

PRACTICAL HANDBOOK OF BOARDING METHODOLOGY

Tools, training materials and KPIs



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ABOUT THIS DOCUMENT

FLY TO WORK PROJECT RESULT 2: PRACTICAL HANDBOOK OF BOARDING METHODOLOGY

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1. INTRODUCTION

1.1 SCOPE

Fly2Work aims at fostering youth employability by creating a methodology jointly with a set of tools and good practices that will help companies and, in general, all sorts of employers (social enterprises, foundations, associations, etc.) to design good on-boarding plans adapted to their own needs. This way, we want to contribute to the solution to the current situation by helping to create better jobs for youngsters in terms of quality, durability, and stability.

In our last IO, a toolbox of identification of needs, by doing exhaustive research on employability in several countries, the consortium reached the conclusion that on-boarding is a process that facilitates the arrival of a newcomer into the company for several reasons that will be seen through this manual, for example, the on-boarding process is an essential investment for the company, especially in terms of time. It is a long-term vision that will ensure the sustainability of a company's team and avoid turnover

1.2 STRUCTURE AND DOCUMENT EXPLANATION

This manual is divided into two main sections.

The first one is composed of key notions and concepts that need to be understood in order to use this manual properly. The term on-boarding is defined in detail so the reader can deeply assimilate the concept to apply it in their own company or to have an idea of how to be integrated into one. In addition, we will explain different types of learning methodologies, this is extremely important as those methodologies are the framework where the activities are developed and also can serve as a guide for employers so they can apply them to their new processes.



1. INTRODUCTION

1.2 STRUCTURE AND DOCUMENT EXPLANATION

The second part is purely based on practical information, the practical part is then divided into three phases: Pre-boarding phase, on-boarding phase and post-boarding phase. The main objective is to offer good practices at every step of the process to guide both the newcomer and the employer.

The practical content will be offered in the form of activities, case studies, useful digital tools, KPIs or questionnaires, among many others.

1.3 WHY THIS HANDBOOK?

This handbook means to be a guide to ameliorate the proper acceptance of the newcomer into the company, as it has been seen, on-boarding is key for boosting the relationship between the new employee with its surroundings within the first six months.

This is exactly what this manual will do, by proposing activities, digital tools and several types of material, companies will have under their disposal a repository of concepts, good practices, activities and relevant digital tools that will help their HR departments to embrace the newcomers at the same time that newcomers will feel more integrated and will build a better relationship with the company.

Companies can use this information, adapt it or include it directly into their recruitment strategies and dynamics to increase the quality of their processes and save costs and time.



2. ON-BOARDING

2.1 WHAT IS ON-BOARDING?

The term on-boarding makes reference to a business practice addressed to new employees joining a company or a new team. Its objective is to help them adapt to the company culture in a positive manner. They are normally slow processes (longer than one month), they highlight the position of the worker within the company generating loyalty and a feeling of belonging and they normally approach all the processes involving the arrival of an employee (from the selection of the candidate to its inclusion in the job).

This term has been put in the spotlight recently due to evolution. Years ago, staying and working in the same company during all the labour life was indeed the normality. This is the reason why on-boarding was not as necessary since rotation and demand were not as high as at present. At the moment, when there is a vast spectrum of sectors, job offers or options like teleworking, it is challenging to consider one job as 'the definitive one', for this reason, companies need to retain the talent of their workers and make them feel integrated.

Indeed, according to Dr. Talya Bauer of the Society for Human Resource Management (SHRM), there are four good corporate characteristics that the on-boarding should offer:

1. Compliance

Explaining the main notions of the company: this is the basic information that will allow the employee to be orientated into the new working atmosphere.

2. Clarity

After the on-boarding the employee should have clearly understood his role within the company (tasks, responsibilities, day a day)

2. ON-BOARDING

2.1 WHAT IS ON-BOARDING?

3. Culture

This means explaining the non-formal part of the company (values, non-written rules, behaviour...)

4. Connection

This means building relationships with co-workers and feeling part of the team.

In fact, the on-boarding process has many advantages that are beneficial both for the company and for the newcomer:

- **Talent retention for the company:** If you prevent highly qualified workers from leaving, you will be able to have the best people in each area of the company and reduce your turnover rate.
- **Increased productivity:** If new employees feel integrated and have clear objectives and the company's philosophy, they will be productive more quickly. Up to 54% more productivity can be achieved with new employees.
- **Good impression:** If new employees feel comfortable from day one, they will have a greater sense of belonging to the company, thus improving employee engagement.
- **Lower recruitment costs:** When employees leave in the first few months, it costs the company a lot of money because they have to rehire another employee. This has a direct impact on your cost management.

2. ON-BOARDING

2.1 WHAT IS ON-BOARDING?

The benefits for the employee are:

- They feel part of the company as the on-boarding improves the employee journey and well-being at work, making him feel comfortable and generating a sense of belonging
- They are better informed about their main role, tasks and the functioning of the company, which ameliorates internal communication and processes (company habits, time registration processes, different departments, etc).
- They have a positive beginning which helps them to start more motivated to prove themselves, translating this into a better working atmosphere.

For the company, the benefits are:

- When an employee feels integrated into the company he normally stays in the company for a long period of time which is directly connected with retention. If the retention rate of a company is high that means that the recruitment cost decreases at the same time the company builds a solid time of workers who are highly familiarised and technically well prepared.
- The on-boarding speeds up the process of incorporation, meaning, the worker starts to be effective in less time.
- With effective and focused on-boarding, the new employees will be more independent and self-sufficient, which will impact the stress of the other staff whose guiding role will be less needed.

2. ON-BOARDING

2.2 TYPES OF METHODOLOGIES IN AN ON-BOARDING PLAN

MENTORING

Mentoring is a personal and professional development opportunity in which the mentor shares their experience and knowledge with a mentee who wants to grow and progress. Mentoring benefits an organisation by improving job satisfaction and retention of new employees. A good mentor can be a bridge between the individual needs of an employee and those of the organisation.

The mentor should be an experienced member of the team, and ideally someone from another department within the organisation. Mentoring is a two-way confidential partnership of development, dialogue, learning and challenge, and it can benefit both the mentor and the mentee. The mentor may benefit from an increased awareness of some of the challenges young employees face when first starting out. Moreover, s/he may understand better the dynamics within their organisation and within the team lower down the ranks.

Broadly, there are three types of mentoring: peer mentoring, career mentoring, and life mentoring. Peer mentor is someone who would introduce a new employee to the organisational structure and its dynamics. Career mentor would focus more on the professional development of a mentee and their immediate goals. Life mentor would help mentee combine their professional and personal life aspirations.

Mentoring should be about the mentee and their development and confidence in the workplace. The mentee should show initiative to meet their mentor regularly and s/he would be expected to drive the partnership by organising meetings and preparing goals and questions. In turn, the mentor should find enough time to dedicate to the mentee and give at least six hours over six months.

2. ON-BOARDING

2.2 TYPES OF METHODOLOGIES IN AN ON-BOARDING PLAN

MENTORING

At the beginning of a mentoring partnership, it may be beneficial to set out the expectations and draft a plan with objectives to follow. The organisation should provide support throughout the process, for example by organising training for the mentor prior to the start of partnership or by means of providing templates for both mentor and mentee to note down the progress.

The role of a mentor is to share their experience and knowledge; s/he may give practical advice to the mentee and provide suggestions on how to resolve certain issues in the workplace. The mentor may equally provide career advice; s/he should find positive examples and encourage the mentee's development rather than discouraging him/her from achieving their goal. However, it is recommended to stay realistic and for the mentor to be open and honest.

For a mentoring partnership to be successful, it needs to be tailored to the needs of your organisation, as well as consider the individual needs of a young employee. Mentoring should be personal and not bureaucratic; otherwise, both the mentor and the mentee will resist the idea. Another challenge an organisation may face is to pair an employee with the right mentor. During this phase, it may be useful to give mentee some choice over the selection of their mentor.

Overall, mentoring is a great initiative to improve the job satisfaction of employees and to retain both new and existing staff. Its benefits can spread far and wide within an organisation if introduced with much thought.

2. ON-BOARDING

2.2 TYPES OF METHODOLOGIES IN AN ON-BOARDING PLAN

SHADOWING

The on-boarding process plays a crucial role in facilitating the successful integration of new employees into an organization. Among the various methodologies employed, the "Shadowing" method has gained attention as an effective approach. This method involves pairing a new employee with a seasoned veteran, allowing the newcomer to observe and learn from the experienced employee's actions and seek guidance through questioning. In turn, the veteran employee shadows the new employee, providing valuable feedback.

Ortiz (2023) emphasizes the importance of job shadowing with peers in the on-boarding process. Assigning each new employee to a peer mentor can help them understand the nuances of their role, receive support from experienced colleagues, and navigate the work culture from a direct support perspective.

The Shadowing method offers several advantages, as highlighted by Wellemeyer and Williams (2019). By engaging in shadowing, new employees have the opportunity to learn first-hand from experienced colleagues, observing their work practices, decision-making processes, and best practices. This hands-on approach enables newcomers to develop a deeper understanding of the job requirements and organizational culture. Additionally, the interactive nature of shadowing allows new employees to ask questions and seek clarification, fostering a sense of engagement and promoting knowledge transfer.

2. ON-BOARDING

2.2 TYPES OF METHODOLOGIES IN AN ON-BOARDING PLAN

SHADOWING

Ortiz (2023) emphasizes the significance of impactful on-boarding for supported employment professionals. He suggests that a firm foundation for employment-first support can be established through a well-designed on-boarding process, including effective job shadowing experiences.

In conclusion, integrating the shadowing method into the on-boarding process for new employees is crucial for their development and success. By offering comprehensive shadowing opportunities and leveraging the expertise of experienced professionals, organizations can create a strong foundation for their employees in the Supported Employment field.



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2. ON-BOARDING

2.2 TYPES OF METHODOLOGIES IN AN ON-BOARDING PLAN

BLEND-LEARNING

Blended learning in on-boarding processes refers to the integration of various learning methods or modalities to facilitate the training and orientation of new employees. It combines traditional face-to-face instruction with online or digital components to create a comprehensive and effective on-boarding experience.

Blended learning aims to provide a balance between in-person interactions and technology-based resources to enhance employee learning and engagement.

