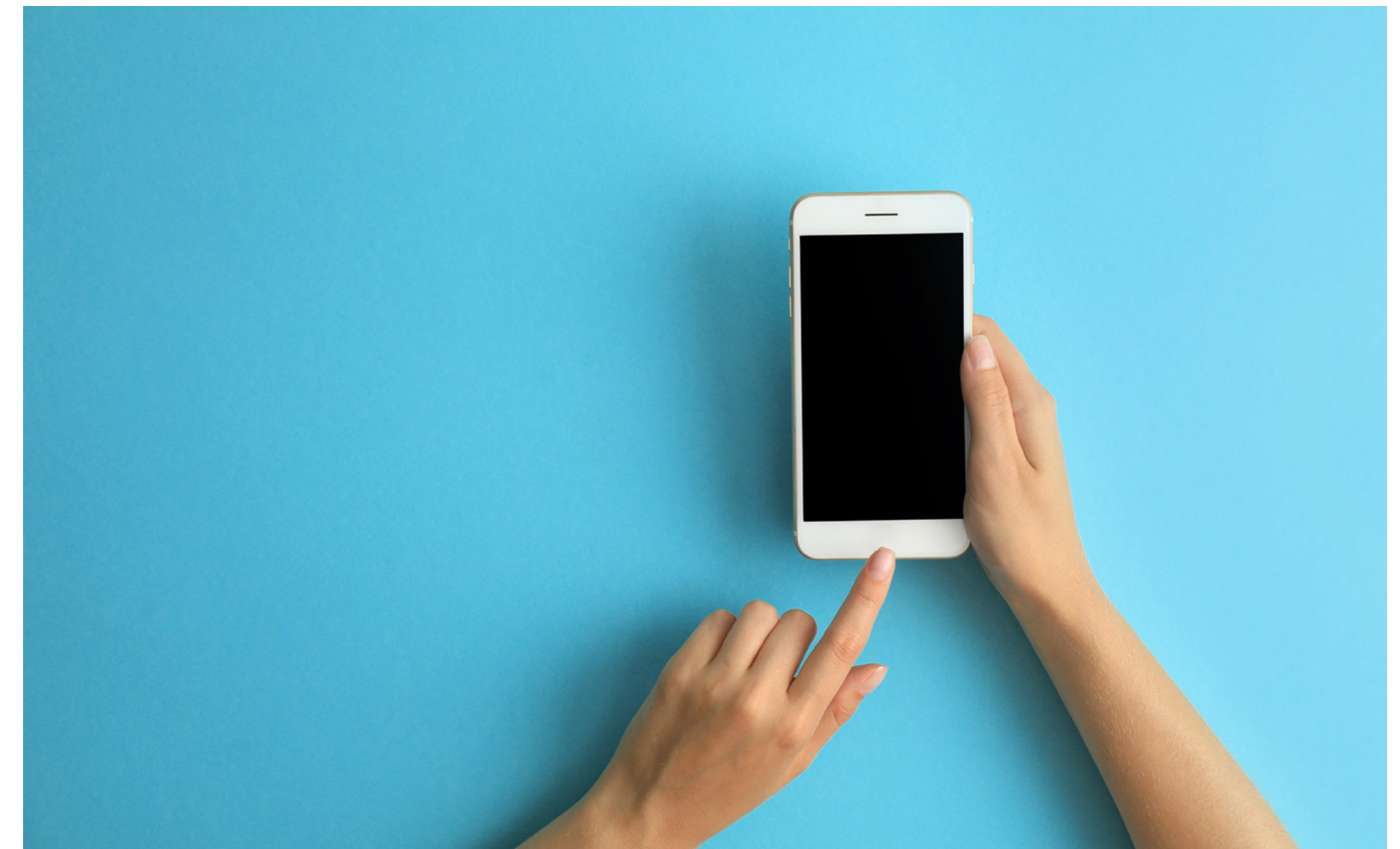
Provide practical information

Communicate your new hire with where they need to be on their first day, at what time, who will welcome them, whether to bring lunch, what to wear, where to park, etc. This allows them to feel well-prepared and confident to start their new job.

Get your team excited about the new hire

Not only the new hire wants to make an excellent first impression, but your team does too. Introduce your team to their new member. Send out an email, a Slack message, or post on the intranet to your team (or everyone at your organization) so they are prepared to welcome the new employee on their first day.

Highlighting your new hire's awesomeness (the reason why you hired this person) to your team: share their key accomplishments, and maybe even some of your thoughts on how he or she will contribute to the department. Also, give your team a heads-up that you prioritize onboarding - and you will need their help and patience too to make this a success.

