Academy

New Hire Onboarder Guide 2015

Contents

Introduction

We've all been there before. Starting a new job and sitting through an avalanche of informational briefings that last anywhere from a few hours to several days, most of which aren't really relevant to our needs as a new employee.

At Cristal, our objective is to be sensitive to the needs of the New Hire, and create the best possible onboarding experience while simultaneously meeting the **Corporate New Hire Onboarding Objectives**, which are:

- To provide a consistent, shared experience for all Cristal New Hires, in which they are enculturated into Cristal.

- To ensure a positive experience for all Cristal New Hires, such that they feel their decision to join Cristal is reinforced.

- Make onboarding more effective.

- To increase speed to productivity, providing tools and information required to do the job.

Corporate Philosophy about Onboarding

We know from industry research and personal experience that **an employee's first impressions of the organization can have a significant impact on their engagement,** productivity, and retention. A 2012 Gallop study revealed that employee engagement yields measureable results by showing a strong link between employee engagement and key organizational outcomes, and those companies with high levels of employee engagement had gains in many key areas, including:

- 22% higher profitability
- 21% higher productivity
- 41% fewer quality incidents
- 48% fewer safety incidents
- 37% lower absenteeism
- 25% lower turnover (among high-turnover organizations) and 65% lower turnover (among low-turnover organizations)

"At Cristal, we're striving to create a positive trajectory for engagement and retention right from the start"

Therefore, it's important to ensure the new hire has a positive onboarding experience and feels their decision to join Cristal was the right one. At Cristal, we're striving to create a positive trajectory for engagement and retention right from the start, and believe that being successful at this requires a close collaborative relationship between the Human Resources staff and Business Team they support, and that each views the other as an essential partner in creating that positive onboarding experience for the New Hire. However, **ultimate responsibility for oversight of the onboarding experience resides within the Human Resources organization.** This doesn't mean Human Resources personnel will be doing everything. However, they are responsible for making sure everything that's required does get done, done well, and to a consistent level of quality.
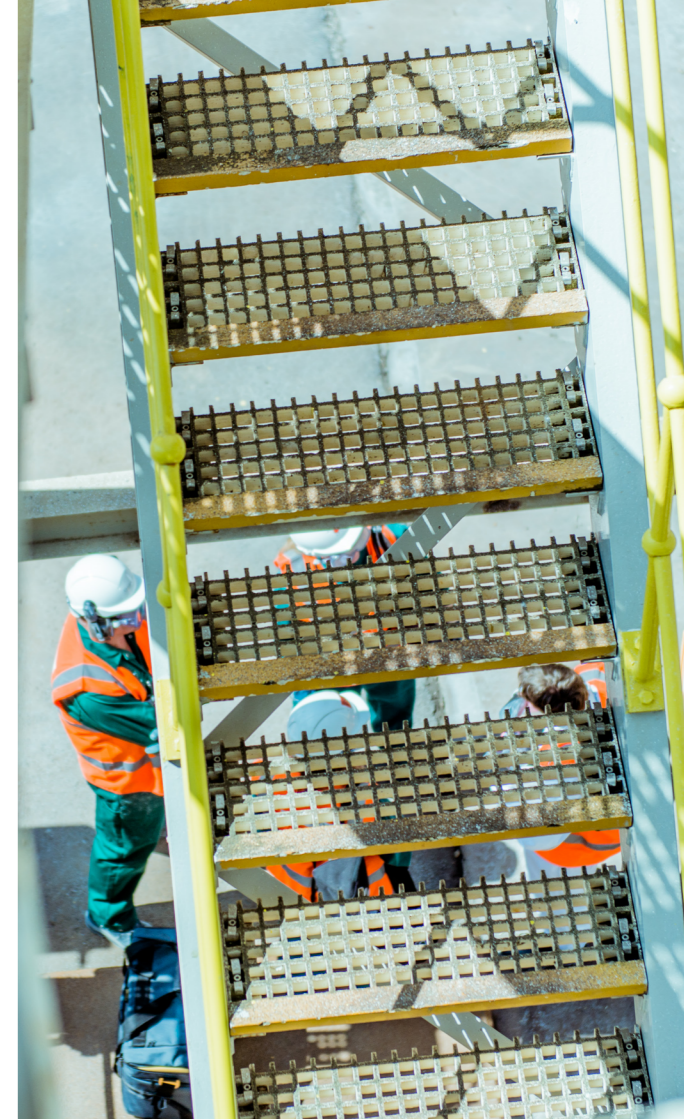
Target Audience

The audience for this New Hire Onboarder Guide is the Human Resources (HR) staff involved in onboarding a New Hire and the members of the business team the employee is joining who have onboarding responsibilities for the New Hire. This document is not a resource for the New Hire or written for that audience. Depending on the organization, its staffing, and resources, onboarding activities and responsibilities can fall on a variety of different roles. In HR this can be the Recruitment & Onboarding Specialist, Talent Acquisition Lead, or HR Business Partner. In the business team this could be the Hiring Manager, Line Manager, Supervisor, Peer, Sponsor, or a variety of roles.

To simplify this document and so that it makes sense as a useful guide regardless of where you are located or your formal title or role, we'll be using the terms HR Onboarder and Business Team Onboarder to generically refer to the HR and Business Team personnel jointly involved in onboarding activities. Similarly, we'll refer to the person at the center of all this activity as the New Hire as we could potentially be working with a current employee who has a new assignment or is transferring and is not necessarily an employee new to the Company.

Terminology

As the terms onboarding, orientation, and induction have not been used consistently across the organization in the past, and as we're striving to bring some standardization to the onboarding experience, we're establishing new definitions for **new terms here that should be used across the entire global organization going forward. Doing so will help everyone be better able to communicate regarding all aspects of New Hire Onboarding.**

Onboarding

The activities that support bringing a New Hire into the organization from the moment the decision to hire is made through the first 90 days of employment. This is an all-encompassing term that includes transactional activities that occur prior to the New Hires first day as well as Orientation and Induction activities as defined below.