Pros of blended learning in on-boarding processes

- **Flexibility:** Blended learning allows new employees to access training materials and resources at their own pace and convenience. They can learn during designated training sessions and also have the option to review materials online when needed.
- **Cost-effectiveness:** By incorporating online components, blended learning can reduce costs associated with traditional on-boarding methods, such as venue rentals, travel expenses, and printed materials. This can be particularly beneficial for organizations with a large number of new hires.
- **Scalability:** Blended learning can be easily scaled to accommodate varying numbers of new employees. Online resources can be readily shared, and in-person sessions can be adjusted based on the size of the group.

2. ON-BOARDING

2.2 TYPES OF METHODOLOGIES IN AN ON-BOARDING PLAN

BLENDED-LEARNING

- **Personalization:** Blended learning allows for personalized learning experiences. New employees can engage with different types of content, such as videos, interactive modules, quizzes, and real-time feedback, catering to diverse learning styles and preferences.
- **Engagement:** The combination of different learning modalities in blended learning can enhance engagement. Interactive online modules, gamification elements, and collaborative activities during in-person sessions can make the on-boarding process more enjoyable and interactive.

Cons of blended learning in on-boarding processes

- **Technology requirements:** Blended learning heavily relies on technology, which means employees need access to suitable devices and stable internet connections. Limited access or technical issues may hinder the learning experience.
- **Initial setup time and costs:** Implementing blended learning in on-boarding requires time, effort, and financial investment. Developing online resources, training modules, and learning management systems may require upfront expenses and planning.
- **Information overload:** If not well-designed, blending multiple learning methods can lead to information overload. New employees may feel overwhelmed by the amount of content presented through different channels, affecting their ability to absorb and retain information effectively.

2. ON-BOARDING

2.2 TYPES OF METHODOLOGIES IN AN ON-BOARDING PLAN

BLENDED-LEARNING

- **Lack of personal interaction:** While blended learning offers flexibility, some individuals may miss the direct interaction and personal guidance that traditional face-to-face training provides. Building relationships and social connections with colleagues and mentors can be more challenging in a blended learning environment.

Overall, the success of blended learning in on-boarding processes depends on careful planning, effective use of technology, and consideration of the unique needs of new employees and the organization. It's important to regularly assess the impact of blended learning and make adjustments to ensure it continues to meet the desired objectives.

In practice, the specific implementation of blended learning may vary depending on the organization, industry, and the nature of the job. Here are some examples of how blended learning is used in on-boarding processes:

- **Pre-boarding online modules:** Companies often provide new employees with online modules or e-learning courses before their official start date. These modules can cover introductory information about the company, its culture, policies, and procedures, enabling new hires to familiarize themselves with essential information in advance.
- **In-person training sessions:** Face-to-face training sessions, workshops, or seminars are commonly used to provide hands-on training and facilitate direct interaction between new employees and trainers or subject matter experts. They allow for real-time feedback, discussion, and the opportunity to ask questions.

2. ON-BOARDING

2.2 TYPES OF METHODOLOGIES IN AN ON-BOARDING PLAN

BLEND-LEARNING

- **Online learning platforms:** Companies utilize learning management systems (LMS) or online platforms to deliver training materials, videos, interactive modules, and assessments. These platforms allow new employees to access learning resources at their own pace and provide a centralized hub for training materials and information.
- **Mentorship programs:** Blended learning can incorporate mentorship programs where new employees are paired with experienced colleagues who provide guidance, support and answer questions. Mentorship can happen through face-to-face meetings or virtual interactions, fostering a sense of community and support.
- **Virtual simulations and interactive exercises:** Blended learning can include virtual simulations or interactive exercises that replicate real-world scenarios and allow new employees to practice skills in a safe environment. These simulations can be accessed online and provide an opportunity for active learning and skill development.

Blended learning offers companies the flexibility to tailor the on-boarding experience to their specific needs and the needs of their new employees.

By combining different learning modalities, organizations can provide a more engaging, comprehensive, and effective on-boarding process.

2. ON-BOARDING

2.2 TYPES OF METHODOLOGIES IN AN ON-BOARDING PLAN

EXPERIENCE-BASED LEARNING

Experience-based learning (EBL), also known as experiential learning, is an educational approach that emphasizes the acquisition of knowledge and skills through direct experience, where the learner occupies all considerations of teaching and learning in a central place (Cohen et, al., 2020).

This approach involves an application of concepts learned in a daily basis context through active engagement and reflection, including work experience, visits, and shadowing, involving personal and direct contact with the work environments, processes, tasks, roles and routines (Watts, 1996).

Kolb (1984) elaborated a model that defines this experience as one process where the knowledge is created through an experience transformation, that results from a combination of grasping. This model is defined with the four elements:

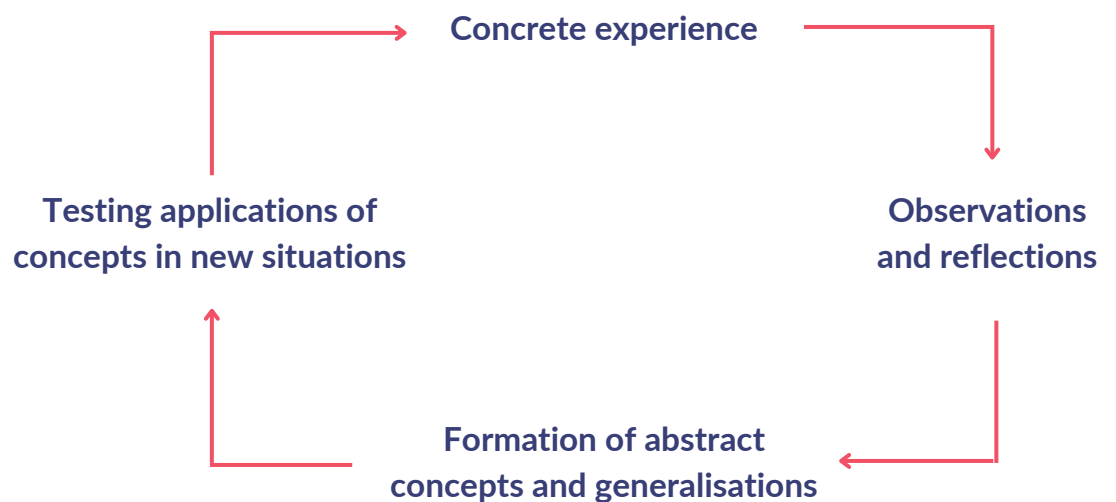


Figure 1: The experiential Learning Cycle (Kolb, 1984)

2. ON-BOARDING

2.2 TYPES OF METHODOLOGIES IN AN ON-BOARDING PLAN

EXPERIENCE-BASED LEARNING

The presented cycle of Learning starts with a concrete experience where the learner participates, collecting observations and reflections that, afterwards, will format an abstract concept of knowledge, allowing to test that same concept application in new situations, creating a cycle of experiences that start new experiences (Kolb, 1984).

With this, the key principles of EBL are based on active engagement, reflection, authentic context, and collaboration having effects on active learning, critical thinking and problem-solving, transferable skills, and personal growth (Kolb, 2004). These conditions create a valuable educational approach that promotes lifelong learning.



2. ON-BOARDING

2.2 TYPES OF METHODOLOGIES IN AN ON-BOARDING PLAN

TEAM-BUILDING ACTIVITIES

A team is a collection of individuals who are committed to the same objective. According to Katzenbach and Smith (1993), a team is simply described as a small group of individuals with a set of performance objectives, a commitment to a common goal, and a strategy for which they hold one another accountable.

The practice of assisting a group of individuals in achieving their objectives is known as team building. It entails actions including clarifying the team's objectives, identifying obstacles to goal accomplishment, overcoming those obstacles, and facilitating goal attainment.

According to Fajana (2002), teamwork is the integration of resources and inputs that work together to achieve organizational goals, where responsibilities are established for each organization member, problems are shared, and ongoing little improvements are sought.

Team building involves a wide range of activities, designed for improving team performance. Its aim is to bring out the best in a team to ensure self-development, positive communication, leadership skills, and the ability to work closely together as a team to problem solve.

While work environments frequently focus on individuals and personal goals, with rewards and recognition highlighting the accomplishments of individual employees, with effective team-building abilities, people can be brought together around a common objective to produce increased productivity.

2. ON-BOARDING

2.2 TYPES OF METHODOLOGIES IN AN ON-BOARDING PLAN

TEAM-BUILDING ACTIVITIES

According to the literature, a variety of factors, such as the organizational culture and climate, the team leader's effectiveness, employee commitment, the system of compensation and rewards, and the degree of employee autonomy, can have either positive or negative effects on teamwork.

The team builder guides the group toward harmony and efficiency. Respecting, motivating, inspiring, and caring for individuals rather than taking advantage of or dictating to them promotes teamwork. According to Heap (1996), love and spirituality are the foundation of the team-building strategy because they foster respect for one another, compassion, and humanity at work.

Objectives of team building: One of the main goals of team building is to improve communication between team members and between individuals. Additionally, productivity and creativity have grown. Better operating standards and procedures are also goals of team building, which will inspire team members to work toward shared objectives. Moreover, it aims to foster an environment of cooperation and cooperative problem-solving as well as defined work objectives.

Team building fosters the levels of support and trust, coworkers collaborate effectively and there are higher levels of commitment and job satisfaction.

2. ON-BOARDING

2.2 TYPES OF METHODOLOGIES IN AN ON-BOARDING PLAN

TEAM-BUILDING ACTIVITIES

There are two basic skills in the team-building process. The first step entails choosing the correct issues to address, and the second includes doing so in the right sequence.

Depending on the size and composition of the team, team building can take many different shapes. The emphasis is on helping people learn how to be effective team members, for example, in situations where team composition is constantly changing.

It also aims to improve a person's abilities and skills for working within a team or several teams. The focus is instead on actions meant to enhance connections among team members in situations when membership is generally static, such as in management teams.

One of the main goals of team building is to alter the attitudes and behaviours that are commonplace within the company, which are mostly unrelated to the people who work there. Putting a team together is just one aspect of team building. It involves more than just imposing general activities on teams without taking into account their interests or needs.

There is a need for a more thoughtful strategy and, most importantly, something where the goals are specified in detail and are achievable. Both the types of personalities on the team and the particular issues that need to be handled must be considered.