Start building relationships & connect

Save your new hire from awkward silences in the elevator or at the coffee machine on the first day. Help your new hire learn names and jobs by providing a people finder, testimonials, or invite them to LinkedIn. Do you have team drinks, lunch, or an event before your new hire starts the first day? Invite them to come over to start building a network and encourage socializing and interaction.

Create a timetable for your new hire's first day & week

What will be your new hire's first assignment, and what are your expectations for it? Is there any required reading for the position? On which smaller projects can your new hire start working?

Create a timetable outlining the first week of your new hire. Your employee probably wants to know what is awaiting them, so send the schedule a few days in advance to help them combat their first-day nerves!

You could also send over digital calendar invites for any additional onboarding sessions, in-house training, meetings, and planned lunches. And don't forget to book team member's schedules with these onboarding activities too.

Check-in with the new hire

Make a friendly phone call, or send an email or message to check-in on how your new hire's transition progress is going and keep them excited. Especially when they have to hand in their notice to their current employer, this can be an emotional experience. Or maybe there could be a counteroffer...

Show that you care and possibly take away any second thoughts by making your new hire feel welcome to the company. Make sure everything is clear and that your new hire is 100% ready for the first day!

> 💡 Make onboarding fun! Who says onboarding is boring? Make it personal, fun, interactive, and engaging. Instead of a journey, try to create an onboarding experience. Make use of different senses (feel, touch, smell, hear) and emotions by providing exciting and unique content, videos, quizzes, and goodies at the right moment.

During onboarding

All the preparations are done! Now it is time to meet your new hire's expectations during their first days. The first day of work is when the onboarding phase starts. Did you know that 4% of employees quit after a

disastrous first day? That's quite a lot. So make the first working day count with these tips.

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■ An unforgettable first day

Be on time!

Showing up for a new job to discover that your manager isn't around, or doesn't have time for you, is a big buzzkill. Give the right example and make sure you or someone from your team is there to welcome your new team member within the company.

Give a welcome package

Make your new hire feel extra welcome by giving some branded goodies, like a t-shirt, notebook, pen, stickers, or water bottle. Add a handwritten welcome note from the team and a stack of business cards.

Give an office tour

Help your new hire navigate around the workspace by giving a tour, showing where the meeting rooms, cloakroom, toilets, kitchen, copy machine, office supplies, parking, first aid kit, and departments or key persons are located.

Provide devices, access & logins

Make sure your new hire can settle in at their workspace. Show the necessary devices, access codes or passes, and tools.

Introduce the team

Onboarding is all about socialization. Have a team meeting to introduce the team to the new hire and the other way around.

> 💡 What's better than to bond over food? By inviting your new hire for a team lunch, they can get to know their new colleagues in a bit more informal way.

Communicate company goals

What's your dot on the horizon? Inform your new hires of what projects your company is working on and show them how they fit into the grand scheme of the company.

Show an organizational chart

Explain how each department contributes to achieving your company goals. By drawing an organizational chart, you can visualize how each team works together.

For your department, spell out who's responsible for what. Include your boss and her boss, too, along with any other people your newcomer is likely to run into. This way, your new hire will understand their place within the company better. It offers them a sense of identity and belonging and how they contribute

right from the start.

Introduce the buddy

Let your new hire have a cup of coffee with their buddy, so they know who they can turn to with questions. This will help build their confidence and internal network.

Check-in with your new hire

At the end of the day, check back with your new hire to learn how the first day went. Ask them for example:

- How did your first day go?
- What do you think of the company and your team?
- Do you need any clarity on our policies?
- Do you have everything you need? (e.g. hardware, stationery, etc.)
- How has the first day lined up with your expectations of the job?
- Do you have any questions?

This way, you keep your communication open and transparent, and you can ask for feedback to improve the onboarding process even more.

■ The first week(s)

The first 30 days of onboarding are completely about learning, but that doesn't mean sending your new hire to all-day lectures of training seminars. Take a look at these approaches for you to guide your new team member during the

first month.

Discuss the first week(s) schedule and goals

How does your new hire make it through the probationary period? Inform them of your expectations and the performance goals in their new job: what you will require of them at the end of the first day, the first week, the first month? Also, communicate the work processes they should follow and how you measure progress toward them.

Make this as personal as possible by telling them why you hired them in the first place. Make your new hire's first week about learning how to use their strengths and skills for the good of the company by defining the new hire's purpose in the organization.

What else is there coming up during the weeks to come? Go over the upcoming training, meetings, their first assignment, onboarding sessions, and lunches.

> 💡 Give a quick win. Give a first assignment that is easy to complete so your new hire can jump right in, contribute, and be successful. This gives them a confidence boost and helps to answer a resolute "yes!" to the question that plagues all new hires: "Was taking this job the right thing to do?"