Orientation

The first day through the first week of non-routine events that serve to orient the New Hire to the company and their new organization and prepare them to perform. This includes facilitated briefings and information sharing sessions, tours, introductions, and required New Hire web-based training.

Induction

The activities and documentation that support the establishment of formal conditions of employment to include an employment contract (if applicable), benefits, payroll, etc.

Guiding Principles
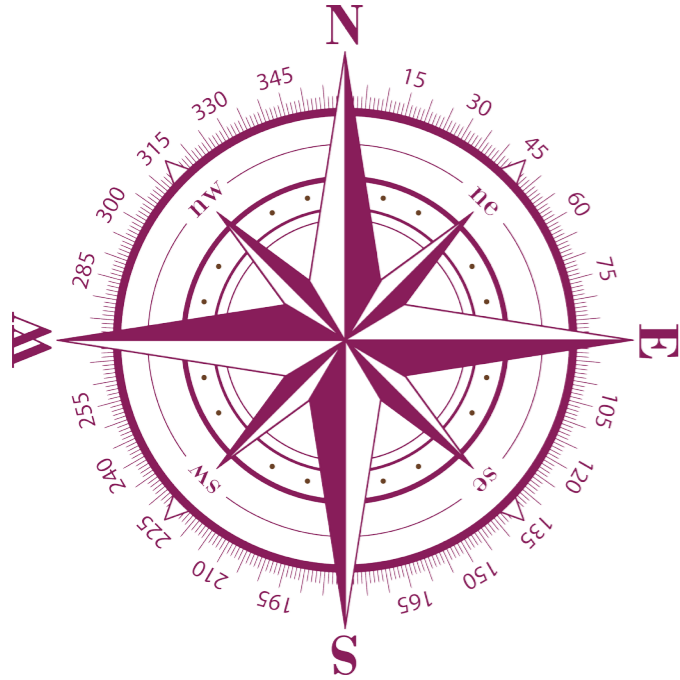
If you're reading this New Hire Onboarder Guide you have been entrusted with:

- Delivering key components of New Hire Onboarding.

- Ensuring that the New Hires first impression of Cristal is the best one possible, and to Support the achievement of the New Hire onboarding objectives.

To help guide you in this very important endeavor, we have three principles; **Engagement, Effective Transition into the Cristal Family and Performance from the Start.** Keep these principles in mind to help you stay focused on what matters most. Everything we do for the New Hire should connect to these principles in some way.

Engagement

The result of a well-organized, comprehensive, and positive onboarding experience is to create a more engaged employee right from the start.

Effective Transition into the Cristal Family

This is the ultimate goal of onboarding, to make the transition from New Hire to a performing and contributing member of the Cristal family as effective and smooth a transition as possible. This supports our objective to ensure a positive experience for all New Hires and to reinforce that their decision to join Cristal was the right one.

Performance from the Start.

Everyone wants to feel productive and that they're contributing to the Company. By focusing on giving New Hires the resources, tools, and information they need from day one, we support our objective to increase their speed to productivity.

Key Phases & Milestones

There are six key phases and milestones during the Onboarding process.

These are:

1	2	3	4	5	6
Prior to Day One	Day One	Week One	Day 30 Check-In*	Day 60 Check-In*	Day 90 Check-In*
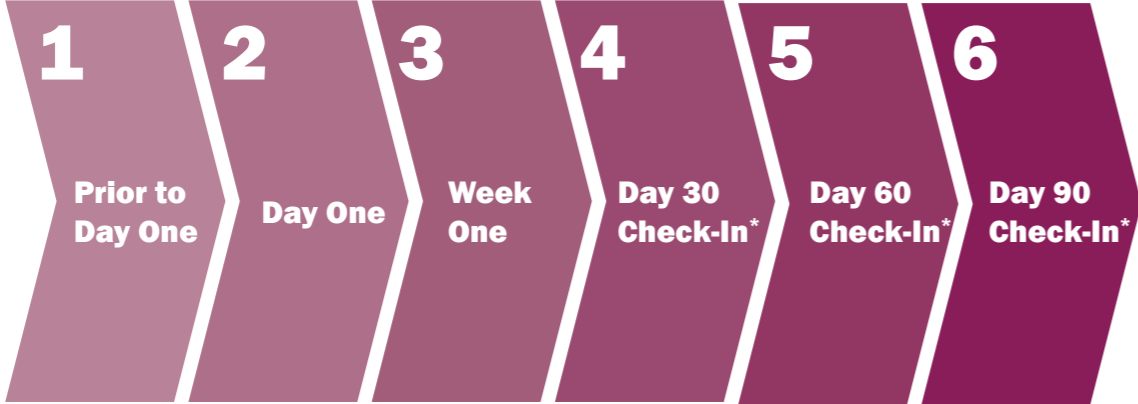
*Some locations, such as Thann, may have a slightly different schedule for periodic check-ins. This is fine. The important point is that there are recurring check-ins through the New Hires first few months to ensure things are going according to plan. This also demonstrates our Cristal Family Value of Caring.

Who's Involved?

In addition to the New Hire, there are a few key players involved in New Hire Onboarding. These are the **Human Resources Onboarder** and the **Business Team Onboarder**. Also, in some cases a Sponsor/Coach/Mentor/Teammate is involved who helps acclimatize (or acclimate) the New Hire and provides a personal conduit to information and resources, an Orientation Facilitator who assists in delivering informational presentations, and other potential players depending on the situation. Regardless, all are integral to the entire process of welcoming and integrating the New Hire into the Cristal family.