3. ON-BOARDING GUIDELINE TO USE

3.1 PRE-BOARDING PHASE

DEFINITION

Companies can fill vacancies within their organisation in different ways, in some cases a recommendation and a short interview are enough to bring a person into an organisation, while in other cases selection processes are more complex.

If you want to avoid high turnover in the company, you must dedicate the necessary time to the selection process, carry out the selection process impartially and with the utmost rigour, take care of the welcome to the organisation, maintain a good working environment, take into account the emotional salary and maintain better working conditions, or at least in the same line, than other companies in the sector.

Recruitment aims to assess the aptitude and attitude of a job candidate, evaluating him or her in competition with other applicants for the job, so that at the end of the selection process the optimal candidate for the vacancy is chosen.

Although the search for the optimal worker for the organisation is a constant for filling any position in the organisation, the selection of managerial positions is a task that requires more complexity, since a mistake in the selection of a manager can have traumatic consequences for society, while a successful recruitment can catapult the organisation towards success.

In this sense, the correct selection of a manager may even require the study of the annual accounts of the companies in which he or she has served, since from this analysis conclusions can be drawn about his or her management.

3. ON-BOARDING GUIDELINE TO USE

3.1 PRE-BOARDING PHASE

PRE-SELECTION (things to consider)

The most common stages in a selection process are:

Job description. It is necessary to know what tasks are to be performed in the job in order to look for the competencies required to perform them among the applicants for the job. Factors such as the pressure of the job, whether teamwork is required, or other characteristics of the job that help to better focus the search for the ideal candidate should also be considered. Within the job description, the remuneration package, the other working conditions and the offer to be advertised should be defined.

Publication of the job offer. Job offers can be published on company websites, on job portals, in the press or on social networks. However, there is a very significant number of job offers that are kept hidden, as it is estimated that only one in four job offers is visible. The rest do not come to light, as companies use their own recruitment sources, intermediaries or referrals from people they trust.

Pre-selection. In many jobs offers the number of applicants can be high, so it is necessary to make a quick pre-selection of CVs in order to reduce the number of candidates to an appropriate number for the different tests in the following stages. In this first screening, candidates who do not have the appropriate training or experience for the job, or whose professional experience is not sufficient, are discarded.

3. ON-BOARDING GUIDELINE TO USE

3.1 PRE-BOARDING PHASE

PRE-SELECTION (Things to consider)

Review of the candidate's fingerprint. This is a new phase that is increasingly used, as almost everyone has a digital footprint that is left in comments and publications, on websites and social networks. It is increasingly necessary to pay special attention to the personal brand we leave online, as it can make it easier or harder for us to access the job market.

Conducting tests to assess candidates and taking references. Candidates who have passed the previous phase are invited to take different tests, such as psycho-technical tests to determine the candidate's aptitudes and personality, tests of competence in relation to the job, tests of knowledge on certain subjects, physical tests (firemen, police, army, etc.), etc. References can also be requested, although one should be very cautious about what references are obtained and from whom.

Interviews. Candidates who pass the previous stages are called for a job interview to meet them personally to corroborate that the information obtained from them in the previous tests is correct, as well as to find out their willingness and availability in relation to the position, once they know the remuneration and the rest of the conditions. Different types of job interviews can be carried out: individual, and group dynamics, with several interviewers, etc.

Final phase. This is the crucial moment of choosing the candidate or candidates to join the company, for which all the information gathered in the previous phases is taken into account. In some cases, a medical check-up is carried out before the worker joins the company.

3. ON-BOARDING GUIDELINE TO USE

3.1 PRE-BOARDING PHASE

ACTIVITIES

FIRST IDEAL IMPRESSION

PHASE	PRE-BOARDING
Methodology used	Experience-based building
Description	The candidate will have to send an horizontal video of itself no longer than 3 minutes answering to the following questions (see annex 1)
Number of people needed	One
Materials needed	A camera and a laptop
Annexes needed	F2W Preboarding Ideal First Impression.pdf
Why is this useful?	It is such a nice activity to break the ice and be natural, the candidate will have the opportunity of expressing itself without being observed and, also, the company can also see if the candidate fits in the company (naturalness, non-verbal language, etc.)

3. ON-BOARDING GUIDELINE TO USE

3.1 PRE-BOARDING PHASE

ACTIVITIES

ARE YOU READY?	
PHASE	PRE-BOARDING
Methodology used	Experience-based building, mentoring
Description	<p>This activity consists of sending new employees a welcome email with the main questions and answers the company thinks they may have (FAQ). General questions related to the company, the timetable, the team, the resources they need, holidays, where to go on the first day or who to ask for, for example.</p> <p>By addressing common questions beforehand, new employees can save time and effort in seeking clarification later. It allows them to quickly find answers to common queries, enabling them to focus on more critical tasks and acclimating to their new role</p>
Number of people	One
Materials needed	a repository of FQA, distributed into different categories
Annexes needed	It will depend on the company. Some companies may have good practice manuals that may be worth sharing before the first day.
Why is this useful?	It reduces uncertainty, and promotes a smoother transition into their new role. It demonstrates the organization's commitment to support and equips employees with the information they need to succeed.

3. ON-BOARDING GUIDELINE TO USE

3.1 PRE-BOARDING PHASE

ACTIVITIES

SEND A QUICK START VIDEO (3,2, 1, GO!)

PHASE	PRE-BOARDING
Methodology used	Blended-learning
Description	Sending a corporative welcome video to the new employee. A video provides a dynamic and visual demonstration of various aspects of the job.
Number of people needed	One
Materials needed	Short video (camera, laptop, microphone)
Annexes needed	-
Why is this useful?	A well-crafted quick start video can also showcase the company's culture, values, and work environment. It can introduce new employees to their colleagues, highlight key team members, and give them a glimpse of what to expect in terms of company atmosphere and expectations. This helps create a sense of belonging and alignment with the organization from the outset. Motivating the worker is essential to ensure a successful first stage of the worker's career.

3. ON-BOARDING GUIDELINE TO USE

3.1 PRE-BOARDING PHASE

ACTIVITIES

OFFICIAL WELCOME

PHASE	PRE-BOARDING
Methodology used	Team-building
Description	Informing the company's employees of new recruits. This can be done by email or via the company's common forums.
Number of people needed	One
Materials needed	A camera and a laptop
Annexes needed	If needed A template card which includes the employee's photo, role in the Company, experience, interests, etc. It can be a good moment to ask the employees to give him/her a warm welcome and to do their best to help him/her in any way they can.
Why is this useful?	By informing employees about new recruits, you foster a sense of integration and collaboration within the organization. It allows employees to connect with their new colleagues, initiate conversations, and establish a foundation for effective teamwork. Building strong interpersonal connections contributes to better collaboration and overall team performance.

3. ON-BOARDING GUIDELINE TO USE

3.2 ON-BOARDING PHASE

On-boarding phase

As this concept has already been developed in the previous sections, we will not define it further, but offer a more practical view, as with pre-boarding activities, in the following pages there will be multiple examples of practices and activities that can be included in this stage to improve the employee's reception and encourage them to stay in the company.



3. ON-BOARDING GUIDELINE TO USE

3.2 ON-BOARDING PHASE

ACTIVITIES

SCAVENGER OFFICE HUNT	
PHASE	ON-BOARDING
Methodology used	Shadowing
Description	On the day of the on-boarding, the new employee will receive a Scavenger Hunt List to complete by the end of the day or week. During that period, to complete the list, the “hunter” will have first contact with some key elements important for the daily work. Once it’s completed the list, if applicable the new employee will share with the HR person to receive the reward.
Number of people needed	Besides the HR person that will give the Scavenger Hunt List, it’s not necessary to have a specific number of people associated with the task, even though it’s important that the people that are included in the list be aware that they may be approached during the day.
Materials needed	The materials needed for the Scavenger Hunt include a List of key places, materials, and people whom the new employee need to meet, know and understand. If the organization wants to include a reward for the people that complete the list, it’s necessary to add this reward as material needed.
Annexes needed	See annex 2
Why is this useful?	Establishing an activity where the new employees understand processes, people, and spaces across different departments, facilitates the identification from different areas of the company. For the old employees will allow to get in touch with the new ones, creating a team bounding.

3. ON-BOARDING GUIDELINE TO USE

3.2 ON-BOARDING PHASE

ACTIVITIES

PROGRAM OF CROSS-MENTORING	
PHASE	On-boarding
Methodology used	Shadowing
Description	The activity involves pairing a new employee with an experienced mentor from a different area of the company. The mentor acts as a guide and resource, providing insights, advice, and support during the on-boarding process. The mentor can share their knowledge, offer guidance on navigating the company culture, introduce the mentee to key contacts, and assist with any questions or challenges the new employee may encounter. The program encourages relationship building, knowledge exchange, and a broader understanding of the organization
Number of people needed	The number of people involved in implementing a cross-mentoring program will depend on the size of the organization and the number of new employees. It typically requires an HR representative to match mentors and mentees, provide guidance, and oversee the program's progress. Additionally, experienced mentors from various areas of the company are needed.
Materials needed	The materials needed for the cross-mentoring program include guidelines or handbooks for mentors and mentees, communication tools (Teams, WhatsApp) to facilitate regular check-ins, and resources or training materials to support the mentors in their role.
Annexes needed	Not needed

3. ON-BOARDING GUIDELINE TO USE

3.2 ON-BOARDING PHASE

ACTIVITIES

PROGRAM OF CROSS-MENTORING

PHASE	On-boarding
Why is this useful?	Establishing a program of cross-mentoring during the on-boarding phase is useful as it provides new employees with additional support and guidance from experienced colleagues. It helps the new employee gain insights into different areas of the company, develop a broader understanding of the organization, and build relationships across departments. This activity is recommended for HR departments, learning and development teams, or any organization looking to enhance the on-boarding experience, facilitate knowledge sharing, and promote employee integration and professional growth.

