

Virtual Onboarding

It's A Process

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Welcome

- You have invested in hiring the “right” people, now is the time to get them started successfully
- Since most organizations have moved to the “virtual” world due to COVID-19, we are offering a process to help welcome your new employees
- Good news – you likely already have many things you need to make virtual onboarding a success!

Our Approach

1. Welcoming your new employees
2. Prior to their first day
3. The first day
4. Ongoing activities

Best Practice Research Suggests:

- Communicate, communicate, communicate
 - All employees like to know what is going on, but particularly millennials
- Get started quickly with activities and goal setting
- Provide an opportunity to meet others in the team and ideally some leadership team members
- Find ways to express the culture of your company – what shapes how we work and act

— Welcoming Your New Hire

1. Welcoming Your New Employees

- Every action we take communicates something, so why not show your new hires that they are important to your business
- Send an email or schedule a video chat after the offer is made (and accepted) to make a personal connection
- Communicate what the new hire can expect to happen up until their first day of work – hiring documentation, technology, opportunities to meet others
- Send organization charts with photos (ideally) to help them visualize the company

Prior to the First day

2. Prior to the First Day

Things to think about:

- Human Resources or Line Manager
- Technology
- Instill a “virtual organizational culture”
- Creating a virtual hire agenda

Human Resources or Line Manager

Contact the new hire so they have the necessary information and learning resources available to them before their first day.

- Codes of conduct, working from home policies, privacy and confidentiality, FIPPA and other remote work content that may be available from HR
- Send hiring forms, tax and payroll documents, etc.
- Ask them what available technology they currently have – laptop, smart phone, home internet plan (speed, data limits)
- Company videos and culture information
- Use existing online resources for employees to be trained remotely
 - Webinars, online simulations, programs and instructional e-learning

Technology

Inform your IT team about your new hire to get them setup for their start date:

- Compare the new hire's available technology with the requirements of the job
- Determine what is needed: Laptop, desktop, monitors, phone, internet keys and ship to their home before their start date
- VPN – secure login credentialing, secured connections & shared passwords
- Send company access information for email, webcasts and internal platforms
- Provide some best practices information for the speed of wifi, camera and microphone and setting up a home office so they can be productive quickly

Instill a “Virtual Organizational Culture”

- New hires will quickly want to learn more about what makes your company unique, special and different – your company culture
- Help your new hires understand how your teams work together, collaborate with one another, receive feedback, and of course your company values
- In the technology shipment to them, include some form of company “swag” (mug, t-shirt, pen, etc.) so they start to feel part of the team immediately
- Create a schedule for weekly meetings, weekly “virtual lunches” in order for new hires to bond with teams. Allow for some variability depending on each person’s work schedule
- Provide them with a glossary of acronyms, buzzwords and a who’s who list of key people. You could include any company video links already created

Creating a Virtual Hire Agenda for Their First Week

Having an onboarding plan in advance will not only help your new hire, but will demonstrate how much your company values the new hire.

This plan will outline first week, month and longer term priorities. To Include:

- Set up virtual meetings with key stakeholders
 - Think about who should be on that list before their first day and work with them and the other parties to set that up throughout their first week
- 2-3 tasks they can complete over their first week with support
- Projects and contributions they can make within their first 3 months
- Goal setting to align outcomes with strategic priorities

First Day / Week

3. First Day

Remember your first day of work? You walked into the office, saw where people sat, and got a sense of the place. So let's try and give the new hire a similar experience virtually.

Ideal first week:

- Individual introductions from you and each of their teammates
- Team/ Supervisor virtual lunch – if possible, send a meal to their home!
- Introduction to leaders in their team/cross-functional & support teams
- Assign new hire 2-3 tasks they can complete over their first week with support
- Outlining projects and contributions they can make within their first 3 months

Use of Existing Onboarding Material

- Use what you have already, but may need to modify to reflect the current realities
- Be available online (email, messaging) to answer questions as the new hire works through the material
- Supervisor/Manager should check-in with the new hire each day (ideally morning and end of day) to see how things are going

Introductions

Virtual Face to face welcome

Use video conferencing when welcoming new employees

- They are able to ask questions face to face, in a similar manner if they were able to meet in person (eye contact, body language etc.)

It would be a good idea to set up virtual calls and introduce them to their teams and clients throughout their first month, starting from key important members to other parts of your organization

Setup virtual meetings:

- Team meeting to discuss the team culture and expectations
- Introduction to leaders in their team/cross-functional teams
- Introduction to support teams

Virtual Culture and Relationship Management

First Day virtual lunch with supervisor

- Coordinating a lunch to their home would help support their first day, make them feel special and will help you get to know them better

Team Virtual Lunches/ Coffee

- Zoom meeting with team members to develop relationships
- Online apps to engage teams - Microsoft teams, Slack or internal networks

Ongoing Activities

4. Ongoing Activities

- Just because you have sent them their technology and had a virtual coffee/lunch with them doesn't mean onboarding is complete
- Now is the time to think longer term for your new hire's success
- Learning is a continuous process

Collaboration

- Find opportunities to allow collaborating on work with others
 - Benefits – meet more people and they get to see what the new hire is like and capable of
- Networking
 - Allow for time and help facilitate video chats with other new hires, seasoned workers who can provide context for the work we do in this company

Goal Setting

- Meant to define what is important to do and the measures of success
- Provides focus on what to do
- An effective tool for feedback and rewards
- Your new hire needs to define goals as soon as reasonably possible with their manager so that everyone is on the same page

Checklist & Additional Resources

Checklist

We put together a downloadable checklist which summarizes the above slides:

[Virtual onboarding checklist](#)

Helpful Reference Links

<https://www.hr.pitt.edu/news/covid-19-pandemic-update-hiring-orientation-and-onboarding>

<https://www.zenefits.com/workest/virtual-onboarding-checklist-for-remote-employees/>

<https://resources.workable.com/tutorial/coronavirus-covid-19-resources>

<https://gcn.com/articles/2020/03/25/opm-remote-onboarding.aspx>

<https://redbooth.com/blog/best-practices-onboarding-remote-employees>

<https://www.tlnt.com/5-important-lessons-if-you-move-to-virtual-onboarding/>

<https://go.workable.com/on-demand-going-remote-best-practices-for-hr-recruitment> (Webinar)

We wish your new hire success in their job

Thank you for following this virtual onboarding process

For more information, check out our website at:

<https://www.ryerson.ca/xed/>