Facilitated Orientation Guidance

Part of any New Hire Onboarding program includes some sort of personally facilitated orientation, which can be anything from a short welcome to multiple informational sessions over the course of several days. A key part of Cristal's Onboarding program includes the provision of standardized facilitation materials that **MUST** be presented as part of all New Hire orientation sessions. Using these materials ensures that all New Hires across the company receive the same information. These are available on the Cristal Clear HR Portal's Onboarding sub-site or the Cristal Academy LearnCenter New Hire Page and include both a presentation file and a facilitator's guide. To help ensure that these are delivered to all New Hires, an Orientation Checklist is also provided, which requires the Facilitator and the New Hire to sign next to each required module, with the final copy of this document stored in the employees personnel file.

In addition to the required provided facilitated presentations the checklist also contains items that must be reviewed with the New Hire, but the content is specific to the each site or region. These could refer to local policies and procedures, contact lists, newsletters, anything that most locations have but the content is specific to the site. It's best practice to give the Orientation Checklist to the New Hire and make them responsible for ensuring both they and the Facilitator sign next to each required module after delivery.

While usage of these materials during all New Hire Onboarding is proscribed (specifically the facilitation materials and checklists), each site has the flexibility to implement the materials usage in the way that make most sense given the local culture and resources.

Human Resources Onboarder

Your Role

You orchestrate the New Hire Onboarding process. You have oversight of the entire process, make sure everyone knows their parts, are getting things done on time, and to standards. Your motto is "Oversight on the transactions, insight on the person". This means you're balancing your focus both on the transactional elements of the process and on how the individual is doing as they progress through their first few weeks with the company. You want to ensure transactions are timely and that the new hire is integrating well and fitting in with their new work environment. Even though we say balance here, the majority of your time should be on the person and not on the transactions as they should be mostly facilitated by our workflow system.

Your Responsibilities

As the Human Resources Onboarder has "oversight of the process and insight on the person" and are the ones accountable for the quality of the New Hire experience, you're responsible for ensuring the items listed on the following page are done. In some cases, depending on your site or regions local staffing and practices, the items might not be something you as the Human Resources Onboarder do personally (it could be the responsibility of the Business Team Onboarder). Regardless, these tasks need to be accomplished, and it's the HR Onboarder's responsibility to either execute them or provide oversight* to ensure they are completed by others. The same can be said for all Key Phases & Milestones that follow.

Actions
Ensuring all site meetings and presentations are scheduled.
Ensuring all orientation presentation materials are prepared/updated and ready**.
Ensuring the necessary relationships are started by making sure there is a schedule prepared for the employee with meeting times of introductions to individuals who will be important to them in their role.
Ensuring all New Hire required steps in the Onboarding process are completed by the New Hire***.

*Regardless of who does these, you're responsible for ensuring they are done.
**Officially sanctioned and standardized orientation presentation materials are maintained on the Cristal Clear HR Portal's Onboarding section or the Cristal Academy LearnCenter New Hire page. As these are living documents and will change over time to reflect organizational changes, always check to ensure you're using the most current resources.
***This may involve conversations with the Business Team Onboarder and/or requesting information on New Hire tasks completion status from HR Services.

Supporting Resources

- The New Hire Onboarder Guide. This is provided for your consideration, but it's up to you to use your judgment to customize the New Hire experience based on their level, role, and particular needs
- Onboarder Checklist
- Site specific organizational charts
- Site specific contact lists
- Company newsletter/magazines and site specific information
- New Hire Onboarder Guide
- Onboarder Checklist
- New Hire Orientation Checklist
- If Taleo Transitions is deployed in your region (APAC and EU) you are able to check in on the New Hire's progress against required tasks.

Prior to Day One

Human Resources Onboarder

Being well prepared and well organized are really the keys to success, and there's much you can do to ensure both. Keep in mind that a lot of how you'll prepare depends on the position being filled (the Band or Hay Level of the New Hire) and your site (how your site conducts Onboarding and who does it). The entire process could take a single day or be up to a week-long or more. As stated previously, you might not actually execute the tasks on the page opposite but you'll be responsible for oversight of these and ensuring they're completed by whomever is tasked with it.

Actions - Prior to Day One
Identify the Business Team Onboarder and work closely with them to ensure each of you are clear on your role and responsibilities.
Direct the Business Team Onboarder to the resources and instructions on the **Cristal Clear HR Portal Onboarding page***.
Provide the Business Team Onboarder with a copy of the New Hire Onboarder Guide (this document) and go over their section and the Facilitated Orientation Guidance section, answering any questions they might have.
Work with the Business Team Onboarder to determine if you'll involve a Sponsor/Coach/Mentor/Teammate and identify who that will be, their level of involvement and responsibilities.
Ensure the Business Team Onboarder has completed and submitted the appropriate Onboarding Forms on the EBS Self-Service Help Desk. These include the New Starter Request and SAP ID/Access Request.
Review and execute the items for Prior to Day One on the Onboarder Checklist**.
Ensure that all required facilitators and their backups for Day One Facilitated Orientation have been confirmed.
Ensure the New Hire knows where and when to be on Day One, who they are meeting, and ensure there is someone identified to escort them if necessary.
Ensure office space and necessary related items such as furnishings, computer, phone, etc., are arranged.
Ensure current site specific information resources are gathered and ready to be provided to the New Hire.
Ensure the appropriate contact lists for the site are provided and that the employee is made aware of systems in place for looking up contact information (Outlook, shared drives, websites, etc.).
Check the employee has been provided with an **organizational chart** and that this has been reviewed with the employee, ensuring they know where they sit within it and are aware of other key roles that may be important to them in their role.