3. ON-BOARDING GUIDELINE TO USE

3.2 ON-BOARDING PHASE

ACTIVITIES

HUMAN BINGO	
PHASE	On-boarding
Methodology used	Team building
Description	<p>On the day of the on-boarding, the new employee will receive a table with 9 different topics that need to be explained/shared by the older collaborators, and once the topic it's explained the facilitator will sign the related square of the table. This explanation and share don't have a specific time to be done, so it can happen during a lunch break, a meeting or any other time suitable during the day.</p> <p>Once all the 9 different squares are signed the new employee will be able to know important information that will support him in a daily basis work.</p> <p>If possible, can exist a reward once it's presented the task complete.</p>
Number of people needed	<p>Besides the person in contact that will give the table with the topics of the Human Bingo that need to be signed, it's necessary to have at least one person per topic to explain/share each one. In case of the organization doesn't have 9 people, the rules of the activity can be adapted and allowed that 2 or more squares can be signed by the same person.</p> <p>Even though it's necessary for people to complete the task, it's not necessary that these people be only focusing in the execution of it.</p>

3. ON-BOARDING GUIDELINE TO USE

3.2 ON-BOARDING PHASE

ACTIVITIES

HUMAN BINGO

PHASE	On-boarding
Materials needed	The materials needed it's a sheet with the rules and a table of topics, for each of the new employees.
Anexes needed	See annex 3
Why is this useful?	Human Bingo is a useful on-boarding activity to encourage new employees to interact and engage with their colleagues in an informal and social way. It promotes networking, breaks the ice, and helps build relationships among team members.

3. ON-BOARDING GUIDELINE TO USE

3.2 ON-BOARDING PHASE

ACTIVITIES

TEAM INTEGRATION

PHASE	On-boarding
<p>Methodology used:</p>	<p>The methodology for integrating new employees with the team involves organizing social activities or team meetings to facilitate interaction and relationship-building. This can include team lunches, informal get-togethers, team-building exercises, or virtual events using video conferencing tools.</p>
<p>Description</p>	<p>The activity focuses on fostering a sense of belonging and connection with the team. It involves organising social activities or team meetings where the new employee has the opportunity to meet and interact with their colleagues, learn about each other's roles, and establish professional relationships. These activities can be designed to encourage collaboration, communication, and a positive team dynamic.</p>
<p>Number of people needed:</p>	<p>The number of people involved in organising and participating in team integration activities will depend on the size of the team and the organisation. Typically, it involves HR representatives, team leaders, and team members who actively engage in welcoming and integrating the new employee.</p>
<p>Materials needed:</p>	<p>The materials needed for team integration activities may include invitations, agendas or activity plans, any necessary resources for team-building exercises, and communication tools or platforms for organising virtual events</p>

3. ON-BOARDING GUIDELINE TO USE

3.2 ON-BOARDING PHASE

ACTIVITIES

TEAM INTEGRATION

PHASE	On-boarding
<p>Annexes needed:</p>	<p>Specific annexes for team integration activities may include icebreaker questions, discussion topics, or team-building exercises that can be used during the activities to facilitate interaction and bonding.</p>
<p>Why is this useful/To who is this recommended</p>	<p>Facilitating integration with the team through social activities or meetings is crucial for creating a positive and inclusive work environment. It helps new employees feel welcomed, build relationships, and quickly become a part of the team.</p>

3. ON-BOARDING GUIDELINE TO USE

3.2 ON-BOARDING PHASE

ACTIVITIES

“LET’S BUILD THE OFFICE”

PHASE	On-boarding
<p>Methodology used:</p>	<p>This team-building activity is based on the methodology of non-formal education. The activity is adequate to be done on the first day of working in the company. It aims to familiarize new hires with their role and your organisation/company so that they are ready to hit the ground running on day one.</p>
<p>Description</p>	<ol style="list-style-type: none"> 1. Introduce the activity. Explain that this is a simulation for the creation of the ideal office in the company. 2. Divide the participants into 2 or more working groups. In each group should be at least 3 people. 3. Explain that each group will imagine their dream office. Their job is to design and prepare half of the office and another group will prepare the other half. 4. Each group has to work in a separate room. 5. Continue with the instructions. They cannot communicate or see what the other group is doing. However, they have 2 moments to talk and collaborate with each other. In the first instance, they can exchange a letter (write something, design, etc.) and in the second case, they can ask 1 question each. 6. Give them 30 minutes to complete the task. 7. When the teams have completed their work, tell them to present it to everyone and comment. Then move on to debriefing and evaluation.
<p>Number of people needed</p>	<p>The activity is possible to be run by + 6 people, divided into 2 groups or more depending on how many participants you will engage.</p>

3. ON-BOARDING GUIDELINE TO USE

3.2 ON-BOARDING PHASE

ACTIVITIES

“LET’S BUILD THE OFFICE”

PHASE	On-boarding
<p>Materials needed:</p>	<p>2 or more working rooms to accommodate and give privacy to the groups Boxes (1 per team) Scissors and glue for each group Paper and pens Random objects such as globes, stick figures, ropes, pictures, magazines, etc. Adapt the objects according to the scope of your company and/or materials you already have at your disposal.</p>
<p>Annexes needed:</p>	<p>N/A</p>
<p>Why is this useful/To who is this recommended</p>	<p>This game is a great team-building activity for the 1st working day to motivate the members of the group to get to know one another. It helps new hires to exchange and quickly understand the company's culture, values, practices, and vision. At the same and provides them with a reference point for any questions they may have during their on-boarding process. This activity is recommended for HR departments, responsible for on-boarding for to ensure a smooth transition for new employees into the organization</p>

3. ON-BOARDING GUIDELINE TO USE

3.2 ON-BOARDING PHASE

ACTIVITIES

TRAINING AND CAPACITY BUILDING

PHASE	On-boarding
Methodology used:	A methodology commonly used for training and development during on-boarding involves a combination of instructional methods such as presentations, hands-on practice, e-learning modules, job shadowing, and mentorship. The specific methodology will depend on the nature of the role and the organization's resources.
Description	The activity involves providing specific training and guidance tailored to the employee's role. This can include introducing them to internal processes, systems, tools, and procedures necessary for their job. The training may be delivered through a combination of in-person or virtual sessions, workshops, online courses, and practical exercises to ensure the employee gains the necessary knowledge and skills
Number of people needed	The number of people involved in delivering the training and development activities will vary depending on the complexity of the role and the organization's resources. Typically, it involves subject matter experts, trainers, instructional designers, and the employee's direct supervisor or team members who can provide guidance and support.
Materials needed:	The materials needed for training and development activities may include presentation slides, training manuals, e-learning modules, access to relevant systems and tools, and any other resources specific to the role or organization.

3. ON-BOARDING GUIDELINE TO USE

3.2 ON-BOARDING PHASE

ACTIVITIES

TRAINING AND CAPACITY BUILDING

PHASE	On-boarding
<p>Annexes needed:</p>	<p>Specific annexes for training and development activities may include reference guides, standard operating procedures, job aids, or additional resources for the employee to refer to as they continue to learn and grow in their role</p>
<p>Why is this useful/To who is this recommended</p>	<p>Providing training and development activities during on-boarding is essential for ensuring that new employees have the necessary knowledge and skills to perform their job effectively. It helps them understand the internal processes, tools, and procedures, enabling them to contribute to the organization's success. This activity is recommended for HR departments, learning and development teams, supervisors, and managers who are responsible for training new employees and ensuring their success in their roles</p>

3. ON-BOARDING GUIDELINE TO USE

3.2 ON-BOARDING PHASE

ACTIVITIES

MEET&COFFEE

PHASE	On-boarding
Methodology used:	Team-building
Description	<p>Prepare a physical breakfast with all the new candidates (first six months) and invite some managers or relevant figures and let them talk between them for a couple of minutes. After that each person will have to introduce itself (name, age, team, procedure, etc).</p> <p>Finally add a collaborative activity, for example, in teams the newcomers will debate about some statements about the company (they will have to decide if those statements are true or false).</p>
Number of people needed	Every newcomer within the last 6 months
Materials needed:	<p>Food (coffee, cookies, tea...)</p> <p>An area big enough to hold a big group of people</p> <p>Papers, pens...</p>

3. ON-BOARDING GUIDELINE TO USE

3.2 ON-BOARDING PHASE

ACTIVITIES

MEET&COFFEE

PHASE	On-boarding
Annexes needed:	N/A
Why is this useful/To who is this recommended	This is useful for the beginners as they will be in contact with other newcomers and also will meet who are the main managers in the company

3. ON-BOARDING GUIDELINE TO USE

3.2 ON-BOARDING PHASE

ACTIVITIES

SWITCHING ROLES

PHASE	On-boarding
Methodology used:	Shadowing
Description	<p>The activity involves placing a new (group) employee/s in a different area of the company from the one that they have to work. It could be the placement of an administrative, to the operations or marketing and such. The new employee/s has to work for some time with the members of that sector and provide a contribution to the running of the activities, providing insights from an external point of view, and getting to know the rest of the team.</p> <p>According to the size of your company and the need you can choose to place the new employee in more than 1 department. The mentor can share their knowledge, offer guidance on navigating the company culture, introduce the mentee to key contacts, and assist with any questions or challenges the new employee may encounter. The activity encourages relationship building, knowledge exchange, and a broader understanding of the organization.</p>
Number of people needed	<p>The number of people involved in this activity will depend on the size of the organization and the number of new employees. It could be done in groups but also with individuals. Additionally, the switching period could last from 1 day to a maximum of 1 week according to the needs and the size of the company.</p>

3. ON-BOARDING GUIDELINE TO USE

3.2 ON-BOARDING PHASE

ACTIVITIES

SWITCHING ROLES

PHASE	On-boarding
Materials needed:	There aren't specific materials needed to do this activity. It depends on the department / sector / field or your organisation/Company.
Annexes needed:	N/A
Why is this useful/To who is this recommended	<p>The activity is useful to show new employees a global overview how the company/ organisation works and create relationships with members of the company that usually don't have to work with.</p> <p>It is recommended for HR departments, and responsables for the on-boarding for to ensure a smooth transition for new employees into the organization</p>

3. ON-BOARDING GUIDELINE TO USE

3.2 ON-BOARDING PHASE

ACTIVITIES

ESCAPE ROOM

PHASE	On-boarding
Methodology used:	Team- building
Description	<p>An escape room is a fun and interesting method for members of a new team to bond quickly, whether working remotely or in a physical location. An escape room can improve core teamwork skills, including collaboration, communicating, decision-making, problem-solving, and physical and mental endurance.</p> <p>You should also consider if any of the scenarios or plots would be inappropriate for your employees or the company. Some team members may not feel comfortable participating in a game with a criminal or a horror subject, for example, due to personal reasons.</p>
Number of people needed	From 3 to 6
Materials needed	<p>If you are organizing a virtual escape room, you can use one of the many available Platforms such as "Room Escape Maker".</p> <p>Whilst, if you are creating a physical one, it depends on the specific of your game, but the most common materials needed are:</p> <ul style="list-style-type: none"> • Lockers of different kinds: 1 x 4-digit, Word lockers, etc. • Puzzles • Scenographic objects and elements
Anexes needed	N/A