Explain your team's work processes & corresponding tools

Let's get practical: it's time to get your new hire acquainted with the way of working within your organization. Which work processes are there to follow to

achieve the desired goals and expectations? What is the right channel for communicating within the team? Which tools or software is your team using, e.g. CRM, CMS, project management software?

Check if your new team member is familiar with these tools and software, or is there training required? By providing guidance, your new hire will be able to get up to speed and be part of the team faster.

Have regular 1-on-1's

72% of employees said that one-to-one time with their manager was the most crucial part of any pre-boarding or onboarding process. This connection between you and your new hire provides opportunities for validation, coaching, and advice. Regular meetings foster this connection, while regularly cancelling them undermines it.

Discuss the progress and support your new hire's needs throughout the entire probation period. This will help you make decisions about their suitability for the role, and prevent turnover caused by unmet expectations from the new hire's side.

Reveal your secrets

Don't keep your new hire guessing as to what makes you happy. Do you want frequent updates and involvement in projects? Or would you rather your new hire run with a project and check-in only when needed?
Especially your first 1-on-1 is a golden opportunity to understand each other better. Sharing your manager and communication style not only gets a better result for you, but it also prevents a new hire from becoming frustrated when

forced to figure it out alone and causing the unwanted turnover.

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Stimulate networking

Social integration is one of the levers for successful onboarding, according to professor Talya N. Bauer. Meeting and starting to work with organizational "insiders" is an important aspect of learning about any organization. Besides, new employees need to feel socially comfortable and accepted by their peers and superiors. According to one estimate, 60% of managers who fail to onboard successfully cite failure to establish effective working relationships as a primary reason.

Managers, therefore, should foster the right relationships that give people 'roots', because you don't want your best new hire taking performance advice from your least effective team member. So, introduce your new hire to the 'go-to' people to be successful in their new role.

> 💡 Plan coffee dates. At Appical, the manager schedules coffee dates in the new hire's calendar with key people from the company during their first weeks to help build their network, share knowledge, and understand the company culture.

Provide helpful resources

Make sure your new hire will be able to navigate to helpful resources and know where to get the necessary information. This will boost self-efficacy, or self-confidence, in job performance. Think about topics like where to...

- Find the company's intranet
- Find colleagues who can be their coaches or mentor
- Find office locations, desk & conference rooms maps
- Find handy tools: day-to-day applications & tools
- Report bugs or contact IT support
- Find the company perks
- Find health & financial benefits
- Find information on how to grow & develop, such as a learning & development portal
- Connect with LinkedIn groups

Stimulate an open feedback culture

Make sure your new hire knows it's okay to ask questions. He or she wants to impress you as their manager, which can lead to struggling whether not to ask something or not. Maintain an open-door policy.

> 💡 Show, don't tell. "Through actions, managers need to show employees that it's ok for them to go second," says [Nicholas Pearce](#), professor of management and organizations at the Northwestern University Kellogg School of Management. "You have the opportunity and responsibility to model the values and behaviors that you want other people to enact. You can show them better than you can tell them. [...] People pay far more attention to what you show than what you say."

Let your new hire sit in on meetings

Once their inbox goes live, invite your new hire to upcoming meetings. Joining sessions shows how the meeting structure and culture works at your company, so your new hire will be able to integrate faster by copying behavior, or maybe even improve processes by providing a fresh view on matters!

> 💡 Job shadowing or 'internship.' If the possibility is there, let your new hire collaborate with experienced employees and do research at another department. Spend some hours listening alongside with Customer Care or join a meeting at the prospect with Sales. This, too, will help to build their network, share knowledge, and understand the company culture better.

Prepare the end-of-probation talk

The end of the probation period is one of the milestones in your new hire's onboarding journey. It's their first 'official' moment of (dis)approval of their job performance. Send out some questions for your new hire beforehand to prepare themselves. Here are some examples:

- How do you feel in your new job?

- Is the team/job/company what you expected?

- What are you enjoying the most about your job?

- What have you learned in the position?

- Has training been helpful?

- What areas of your role could you improve, and how can I help?

- Do you have any concerns about your job?

- What should we provide to new hires that we have missed?

Feedback is a two-way process, however. As a manager, you should prepare your input about what is going well and where your new hire needs to improve. Make sure your points are clear and precise and provide specific examples where your new team member needs to step up their performance instead of giving generalizations.

■ After the first month

Celebrate!

Has your new hire made it through the probationary period? Celebrate this moment within the company to boost your new hire's engagement and have a positive impact on your company culture. Welcome on board!

Don't forget to celebrate other milestones your new hire meets along the way, also the ones that can't necessarily be measured with a number.