* The Cristal Academy LearnCenter New Hire page is an additional source for these materials
**The Onboarder Checklist is provided separately

Best Practice - Prior to Day One	
Use of Sponsor/ Coach/Mentor/ Teammate	• If you and the Business Team Onboarder decide to incorporate a Sponsor/Coach/Mentor/Teammate as a resource for the New Hire, the Business Team Onboarder will really need to drive this process and to ensure alignment of their activities and the goals for the New Hire onboarding.
Inform the In Touch group	• Make sure your local **InTouch group** is informed that there is a new employee starting and have been provided with their relevant information (Name, Title, Role, Organization, Manager, Start Date, etc.), and ensure there is collaboration on any New Hire engagement activities.
Double-check with EBS	• Ensure they've received and are processing the **New Starter Request** and **SAP ID/Access Request**. • Ensure that the New Hire has been added to the appropriate Active Directory groups for Outlook so they are able to receive all appropriate Company messages and other group distribution list related email communications.
Ensure facilities are reserved for all facilitated sessions	• If possible these should have access to a computer, network and phone, be clean and have good lighting and climate controls.
Prepare a Day One Plan	• There's simply a lot to remember to do for Day One, so having a documented plan is really the best way to make sure you cover everything. • Having backup plans in place in the event that anything goes wrong is always a good idea. For example, power and communication outages are not uncommon. Consider how this would impact the New Hire experience and how you can be prepared to deal with an unforeseen event like his. A Facilitator or Business Team Onboarder could be ill or have a transportation issue on Day One. Are there people identified who are prepared to stand in if necessary?
Look for opportunities	• Look for naturally occurring opportunities or events for the new hire to be able to meet and learn from your site executive team and schedule/plan these. Perhaps consider connecting them to senior leadership for other sites who are visiting? This is a great opportunity to create engagement with the new hire.

Day One
Human Resources Onboarder

This is **THE BIG DAY!** As the saying goes, you never get a second chance to make a first impression, so making that first impression a great one is important. Being prepared, well organized, confirming and re-confirming everything is ready beforehand, and having a lot of communications flowing to everyone involved are keys to success on Day One.

It's Time to Execute Your Day One Plan.

Hopefully, you followed the advice provided in the Best Practices section for Prior to Day One activities and developed a Day One Plan, along with back up plans in the event of a contingency. Now it's time to execute your plan. This absolutely needs to include a face-to-face welcome of the New Hire at the appointed time/location. If both a Human Resources Onboarder and Business Team Onboarder are involved in the Onboarding process then both should be present to welcome the New Hire.

Actions - Day One

Ensure there is a Face-to-face welcome of the New Hire at appointed time/location. Try to be there for this event if possible.

Day 1 Schedule - Ensure that:

- Agenda and hard-copy materials are ready
- Facilitated Induction and Orientation location is set up and ready
- Facilitators, presenters and presentation materials are all prepared
- Tours and introductions are scheduled and confirmed
- Lunch plans are scheduled and confirmed

Best Practice - Day One

Plan B	• It's been stated before, but it's worth repeating. Since it's true that anything that can go wrong will go wrong, it's a good idea to be prepared and to expect the unexpected. What happens if the new employee has transportation issues on their first day? Of if someone they're supposed to meet with is out sick? Have a backup plan for any contingency that can derail the day. This is especially important where single points of failure are concerned.
Be Prompt	• Arrive early at the appointed meeting location to be able to greet the New Hire when they arrive. Having them wait for you or arriving after they do doesn't send the message we want.
Double-check with EBS	• Ensure they've received and are processing the New Starter Request and SAP ID/Access Request. • Ensure that the New Hire has been added to the appropriate Active Directory groups for Outlook so they are able to receive all appropriate Company messages and other group distribution list related email communications.
See how they are	• Ensure that there is a closeout for Day One, because you want to reconnect with the New Hire to make sure they are feeling comfortable, any questions or concerns they have are being addressed, and their needs are being met.
How did it go?	• Schedule an end of Day One meeting with the Business Team Onboarder and anyone else involved with Day One Onboarding to surface any issues that arose and potential changes to any additional onboarding activities.

Week One
Human Resources Onboarder

Because you were so prepared, Day One went perfectly as planned. After Day One, the rest of the week is really all about checking in on the all the parts of the Onboarding process and people involved, and providing support to the organization, the New Hire and Business Team Onboarder. It's critical for you to make sure things are running smoothly and to find out if the New Hire has any issues or needs that require attention.

Doing it right shows you care, which is one of the strongest drivers of employee engagement

Frequent Check In's With The Business Team Onboarder

As stated upfront in the Corporate Philosophy on Onboarding section, a close collaborative relationship between the Human Resources Onboarder and the Business Team Onboarder is essential to achieving our onboarding objectives. Frequently checking in with each other during the New Hires first days is really critical to this. Items to cover during your check-in should include the following:

Business Team Onboarder	
Responsive?	Is the Business Team Onboarder being responsive to the needs of the New Hire and doing all the things they need to do?
Clarification?	Does the Business Team Onboarder have any questions that haven't been answered, or need more clarification on any of their responsibilities?
Resources?	What resources do they need that they haven't been provided?
Engaged?	Are they fully engaged in the process and with the New Hire? Ask questions to find out how much contact and discussion has taken place between the New Hire and the Business Team Onboarder.
Integrating?	You'll want to know how well they think the New Hire is integrating into the organization.
Support?	You'll want to know how well the New Hire is learning and if the Business Team Onboarder thinks there are additional resources we need to provide to support the New Hire.

Frequent Check In's On The New Hires Progress

While you'll be frequently checking in with the New Hire to see how they are doing, often new employees will be hesitant to speak up if they're having any issues. By going behind the scenes and looking into their progress against required tasks you can make sure everything is moving along as it should be or be in a better position to provide support if it isn't. Items to cover during your progress check-ins should include the following:

New Hire Progress	
Progress?	Check to see if the New Hire has made the necessary progress through their Day One and Week One requirements. This may require you to inquire with others in the organization such as HR Services, or view completed tasks in **Taleo Transitions** if this is deployed in your region (APAC and EU).
Behavior?	Check in with anyone who facilitated delivery of informational content during orientation or induction and confer with them about the New Hires overall demeanour and behaviour to learn if there are any potential issues that could derail our goals to make a positive first impression.