3. ON-BOARDING GUIDELINE TO USE

3.2 ON-BOARDING PHASE

ACTIVITIES

SCAPE-ROOM

PHASE	On-boarding
<p>Why is this useful/To who is this recommended</p>	<p>Escape room team building is games that offer employees and teams the intellectual challenge of completing multiple puzzles under a time limit. Escape rooms are helpful for team building because they can improve communication, project management, problem-solving, and the ability to cope with difficult situations.</p> <p>Even if the scenario is hypothetical, the skills you learn in an escape room might have a long-lasting impact on your professional life. Escape games help you and your team have the best time!</p> <p>This activity is recommended for HR departments, responsible for on-boarding for to ensure a smooth transition for new employees into the organization.</p>

3. ON-BOARDING GUIDELINE TO USE

3.2 ON-BOARDING PHASE

ACTIVITIES

PERSONALISED PROFESSIONAL DEVELOPMENT PLAN

PHASE	On-boarding
Methodology used:	Mentoring
Description	<p>Lack of motivation is one of the main reasons of abandonment in the labor world. To fight against demotivation the new employee should have a professional development plan which answer to questions such as:</p> <ul style="list-style-type: none"> • Next steps • Measurement Parameters of his/her work • Salary increase rate • Promotion opportunities
Number of people needed	N/A
Materials needed	A solid profesional development strategy based on deadlines, parameters and standars
Anexes needed	N/A

3. ON-BOARDING GUIDELINE TO USE

3.3 POST-ORGANIZATION ENTRY

The On-Boarding process does not end when the worker is executing their tasks after a few months, its length is normally extended until the first year when it could be said that the worker is completely integrated within the company. This process is known as post-boarding phase and it consists of an accompaniment phase where the company supports the employee from a further distance guaranteeing he or she is adapting progressively to the company.

On the one hand, this phase is very useful for the employee as he will feel accompanied and secure, he will have the opportunity to report main problems or obstacles and his confidence will grow by feeling listened and taken into account.

On the other hand, this phase is equally or even more important for the company since this is the period when the recruiters can prove if the on-boarding was effective or not. For this reason, there is a set of tools that companies can apply in order to detect if the on-boarding was a success or not.

The process of measuring whether an on-boarding is successful is divided into several phases:

1. Follow-up 3 months after joining

- Exchange of emails with the Manager to get first feedback on the employee.
- Follow-up meeting with the employee. This is a more informal meeting where aspects such as the functions performed, work environment, integration, etc. are discussed.

3. ON-BOARDING GUIDELINE TO USE

3.3 POST-ORGANIZATION ENTRY

2. Evaluation after 6 months

- The employee fills in a questionnaire where he/she is asked about aspects such as integration and adaptation, assessment of his/her manager, assessment of training received, aspects to highlight and to improve about oneself and next challenges.
- The manager fills in a questionnaire where he/she is asked about the employee's development during these first months: learning capacity, analytical capacity, organisational capacity, customer focus, aspects to highlight and aspects to improve, etc.
- Afterwards, a meeting is held with the employee, the manager and a human resources representative to discuss the aspects covered in the surveys. In this meeting, the manager and employee take the opportunity to exchange impressions (and to give feedback if necessary).

3. Annual feedback

- After 1 year of service, all employees are evaluated annually with the feedback survey.

3. ON-BOARDING GUIDELINE TO USE

3.4 KPIS

Key performance indicators are a series of metrics that serve to synthesise information to measure the efficacy of the actions taken by an actor to make decisions. In this case, these are some important KPIs that are frequently used by human resources departments to measure a successful incorporation:

1 Qualified applicants per vacancy

The more candidates apply for the job, the better for the company, as it will have a wide range of variety to choose from. However, HR departments need to take into consideration the level of qualification of the candidates. For example, if there are a lot of low-qualified candidates this could be an indicator that the offer needs to be adjusted.

2 Application abandonment rate

It is normal that candidates abandon the process, however, if too many candidates do it, could be an indicator that the process is too long, too difficult or maybe the conditions of the job are not competitive enough.

3 Quality of the source

There are many tools that can help you with the pre-selection process, for example, LinkedIn. Choosing the best one for each case will save you time and recruitment costs. Once you have selected your candidate is a good time to evaluate who were the best candidates and how they knew the job offer.

3. ON-BOARDING GUIDELINE TO USE

3.4 KPIS

4 Average number of interviews for recruitment

Interviewing is a time-consuming task that requires time and organisation, so it is important to be efficient and do the right interviews to find the right person. Having the notion of how many interviews you need to conduct on average for each profile will help you to estimate how many candidates you need, how many people should be involved in each round of interviews, whether you can do some of them over the phone.

5 Recruitment time

This is how much effort measured in time is made from the very first interview until the profile is hired. Understanding that each profile will require a different recruitment time will help to perfect recruitment strategies.

6 Offer acceptance rate

Recruitment is a reciprocal process, the fact that you offer the job does not imply that the other person will accept. For example, if a high percentage of candidates declined the final offer could be an indicator that something needs to be changed.

7 Drop-out rate in the first year

If an employee abandons the company, it has an impact on the company (costs, knowledge drain, wasted time...) if a high rate is detected, it implies a bad working environment.

4. DIGITAL TOOLS

4.1 DIGITAL TOOLS

CANVA	
<p>Description</p>	<p>Canva is a user-friendly graphic design and visual content creation tool that allows users to easily create a wide range of materials. With a simple interface and robust features, Canva is popular among marketers, designers, and individuals with no prior design experience. It offers customizable templates for social media posts, presentations, infographics, flyers, invitations, business cards, and more.</p> <p>Users can choose from a vast library of images, illustrations, icons, and fonts to create unique and appealing designs. Canva also provides editing tools, collaboration features, and integration with other popular platforms.</p>
<p>Type of access</p>	<p>Canva offers different types of access to its platform:</p> <ul style="list-style-type: none"> • Free Access; • Canva Pro (Subscription-based plan) • Canva Enterprise (Custom plan designed) <p>Canva offers both free and subscription-based access, the specific features and limitations may vary between the different access levels. Users can choose the type of access that best suits their needs and upgrade to a higher level of access if desired.</p>
<p>What do you need? (Log in, google account, host)...</p>	<p>To access Canva, you will need to have a web browser or Canva Mobile App. Once in the page you will need to create a Canva Account with na email address.</p>

4. DIGITAL TOOLS

4.1 DIGITAL TOOLS

CANVA	
<p>Level of specialisation (beginner, int, expert) and how to use it (briefly)</p>	<p>Canva caters to users of all levels of specialization, from beginners to experts related with the wide range of possibilities for creating professional-quality designs.</p>
<p>Number of users (good for individual users or teams...)</p>	<p>This Digital Tool it's suitable for both individual users and teams. The platform allows wide range of users, from individuals looking to create personal designs to businesses and organizations collaborating on projects</p>
<p>Why is it good?</p>	<p>Canva it's a useful tool not only to create designs but also to promote effective teamwork, communication, and enhance productivity within design projects. It provides a centralized platform for team members to collaborate on designs, share feedback, and maintain design consistency, making it a valuable tool for team collaboration in various professional settings.</p>

4. DIGITAL TOOLS

4.1 DIGITAL TOOLS

DROPBOX	
Description	Dropbox is a cloud-based file hosting and synchronization service that allows users to store and share files and folders across multiple devices and users. It provides a secure and convenient way to access files from anywhere, collaborate with others, and back up important data.
Type of access	<p>Dropbox offers various types of access, including:</p> <ul style="list-style-type: none"> • Free Access • Dropbox Plus (subscription-based plan) • Dropbox Professional: Custom plan designed • Dropbox Business: Custom plan designed • Dropbox Enterprise Custom plan designed) <p>Users can choose the type of access that best suits their needs and upgrade to a higher level of access if required</p>
What do you need? (Log in, google account, host)...	<p>To use Dropbox it's necessary:</p> <ul style="list-style-type: none"> • Create an Account • Dropbox App or Website • Google Account (optional) • Internet Connection <p>Once you have a Dropbox account and the necessary login credentials, you can access your files and use Dropbox's features by logging in through the website or app-</p>

4. DIGITAL TOOLS

4.1 DIGITAL TOOLS

DROPBOX

<p>Level of specialisation (beginner, int, expert) and how to use it (briefly)</p>	<p>Dropbox is designed to be user-friendly and accessible for users of all levels of specialization, from beginners to experts, providing a user-friendly interface and intuitive navigation.</p>
<p>Number of users (good for individual users or teams...)</p>	<p>Suitable for both individual users and teams Dropbox is a platform for a wide range of users and offers features that support both individual file management and collaborative team workflows.</p>
<p>Why is it good?</p>	<p>Dropbox is a popular and widely used cloud storage and file sharing platform, and it's considered good because of Ease of use, file synchronization, file sharing and collaboration, version history and recovery, accessibility and cross-platform compatibility, Integration with third -party apps, security and data Protection, and scalability and storage options.</p>



Dropbox

4. DIGITAL TOOLS

4.1 DIGITAL TOOLS

ZOOM	
Description	Video conferencing app. Zoom helps consolidate communications, connect people, and collaborate better together in the boardroom, classroom, operating room, and everywhere in between.
Type of access	Basic version of Zoom with limited features is available for individuals. For organisations, there are paid Pro and Business versions available
What do you need? (Log in, google account, host)...	Log in + email
Level of specialisation (beginner, int, expert) and how to use it (briefly)	<p>Beginner.</p> <p>To join a Zoom meeting, it is as simple as clicking the join link that the meeting host provided. A meeting will automatically start in your browser, but there is an option to download the app as well. There are many ways to schedule a meeting, including the Zoom web portal, through the Zoom client, or with one of the extensions or plugins. As a host, you can invite other attendees to join the meeting, you can create break-out rooms and record the meeting as well.</p>

4. DIGITAL TOOLS

4.1 DIGITAL TOOLS

ZOOM	
<p>Number of users (good for individual users or teams...)</p>	<p>Teams.</p> <p>Basic & Pro account: number of users limited to 100/ meeting. Business & Business Plus: number of users limited to 300/ meeting.</p>
<p>Why is it good?</p>	<p>Zoom is suitable for meetings with large number of attendees, as well as for online conferences and events. It provides the option to share a screen, to create break-out rooms (for work in smaller groups) and to record the sessions.</p>



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4. DIGITAL TOOLS

4.1 DIGITAL TOOLS

BASECAMP	
Description	Project management platform and an online collaboration tool.
Type of access	Paid subscription. Choose between basic subscription (ideal for freelancers, start-ups, or smaller teams) and pro subscription (ideal for growing businesses and larger groups).
What do you need? (Log in, google account, host)...	Log in + email
Level of specialisation (beginner, int, expert) and how to use it (briefly)	<p>Beginner.</p> <p>Instead of stuff scattered all over the place – strewn across separate products, lost in inboxes, or scrawled on stickies or notepads – Basecamp brings everything your organisation is working on under one roof. Basecamp lets you create a workspace for each project individually and add to-do list, calendar events and meetings. It allows you to use message board and project activity tool to track the progress, communicate with your colleagues and upload and share files</p>
Number of users (good for individual users or teams...)	Teams.
Why is it good?	Basecamp allows the user to track the project's progress easily, because all the important information is under one roof. Basecamp is not just a storage space for files and documents, it allows the teams to interact and to communicate more effectively.