> 💡 Appreciation is appreciated. At Appical, we hand out compliment cards that new hires can give to their 'onboarding heroes.' Who has provided support, positivity, and made the onboarding journey of your new hire a success?

Create a 3-month plan

Development plans often span a year, but for a new hire, a three-month plan is a springboard to engagement. It gives your new hire a target to aim for, so they can level their energy during a time when they are learning and absorbing new information, names, rules, and procedures like a sponge (which can be pretty tiring).

So, develop a personal development plan or 30-60-90 days plan together with your new hire, including quick-wins and long term goals. Remember, new employees feel the desire to contribute to the company right away.

What numbers does your new hire need to hit? Make sure you set clear and reasonable deadlines for completion of these assignments, clarify the delivery expectations, and how you measure the progress. This will provide clarification about what you expect from them and increase their performance.

Check-in: is your new hire a cultural fit?

89% of hiring failures are due to poor cultural fit. Some factors indicate whether new employees are on board with your culture or not. Ask yourself these questions to find out:

- Do they understand the politics of the workplace?
- Are they aware of the goals and values of your company?
- Have they learned the terminology and unique language of the workplace (a sign of adapting)?

If your new hire can answer "yes" to these questions, it is an important indicator of adjustment and is associated with commitment, satisfaction, and turnover.

> 💡 Stay on track. Keep monitoring the progress of your new hire's onboarding program, e.g. with an onboarding or performance management tool. Appical created the manager toolkit to welcome your new hires, check-in on their progress, and if they fall behind, find out the reason and see if they need some extra help.

Ask about the onboarding experience

To perfect your onboarding program, listen to what your new hires are saying about the process they're going through. Not only will this allow you to better your plan, it also promotes a healthy relationship with your new team member by asking for and listening to feedback. It also allows them to contribute immediately to how things are done around the company.

Do this regularly and use technology as much as possible to streamline the process. This communicates to your new hire that you're willing to invest in making your employees' lives convenient and staying up-to-date.

Think about asking questions like:

- Did you have enough and sufficient resources during your first days to get up to speed?
- Did your team help you to be successful in your role?
- Did your manager help you to be successful in your position?
- Do you understand the company's mission and vision, culture, and values and how they drive the way we operate?
- Do you feel like you have made the right decision to join the company?
- Would you recommend this onboarding experience for future new colleagues?
- What parts of the onboarding experience did you find most useful?
- What parts of the onboarding experience could be improved?
- Do you want to share any thoughts or anything else?

During continuous learning

Onboarding continues until the new hire becomes a productive organizational member and insider. This can take up to a month, or two, or even a year, depending on your organization and type of profession. As a manager, it's important to stay involved in your new hire's progress.

After 60 days: Review set objectives

Follow-up your new hire's 30-60-90 days plan or keep track of their KPI's. Use a tool to track progress to measure their performance and check-in whether or not they need extra help with succeeding in their objectives.

> 💡 Use your new hire's fresh perspective. Based on your new hire's notes from meetings, readings, research, and their thoughts, let them present their findings and observations in a presentation, allowing them to develop a strategy or recommendations for the future.

Increase your new hires' knowledge

Millennials are particularly focused on learning and growth. Create a reading list to send out to your employees. This can be training material, articles related to their line of work, and even books about creativity or time management.

Is there a personal budget available? Discuss what they are allowed to spend it on: to purchase training materials or attend events that will be useful to their work.

After 100 days: Schedule performance appraisals

The 100-day mark is the right moment for you to assess the new hire's progress once again. At this point, your new hire is no longer the 'newbie,' but hopefully on the way to be a successful and productive member of the team.

Here you can determine what your new hire should keep, stop, and start doing – and how – to be even more effective with their team or the enterprise as a whole. It's also where you recalibrate on KPI's and milestones going forward to make sure you are still aligned.

Depending on the needs of the business, set up quarterly or biannual performance reviews with a performance management tool.

Invest in your hire's career development

Creating an employee career development plan, guided by the employee's personal and professional goals that align with your company, will send the message that the organization cares about them and invests in their growth. It will ultimately lead to employee satisfaction and engagement, and research by SHRM shows it has a [direct impact](link) on the entire organization by improving morale, career satisfaction, motivation, productivity, and responsiveness in meeting departmental and organizational objectives.

Closing remarks

5

Ideally, onboarding never ends, but we hope our Manager's Guide to Onboarding provides you with the right tools to give your new hires the kick-start they need. And hopefully, they will become your most successful and, someday, the oldest team members.

Remember that not everything in this guide is one-size-fits-all, so make sure you customize and personalize to see what works best for you and your organization. Include different department-specific information and tasks for each new team member starting at your company, but make sure the overall onboarding experience is the same... a great one!

Happy onboarding!

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6

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