Frequent Check In's With The New Hire

Remember you motto is "Oversight on the transactions, insight on the person". The best way to get that insight on the person is to frequently check-in with them. This is a joint responsibility of both the Human Resources Onboarder and the Business Team Onboarder, and not something that each looks to the other to do. Items to cover during these check-ins should include the following:

New Hire Progress	
Support?	Make sure the New Hire knows that you as the HR Onboarder are accessible should they need any support.
Clarification?	Ask if they have any questions that haven't been answered, or if they need more clarification on anything.
Resources?	Find out if there are any resources they need that they haven't been provided.
Concerns?	Find out if they are having any new issues or concerns that need your attention, and if any issues or concerns you were previously made aware of have/haven't been resolved.
How do they feel?	Find out how the New Hire feels about how things are going in general and with their supervisor, co-workers, and on-the-job-training.

Best Practice - Week One

With respect to the new employee's acclimatization to our organization	• Check in with the comfort level of new hire to make sure they're not overwhelmed and are receiving the support they need. You're trying to gauge their comfort level with their goals, manager, and team. Ask specific questions such as... "Have you received the support you need?" "Can I point you in the right direction for anything you still aren't comfortable with, have concerns with, still haven't had answered?" • It's good to follow up on any previously resolved issues Ask specific questions such as "Do you still have questions concerning ____ that I can help you with?
With respect to the new employee's tasks	• Prior to your check-In's, find out the status of any/all transactional items required during the induction process that are the responsibility of the Business Team Onboarder, New Hire, or any other individual or department. This will help you prepare for your check-ins and identify specific areas to focus your attention.
With respect to the new employee's learning	• Prior to your check-In's, find out the status of the New Hires progress against required **LearnCenter** web-based training by requesting this information from HR Services or from the New Hires immediate supervisor, who can access this data from the **My Team** page of the LearnCenter. This will help you prepare for your check-in and identify specific areas to focus your attention. • As the employee is going through the learning process, taking the opportunity to connect with them and see what we can do as an organization to help them continue to demonstrate our commitment to our Family Values and ensures their positive experience.

Day 30/60/90
Human Resources Onboarder

Most of the action during new employee induction takes place prior to and up through the first week. Still, you're continuing to connect with the Business Team Onboarder and the New Hire at regular intervals (every 30 days is recommended, however local practices may deviate slightly in terms of intervals and frequency) throughout the first three months to make sure everything is going okay, that progress is being made with respect to goal and development planning, that required New Hire orientation training is getting completed as assigned, that any previously surfaced issues are resolved and for any new issues or concerns that may arise.

Extremely Important throughout this phase of onboarding is ensuring that performance and development conversations are happening between the Supervisor and New Hire with clear expectations communicated and that this is getting reflected in HPS or the individuals goal plan.

Actions At Each 30 Day Interval Human Resources Onboarder

Reconnect with the New Hire
- See how things are going in general and pay attention to potential "issues".
- Check in to ensure successful resolution of previously surfaced issues or concerns and if any new issues or concerns have arisen that you need to address.

Reconnect with the Business Team Onboarder
- Check in to ensure performance and development conversations are happening and goal and development plans are being completed, reviewed and updated as necessary.
- Inquire with them regarding any Onboarding lessons learned or best practices that you can integrate into your next New Hires experience.
- See how the New Hire is progressing against required orientation training and on-the-job-training and if any support is needed.

Day 30 Human Resources Onboarder

- Make sure the completed New Hires Orientation Checklist is placed in the employees personnel file.
- By the end of this phase, we expect several performance and development conversations between the Supervisor and New Hire to have taken place and the New Hire is developing some skill in using HPS (if they are in HPS) via web-based training and hands-on experience. Specific individual goals are taking shape and individual goal plans are drafted.

Day 60 Human Resources Onboarder

- By the end of this phase, individual goal plans must be completed*, with continued refinement of goal plans and IDP's as necessary.

*This is a Corporate HR policy

Day 90 Human Resources Onboarder

By the end of this phase, we expect:
- Final refinement of goal plans and IDP's as necessary
- Full acculturation of the New Hire into the business
- Dialogue with the Business Team Onboarder and New Hire on whether goals completion and acculturation are progressing on track

Best Practice - 30/60/90 Day

Regular Check In's	• Face-to-face check in's are best whenever possible. If not, then a phone call, so it's a more of an exploratory conversation and you can ask questions. Email is the most impersonal communications vehicle for this purpose and doesn't convey the level of care or generate the responsiveness we want.
Maybe a Learning Experience	• Remember, this may be a learning experience for the New Hires Supervisor too, so it's a good idea to make sure they understand all the tools, systems, and organizational structures in place to support them, and that their focus during the period between day 1 and day 30 is on getting the new employee acclimated and up to speed, putting their 90 day plan* into motion, and completing and implementing their goal plans.
Guidance	• Provide guidance as needed regarding performance and development planning and HPS for the first 60 days.
Progress Reports	• Always get progress status information from Taleo Transitions, HR Services or the Supervisor prior to holding conversations.

*You will find more about this in the Business Team Onboarder section of this book. The 90 day plan should include all the actions that need to be accomplished, by whom and by when.

> "Habit formation is a very important aspect of human life. As we go on learning new things, we also simultaneously try to convert them to habits and assimilate it as a behavioral pattern; so that they can be managed more and more easily, thereby making us free to break fresh grounds"
>
> *T Joseph Benziger*

The Business Team Onboarder

Your Role

The New Hire is joining your organization, work-group, or team. Whether you're their Hiring Manager, Line Manager, Supervisor, Peer, or Sponsor, you've been entrusted with the important responsibilities of bringing them onboard, supporting their integration into our corporate culture, their learning and job performance, and their smooth transition from New Hire to fully integrated member of the Cristal Family. You are the face of Cristal, and your preparedness and professionalism are a reflection of the entire company and tell the New Hire what kind of organization they are joining. That message needs to be clear from the start that they are joining a world class organization, and their career is in good hands. This is a big responsibility, and you'll be working closely with and supported by the Human Resources Team to ensure success.