4. DIGITAL TOOLS

4.1 DIGITAL TOOLS

BASECAMP



Keep track of messages, schedules, to-dos, and more.

Catch up with everything that happens in a project.

The screenshot shows the Basecamp interface for a project named "Website Redesign". The interface is organized into several sections:

- Message Board:** A list of messages and updates, including "Go-live plan", "Mid-cycle updates", "How about an app?", and "New Year, New Site".
- To-dos:** A list of tasks to be completed, such as "Implement list as accordion elements", "Make logs bigger", and "Improve keyboard navigation".
- Docs & Files:** A section for documents and files, including "Design Plan", "Project Plan", and "Project Charter".
- Campfire:** A chat area with messages from team members like Danielle and Mark.
- Schedule:** A calendar view showing events like "Design Huddle" and "Lunch" on specific dates.
- Card Table:** A Kanban-style board with columns for "TO DO", "IN PROGRESS", and "DONE".
- Project Activity:** A timeline of recent events, including "On Schedule, Mark rescheduled Design huddle" and "On Card Table Kristina added".

4. DIGITAL TOOLS

4.1 DIGITAL TOOLS

SLACK	
Description	Slack is a messaging app for business and a project management software. Slack transforms the way that organisations communicate by bringing people together to work as one unified team.
Type of access	Free version with basic features exists, but to get the most out of Slack, it is recommended to get a paid subscription as an organisation (Pro, Business+, Enterprise grid).
What do you need? (Log in, google account, host)...	Log in + email
Level of specialisation (beginner, int, expert) and how to use it (briefly)	<p>Beginner.</p> <p>Slack is organised into channels (or workspaces) that are fundamental to the app - they bring the right people and information together in one place and make it possible to organise work around a common purpose.</p> <p>It is also possible to send direct messages, to create group conversation and to share documents and files</p>
Number of users (good for individual users or teams...)	Teams.
Why is it good?	It improves communication within a team and at a workplace in general because it brings together the elements of instant messaging and provides a space for project management under one platform.

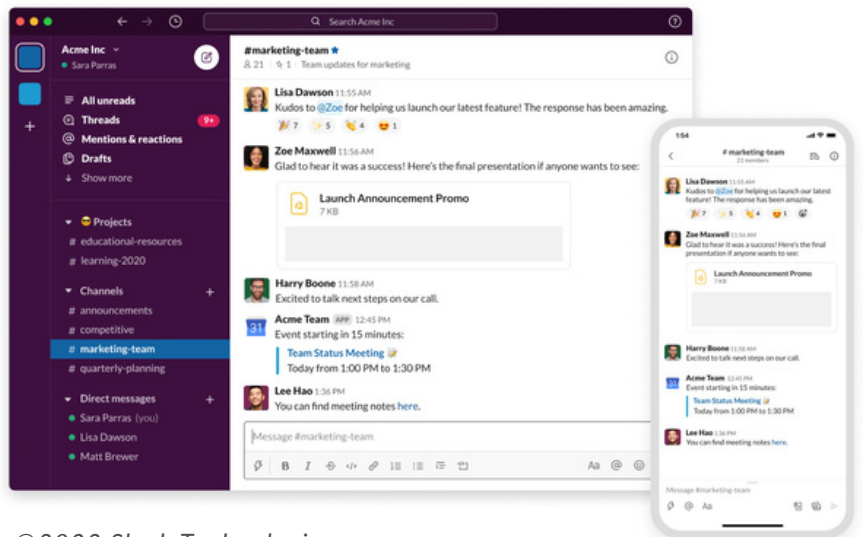
4. DIGITAL TOOLS

4.1 DIGITAL TOOLS

SLACK



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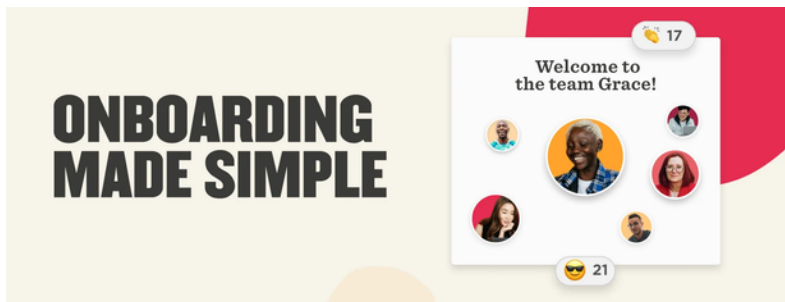
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4. DIGITAL TOOLS

4.1 DIGITAL TOOLS

HIBOB

<p>Description</p>	<p>Hibob is an app designed to simplify and streamline HR processes for businesses. It serves as a comprehensive HR platform that combines various features and tools to manage employee data, time off, benefits, and more. The app offers a user-friendly interface and intuitive navigation, making it easy for both HR professionals and employees to use.</p>
<p>Type of access</p>	<p>Hibob operates on a subscription-based model, which means it is a paid service. Access to the app and its features requires a subscription plan, typically billed on a recurring basis, such as monthly or annually. The specific pricing and subscription options may vary depending on the organization's size and requirements</p>
<p>What do you need? (Log in, google account, host)...</p>	<p>To access Hibob, you typically need to log in using your personal or organizational credentials. This means you would need a username and password specific to your Hibob account. Hibob does not specifically require a Google account for login, but it may offer the option to use Google Single Sign-On (SSO) as an authentication method.</p> <p>Regarding hosting, Hibob is a cloud-based HR platform. This means that the app is hosted on remote servers, and you can access it through a web browser or mobile app without the need for any local installation or hosting on your end. The hosting infrastructure is managed by Hibob, ensuring data security, scalability, and ease of access for users.</p>



4. DIGITAL TOOLS

4.1 DIGITAL TOOLS

DISCORD

Description

Discord is a free communications app that lets you share voice, video, and text chat with friends, colleagues, game communities, and developers. During the 2020 pandemic it was adopted by many companies as a free solution for internal communication for company employees.

Type of access

Open and free.
The vast majority of servers are private, invite-only spaces for groups of friends and communities to stay in touch and spend time together. There are also larger, more open communities, generally centered around specific topics.

What do you need? (Log in, google account, host)...

To access discord, you typically need to log in using your personal credentials. This means you would need a username and password.

4. DIGITAL TOOLS

4.1 DIGITAL TOOLS

DISCORD

<p>Level of specialisation (beginner, int, expert) and how to use it (briefly)</p>	<p>Beginner</p> <p>Discord gives you the power to create an invite-only home for your friends, community or workmates. A server is made up of text channels and voice channels.</p> <ul style="list-style-type: none"> • Text channels are separate spaces for talking over text. They keep conversations organized and give everyone plenty of room to talk. Create separate channels for all the topics your group likes to talk about--from fishing trips to cooking tips. • Voice channels are where you can hang out over voice and video. There's no calling or ringing required - just click on a voice channel to enter it. Friends in your server can see you're in there, and pop in to talk, wave hello over video, or share their screen <p>https://support.discord.com/hc/en-us/articles/360045138571-Beginner-s-Guide-to-Discord</p>
<p>Number of users (individual users or teams...)</p>	<p>There is no users' limitation. You can talk with up to 100 users at the same time. It is great for teams</p>
<p>Why is it good?</p>	<p>It is a much simpler alternative to Microsoft Teams (for example) for managing the exchange of information in a company. There can be common and private communication channels, voice or text. It allows file and image sharing without any limitations. You can work from your mobile or web browser.</p> <p>It is a great tool to promote the communication between the different departments of a company and to open the possibility to connect workers in an easy way.</p>



Discord

4. DIGITAL TOOLS

4.1 DIGITAL TOOLS

GOOGLE FORMS	
Description	Powerful tool for creating and managing online surveys, quizzes, and data collection forms.
Type of access	Open and free.
What do you need? (Log in, google account, host)...	Google account
Level of specialisation (beginner, int, expert) and how to use it (briefly)	<p>Beginner</p> <ol style="list-style-type: none"> 1. Go to the Google Forms website (forms.google.com) or access it through your Google Drive account. 2. Customize your form by adding a title and description. 3. Add different question types such as multiple-choice, short answer, or dropdown menus. 4. Customize the theme and appearance of your form by selecting different color schemes or adding images as headers. 5. Use the "Send" button to distribute your form via email, shareable link, or embed it on a website. 6. Monitor and analyze responses in real-time by accessing the "Responses" tab.
Number of users (good for individual users or teams...)	N/A

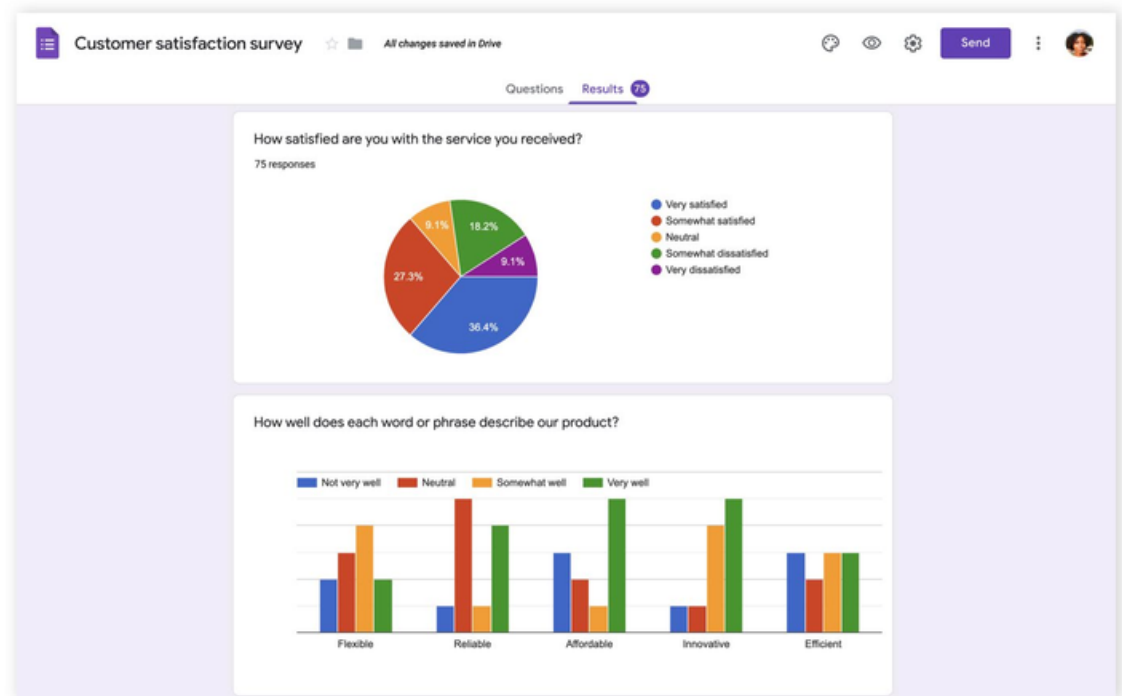
4. DIGITAL TOOLS

4.1 DIGITAL TOOLS

GOOGLE FORMS

Why is it good?

It is a great tool to collect data and information from a wide range of users. In addition, it gives you the opportunity to see the results and organise them according to different characteristics (graphic bars, circular graphs... etc).



4. DIGITAL TOOLS

4.1 DIGITAL TOOLS

LINKEDIN	
Description	LinkedIn is an integrator of professional networks that offers multiple choices related with the professional world. Its interface seems like a social network (you can connect with people and follow pages that are amongst your interests and, simultaneously, you can also apply to jobs.
Type of access	Open and free.
What do you need? (Log in, google account, host)...	You will need to register as a user (email and password)
Level of specialisation (beginner, int, expert) and how to use it (briefly)	<p>Beginner.</p> <p>Basically is like a social media account for the labor world.</p> <p>It is useful for candidates and for job seekers and it offers multiple functionalities (create job offers, chat, publishing post, search for the best profiles...) You will need to create your profile and then start your search!</p>
Number of users (good for individual users or teams...)	It is oriented to individual users

4. DIGITAL TOOLS

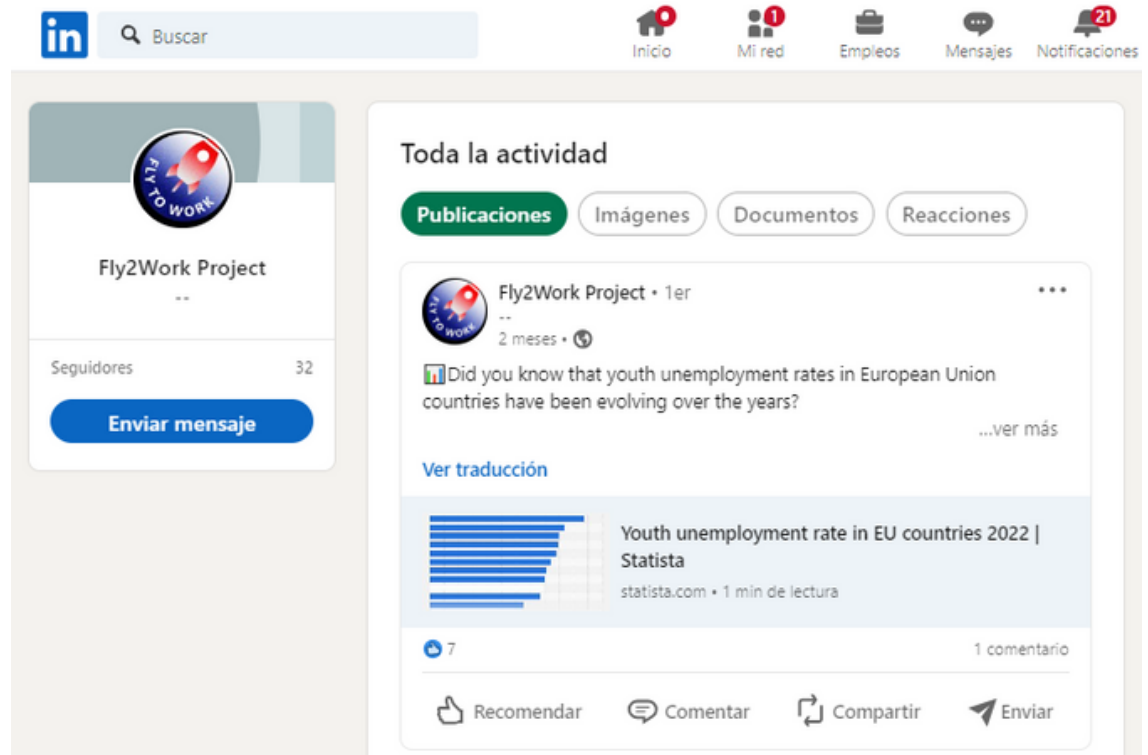
4.1 DIGITAL TOOLS

LINKEDIN

Why is it good?

This tool is especially good prior to the on-boarding, by creating the perfect job offer you will shape the exact requisites of the newcomer. Indeed, there is also a functionality that allows you to put some mandatory parameters when sending an application, for example, number of years of experience or level of English.

These standards will automatically eliminate the candidates who do not own those skills. In this platform you can also interact with the candidates through chat and keep updating the process



4. DIGITAL TOOLS

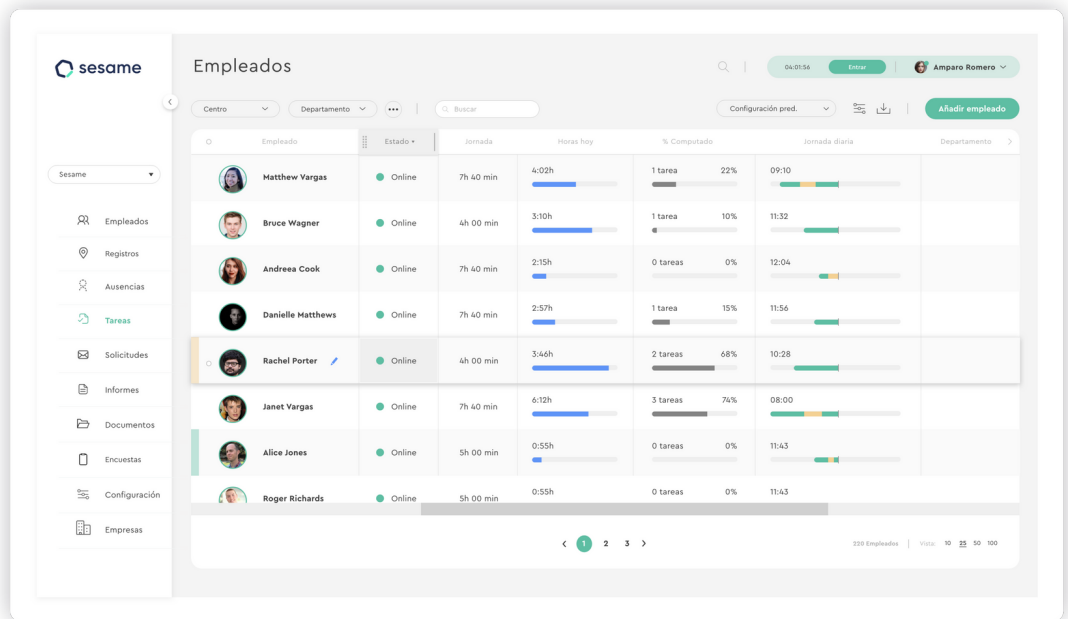
4.1 DIGITAL TOOLS

SESAME	
Description	This is a paid software focused to HR departments and specialised professionals. Once you are subscribed to the plan, you will receive access to the functionalities, webinars and guidelines. Among their functionalities you will find on-boarding, where you will be able to track the first activities of the newcomer, automatise process and save
Type of access	Paid subscription
What do you need? (Log in, google account, host)...	You need to select a plan and select the Sesame HR professional or the Sesame HR Enterprise. You can also decide if you are subscribed to the annual or the monthly plan
Level of specialisation (beginner, int, expert) and how to use it (briefly)	Intermediate. It requires an intermediate level of specialisation as their functionalities are designed for people with HR prior experience and that involves having some notions of the area
Number of users (good for individual users or teams...)	Every user needs to be subscribed, therefore, in a company with 30 workers, you will need 30 subscriptions
Why is it good?	This tool is especially good for Human resources departments, as its full-integrated plan allows to keep track of different issues (time tracking, on-boardingm webinars, management of documents...)