Your Responsibilities

Depending on your specific location and the resources available to you in terms of HR Onboarder staff and other Business Team Onboarder staff, your responsibilities can vary. Successful onboarding includes ongoing conversations and frequent check-In's with everyone involved – the New Hire, HR Onboarder, the rest of your team, to make sure things are going as they should. Specific activities include the following:

Business Team Onboarder Activities	
Keep the New Hire informed	A new employee should be someone you encourage conversation with. Keep them informed from the minute they have accepted their offer to the moment they start with you. The period of time between offer acceptance and start could still give other employers/recruiters the chance to counter offer (though they should have had enough information to make sure the job is right before accepting), but more importantly it gives you time to **get to know and inform** the New Hire of as much as possible before they start.
Day 1 Planning & Preparation	Have a well-orchestrated plan for arrival, introductions, Induction, and Orientation activities to get them settled into the business as quickly and easily as possible. **Making your new employee feel at home** – no matter what position they are in the business – is crucial!
Help the New Hire understand our culture	We're proud of our businesses culture, employee brand, and family values and you should ensure New Hires are aware of these and adopt them. Hopefully, our recruitment and assessment process has been successful and the candidate we've chosen for the role is the right person then they will settle into the culture of the business and the individual teams. There is still work to be done though in making sure they fit well into the culture during their initial weeks on the job.
Introductions	Introduce the New Hire to co-workers and other key personnel at your location by helping introduce them to the right people you can assist in getting them off to the right start in their first 90 days.
Prepare the New Hire to perform on the job	New Hires can't meet your performance expectations of them if they haven't been clearly articulated and if they've not been given clear instructions or a path for how to meet them. Spelling these out and by having a three-month/first 90 days plan for their learning and development will help ensure they're able to meet your performance expectations.
Monitor the New Hires Progress	Keep the conversation with the New Hire going and check in to see how they are doing at regular intervals. You should be focused on discovering and intervening early before minor issues become major issues as it will save you from bigger headaches later on.

Supporting Resources

- The New Hire Onboarder Guide. This is provided for your consideration, but it's up to you to use your judgment to customize the New Hire experience based on their level, role, and particular needs.
- Onboarder Checklist.
- Site specific organizational charts.
- Site specific contact lists.

- Company newsletter/magazines and site specific information.
- If Taleo Transitions is deployed in your region (APAC and EU) you are able to check in on the New Hire's progress against required tasks.

"The five steps in teaching an employee new skills are preparation, explanation, showing, observation and supervision"
Bruce Barton

Prior to Day One
Business Team Onboarder

Being well prepared and well organized are really the keys to success, and there's much you can do to ensure both. Keep in mind that a lot of how you'll prepare depends on the position being filled and how your site conducts Onboarding and who does it. The entire process could take a single day or be up to a week-long or more.

Actions Prior to Day One

Contact your HR Onboarder and work closely with them to ensure each of you are clear on your roles and responsibilities and that together you have a good plan in place for Onboarding the New Hire.

Work with the HR Onboarder to determine if you'll involve a **Sponsor/Coach/Mentor/Teammate** and identify who that will be, their level of involvement and responsibilities.

Completed/submit the appropriate Onboarding Forms on the **EBS Self-Service Help Desk.** These include the New Starter Request and SAP ID/Access Request as necessary.

Review and execute the items for Prior to Day One on the Onboarder Checklist.*

Ensure that all required facilitators and their backups for Day One presentations have been confirmed.

Ensure the New Hire knows where and when to be on Day One, who they are meeting, and ensure there is someone identified to escort them if necessary.

Ensure office space and necessary related items such as furnishings, computer, phone, etc., are arranged.

Gather current site specific information resources for the New Hire such as organizational charts, contact lists, etc.

Prepare the team within the functional department and any project teams with information about the New Hire and their arrival. It's appropriate to share the experience and background of the new team member, their start date, initial assignments, and management expectations of the team in terms of supporting the New Hires Onboarding and integration into the company.

*The Onboarder Checklist is provided separately

Best Practice Prior to Day One

90 Day Plan	• Produce a 90 day plan, outlining your strategy and plans you have for the first three months on the job for the new employee.
Checklist	• The Onboarder Checklist is provided separately.
Identify & Schedule	• Work closely with the HR Onboarder to identify who the New Hire needs to see on their first day through first week and work with them to coordinate or schedule those meetings.
Guidance	• Put together a project plan that includes all the actions that need to be accomplished, by whom and by when. There's no substitute for a well documented plan.
Progress Reports	• Connect with other personnel in your organization who have recently onboarded a New Hire. There's a good chance they have some valuable lessons learned and resources they can share with you.
Engage	• Make sure you're communicating with your New Hire from the time they accept the position to the day they start. Find ways to engage with them, getting them information about the first day, the organization, etc. and in general showing them that you're thinking about them and are ready for their first day.
Look for Opportunities	• Look for naturally occurring opportunities or events for the new hire to meet and learn from your site executive team and schedule/plan these. Perhaps consider connecting them to senior leadership for other sites who are visiting? This is a great opportunity to create engagement with the new hire.

Day One
Business Team Onboarder

This is the most important day of the New Hires employment, and it's your responsibility to make the new employee feel welcome and manage the companies' critical message to the New Hire – that we're a great company, doing great things, and we're thrilled that they're joining us.

Actions Day One

Simple steps to ensure a New Hires positive experience early include having a comprehensive plan for their first day and a fully prepared schedule of activities for Day One to begin their orientation to the organization;

- Greet them, physically be there as the Business Team Onboarder when they arrive.
- Prepare everyone they'll meet in advance for their arrival, and formally introduce the New Hire to the internal team, which includes everyone they'll need to work with to be successful.

IMPORTANT: Make sure you have the New Hire Orientation Checklist printed and ready to give to the New Hire and that both they and all Facilitators are aware of their responsibility to sign after delivery of each required module and for safekeeping of the checklist as it will be kept in the New Hires personnel file.

Best Practice Day One

Welcome	• Meet the New Hire as soon as they walk in the door (wherever that may be), and if you're not able to physically be there when the New Hire arrives, have a representative be there for you with a personal message from you letting them know when you will meet, and meet with them as soon as possible.
Connect	• No matter what, make sure you connect with the New Hire on their first day, so if it's not possible for you to physically see them on their first day, connect via a phone call.
Anticipate	• Anticipate the New Hires potential questions and needs and have resources ready to meet these. **Collaborating with others,** such as the HR Onboarder or others in your organization who have served recently as Business Team Onboarders can help you surface those potential questions and needs as well as required resources.
Introduce	• Setting up onboarding conversations early on where you are assimilating the employee by making active introductions rather than just sharing names and emails is vital to a positive experience.
Set Goals	• Day One is a good time to begin setting both **short-term and long-term goals,** whether they are professional (actual projects the new hire will be working on) or personal (regarding familiarization with the organization, contacts made, etc.). It's never too soon to give someone this kind of guidance.
Lunch Plans	• Plan for lunch. Lunch is a great opportunity to have some informal get-to-know you time with the New Hire and again shows them you care. A 1-on-1 lunch with their immediate supervisor or supervisor and immediate team makes the most sense on Day One.

Best Practice Day One Continued

Minimize Downtime	• Don't include a lot of "down time" (or unscheduled time) on the Day One agenda. Being flexible is good and having back-up or contingency plans is always in order, but it's much better to have them be occupied with value-added activities such as networking, tours, training, briefings and presentations, question and answer sessions, etc. versus having them wait extended amounts of time until the next activity.
Check in	• At the end of Day One, have a check-in with the New Hire to make sure they had a good day. Giving them a take-home package that includes anything they can share with people at home to answer the question about how the first day was shows that you care about them. For example, this could include samples of products made with our products.
De-Brief	• Have a de-briefing with your boss or whoever is in charge of your organization and the HR Onboarder to let them know how the New Hires first day went. This shows that the New Hires Onboarding experience is in good hands.
Involve the New Hire	• Have the New Hire be responsible for ensuring both they and all Facilitators sign next to each delivered module on the New Hires Orientation Checklist and are responsible for its safekeeping and eventual placement into their personnel file.
Engage	• Make sure you're communicating with your New Hire from the time they accept the position to the day they start. Find ways to engage with them, getting them information about the first day, the organization, etc. and in general showing that you're thinking about them and are ready from their first day.
Look for opportunities	• Look for naturally occurring opportunities or events for the new hire to be able to meet and learn from your site executive team and schedule/plan these. Perhaps consider connecting them to senior leadership for other sites who are visiting? This is a great opportunity to create engagement with the new hire.

Week One

Business Team Onboarder

Depending on your site, you could have orientation activities that go well beyond Day One and into the remainder of the first week. Regardless, it's still important to be very connected to the New Hire throughout the first week and help them effectively transition into your organization. After one week on the job, the New Hire should begin to feel comfortable with their responsibilities, should have met at least one (ideally more) new business contacts each day, should be familiar with their team members (in their department and out) and should be able to walk into your office with any questions.

Actions Week One

Just as you had for Day One, have a detailed and comprehensive plan for Week One and execute your plan.

Check in with the New Hire frequently on a routine basis and make sure they know when and where these check-In's will occur.

Continue introducing the New Hire to other individuals and groups in the organization as well as touring facilities as necessary.

Provide your New Hire all your relevant staff information such as;
- Copies of policies.
- Standard operating procedures.
- Rules and regulations that they are expect them to work by.

The sooner they have them the quicker they can follow these guidelines. It is your responsibility to ensure they have everything explained in simple terms so that they understand them.

Make sure the New Hire is made aware of what's happening within their new teams.
- Communicate what's appropriate to communicate, filtering out what's not appropriate, especially with respect to any sensitive issues, topics, situations, politics, organizational dynamics, and cultural differences.
- Be especially mindful not to propagate rumors or gossip as this undermines organizational cohesion.

Performance and development planning:
- Provide guidance on performance and development plans so by the end of the first 30 days you'll have a draft plan in place. Schedule multiple days and times in the next 30 days to review and develop the New Hires performance and development plan together.

Close the week:
- Check in specifically at the weeks end to see what additional support you can provide and how the New Hire is integrating into the team and that they are receiving all appropriate communications from staff and project teams such as emails, meeting requests or updates, etc.

Best Practice Week One

Be Available	• Have an "open door policy". Make sure the New Hire knows that you are available to them to answer any questions, provide guidance, and meet any needs they might have. Provide them with your phone number and make sure they know how to get to your office, typical workplace, or how to get a message to you whether it's via a voice-mail, handwritten note, text message, etc.
Network	• Help your New Hire to get out and network with the business. You are the key to introducing them to the people they need to know. They will obviously need to meet their teammates and those that they will come into contact with during their working week. But there is no reason why they shouldn't get to know more people across the business. Introduce them or give them as much information about the organization and set up of the business as you can to help them settle in comfortably.
Integrate	• Help your New Hire to bond quickly. Consider how or where you can introduce your New Hire to areas in the business with problems that can be resolved by them, which in turn will result in a more rapid bond with the teams that have been having problems and they will also then feel part of the teams and their skills worthwhile.
Encourage	• Explain any bureaucracy or business practices to your New Hire and encourage and be open to new ideas from them. While your New Hire will likely feel that it's important to make sure they don't offend anyone and that they understand the processes in the business, they have fresh eyes and might have some insights or **best practices from previous work experiences** to share that we can leverage. This is also a great way to make the New Hire feel that they are valued right away.

Day 30/60/90 Check In's
Business Team Onboarder

The first 90 days is critical to a New Hires engagement trajectory. Starting off on the wrong foot can lead to issues down the road, so it's important to continue to check in frequently with the New Hire, making sure everything is going well at 30 day intervals (or at least regular intervals) through the first 90 days. Prior to this period, you've been mostly focused on getting the new employee acclimated and up to speed. Now, it's important to ensure that you're focusing on performance and development, and having this reflected in HPS or the individual's goal plan.

Actions At Each 30 Day Interval Business Team Onboarder

Meet with the New Hire:
- This can be a formal meeting or informal get together.
- See how things are going in general and pay attention to potential issues. Remember the HR Onboarder is there to assist you should you need help.
- Check to ensure successful resolution of previously surfaced issues or concerns and if any new issues or concerns have arisen that you need to address.
- See how the New Hire is progressing against required web-based orientation training, required site specific and job specific training, and additional required on-the-job-training and if any support is needed.

Reconnect with the Human Resources Onboarder:
- Even if you don't need their support and things are going well, continue to **stay connected** to each other and share the progress of the New Hire and any Onboarding lessons learned or best practices with them.

Day 30 Business Team Onboarder

Progress	• This needs to be a time where you check to ensure the New Hire has settled into their new position and in the organization, that they have the resources they need and are making progress on any goals discussed during the Orientation phase (Day One and Week One). If there are any issues, now is the time to surface and deal with them rather than waiting.
90 Day Plan	• Preferably, the New Hire has a **90 Day plan** you developed that includes specific goals for networking, training, performance planning, and beginning projects if applicable. You shouldn't expect the New Hire to make extreme strides from a business perspective during this time, but you should do everything you can to make them feel welcome as a person and provide them the resources they need to succeed.
Training	• Training is paramount during this period. Support the New Hire in getting whatever training is required for them to work safely and develop their basic competency to perform their assigned duties.
Progression	• Plan for their progression. Where are you hoping they will be in 3 to 5 years' time and how do they fit within the organization? You should be vocal about your plans for them as their career grows within the business, but part of this is being realistic and finding out what their goals are as well and making these fit together into a progression plan that is a fit for the business and the New Hire.
Individual Goal Plans	• By the end of this phase, **individual goal plans must be drafted.** We expect several performance and development conversations between the Supervisor and New Hire to have taken place. The New Hire should be developing some skill in using HPS (if they are in HPS) via web-based training and hands-on experience.
Follow Through	• Make sure the completed **New Hires Orientation Checklist** is placed in the employees personnel file.

Day 60 Business Team Onboarder

Acclimation	• There is a lot of research and evidence that suggests it takes at least 45 days for the New Hire to get fully acclimated and acquainted with their new business. Human Resources industry studies show that a significant amount of staff turnover – as high as 20 percent – typically occurs in the first 60 days of employment. So this is a critical time to sit down with the New Hire not only to assess their familiarity with the organization and their role but also to see how happy they are. This meeting could go a long way in retaining the New Hire if that is in question. Promptly bring up any issues or concerns regarding the new team members "fit" with the Cristal organization, their role or the Cristal Values to the Human Resources Onboarders attention.
Performance	• You can assess their performance to this point on some of the elements you assigned to them in their 90 Day Plan.
Goal Plans	• By the end of this phase, **individual goal plans must be completed.** We expect routine discussions regarding performance and development are continuing to take place to support refinement of goal plans and IDP's as necessary, with an agreed upon schedule for Goal Plan follow up sessions for the remainder of the year. Most importantly, you're checking in with the New Hire to ensure their acculturation into the organization is progressing.
HPS	By the end of this phase, we expect performance and development plans are entered and approved in HPS as applicable or otherwise completed.

Day 90 Business Team Onboarder

Results	• Ninety days is usually the amount of time it takes for a New Hire to fully be accepted into an organization. This is when you should start seeing serious performance results from your new hire and be able to assess how they are feeling about their choice to work at Cristal, how they are fitting in and getting along with their team, if they are able to perform as expected and if you feel there is potential going forward. During the first 90 days most managers will make their minds up about someone's potential, rightly or wrongly, consciously or unconsciously, so it's important to be as objective and as unbiased as possible, consider all the dynamics, and communicate closely with the Human Resources Onboarder before making any negative judgments.
Check-ins	• By the end of this phase, we expect continued check-ins to have happened, final refinement of goal plans and IDP's, that all required initial training has also been completed and full acculturation of the New Hire into the business.
Coaching	• Do a formal "look back" on the first 90 days with the New Hire, review their accomplishments against their 90- day plan and use this as a first opportunity to provide performance coaching.
Help Us Improve	• In our effort to continually improve, the 90 day mark is also a good time to ask the New Hire **what can we do better.** What did we not think of that could be helpful for future team members going through the Onboarding process. Share anything they surface with the Human Resources Onboarder.

Best Practice Business Team Onboarder

At Each Periodic Review	• Make sure the New Hire is developing some expertise in goal planning and performance planning and HPS if they are in that system. • Confirm that the new team member is completing all training that is required and any items required during orientation. • Find out the status of the New Hires progress against required LearnCenter web-based training by requesting this information from HR Services or from the New Hires immediate supervisor, who can access this data from the My Team page of the LearnCenter. This will help you prepare for your check-in and identify specific areas to focus your attention. • Re-connect with whoever is in charge of your organization and the HR Onboarder to keep them appraised of how the New Hire is progressing and ask for support if necessary.