4. DIGITAL TOOLS

4.1 DIGITAL TOOLS

SESAME



4. DIGITAL TOOLS

4.1 DIGITAL TOOLS

MENTIMETER

<p>Description</p>	<p>Mentimeter is an interactive presentation tool that allows you to create polls, surveys, questions, and other interactive activities in real time. It is an online platform designed to engage the audience during presentations, lectures, meetings, and events.</p>
<p>Type of access</p>	<p>Mentimeter offers different access options. There are both free and paid plans available. The free plan provides limited access to basic features, while paid plans such as Mentimeter Pro and Mentimeter Enterprise offer additional features and customization options.</p>
<p>What do you need? (Log in, google account, host)...</p>	<p>To use Mentimeter, you need to create an account on the Mentimeter website. You can do this by providing an email address and creating a password.</p>
<p>Level of specialisation (beginner, int, expert) and how to use it (briefly)</p>	<p>Mentimeter is suitable for users of all levels of specialization. It has an intuitive and user-friendly interface. To create an interactive presentation, you can choose from different types of questions, such as multiple-choice, rating scales, open-ended questions, among others.</p> <p>You can then customize the design of the questions and display the responses in real time during the presentation using a projector or screen sharing</p>
<p>Number of users (good for individual users or teams...)</p>	<p>Mentimeter is suitable for both individual users and teams. It can be used by teachers, speakers, meeting facilitators, and anyone who wants to engage their audience in real time. It supports both small groups and large audiences.</p>

4. DIGITAL TOOLS

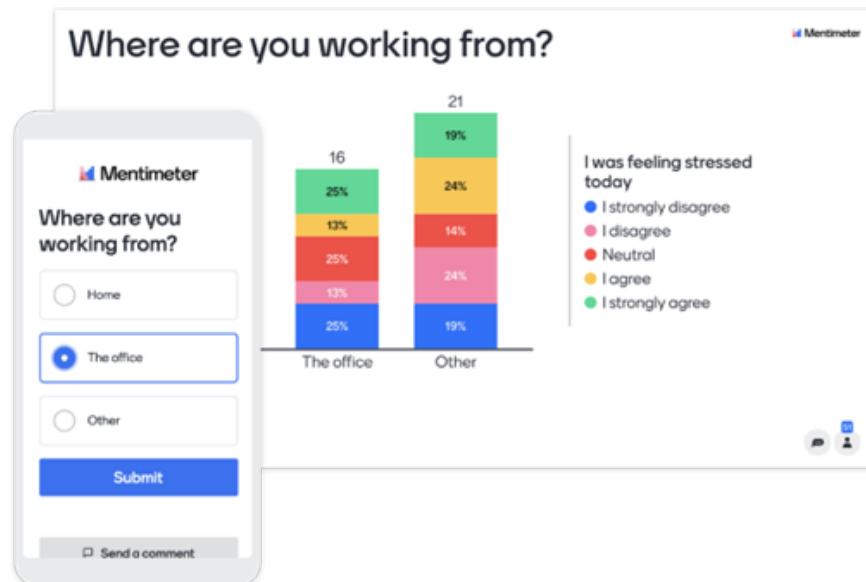
4.1 DIGITAL TOOLS

MENTIMETER

Why is it good?

Mentimeter is a powerful tool for making presentations and meetings more interactive and engaging. It allows presenters to collect real-time feedback, ask questions to the audience, and visualize the responses in visually appealing ways such as charts and word clouds. This promotes active audience participation, improves engagement, and enables presenters to adjust their approach based on the results.

Mentimeter also offers collaboration features, such as the ability to work together on surveys and polls with colleagues or teams, making it a useful tool for promoting teamwork and decision-making.



4. DIGITAL TOOLS

4.1 DIGITAL TOOLS

TRELLO	
Description	Trello is a project management tool based on boards. It allows you to create boards, lists, and cards to organize tasks visually. It is designed to help teams collaborate and track the progress of their tasks.
Type of access	Trello offers different levels of access. The basic version is free and provides open access for anyone who creates an account. Additionally, there is a subscription option called "Trello Business Class" that offers additional features, such as advanced automation and integration options.
What do you need? (Log in, google account, host)...	To use Trello, you need to create an account on the Trello website or through the mobile app. You can sign up using your email address or by linking your Google account.
Level of specialisation (beginner, int, expert) and how to use it (briefly)	Trello is suitable for users of all levels, from beginners to experts. It has a user-friendly interface where you can create boards for different projects or processes, such as on-boarding. Within each board, you can create lists representing different stages or categories, and add cards for individual tasks. Cards can be assigned to team members, have due dates, and include additional details and attachments.
Number of users (good for individual users or teams...)	Trello is suitable for both individual users and teams. It allows you to collaborate with team members by adding them to boards and assigning tasks to them. The number of users can vary depending on your specific needs, as Trello can accommodate small teams as well as larger organizations.

4. DIGITAL TOOLS

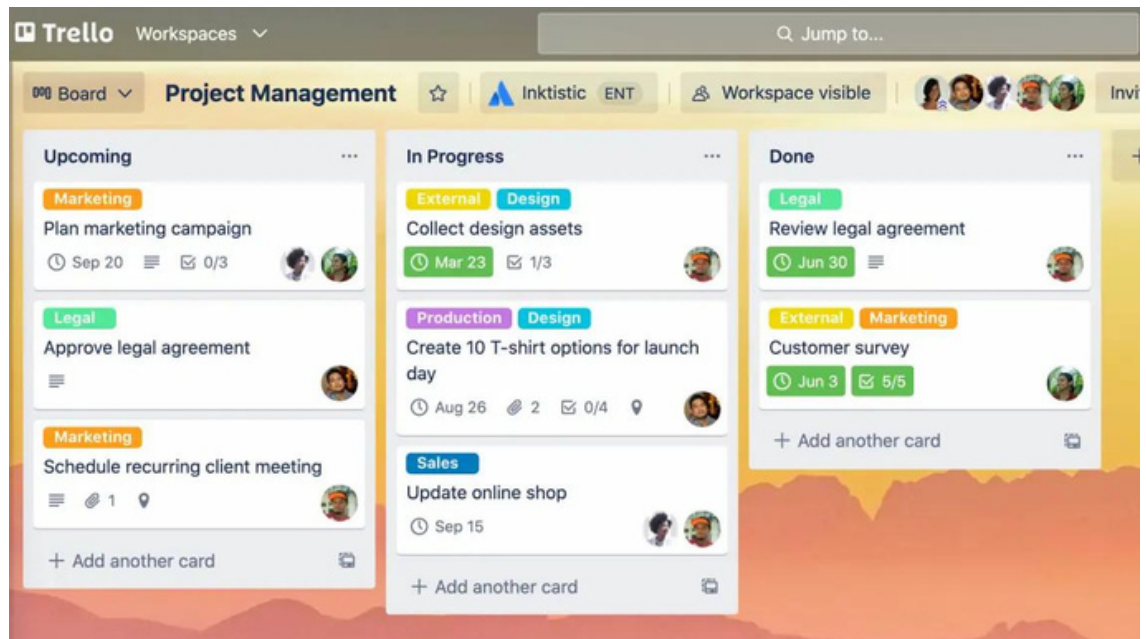
4.1 DIGITAL TOOLS

TRELLO

Why is it good?

Trello is a popular choice for on-boarding and project management because of its simplicity and visual nature. It provides a clear overview of tasks and progress, making it easy to track the on-boarding process for new employees.

It promotes collaboration and transparency within teams, as everyone can see what tasks are assigned to whom and the status of each task. Trello also offers a wide range of integrations with other tools, allowing you to enhance its functionality and streamline your workflow.



4. DIGITAL TOOLS

4.1 DIGITAL TOOLS

MICROSOFT TEAMS

<p>Description</p>	<p>Microsoft Teams is a collaboration platform that brings together chat, video meetings, file sharing, and integrated productivity tools into a single workspace. It is designed to facilitate communication and collaboration within teams, whether they are working remotely or in the same physical location.</p>
<p>Type of access</p>	<p>Microsoft Teams offers different types of access. It has a free version available to anyone with a Microsoft account. Additionally, there are paid plans such as Microsoft 365 Business and Microsoft 365 Enterprise, which provide additional features and advanced capabilities.</p>
<p>What do you need? (Log in, google account, host)...</p>	<p>To use Microsoft Teams, you need to have a Microsoft account. You can sign up for free or use an existing account. Microsoft Teams can be accessed through a web browser, desktop application, or mobile app, making it flexible and accessible across various devices.</p>
<p>Level of specialisation (beginner, int, expert) and how to use it (briefly)</p>	<p>Microsoft Teams is suitable for users of all levels of specialization. It provides a user-friendly interface where teams can create channels for different topics or projects, engage in individual or group chats, schedule and join video meetings, and share files and documents.</p> <p>Teams can also integrate with other Microsoft and third-party apps, enhancing its functionality and customization options.</p>
<p>Number of users (good for individual users or teams...)</p>	<p>Microsoft Teams is designed for both individual users and teams. It can be used by small teams within an organization or scaled up to accommodate larger enterprises. It supports collaboration and communication among team members, making it suitable for various team sizes.</p>

4. DIGITAL TOOLS

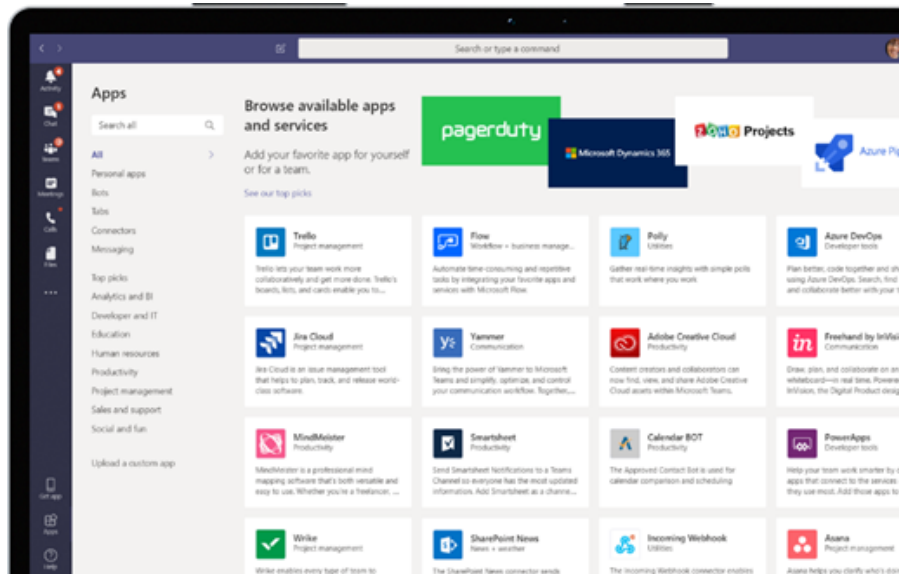
4.1 DIGITAL TOOLS

MICROSOFT TEAMS

Why is it good?

Microsoft Teams offers a comprehensive set of collaboration and communication tools in one platform. It streamlines teamwork by centralizing conversations, file sharing, and video meetings, reducing the need for multiple tools. Its integration with other Microsoft services, such as SharePoint and OneDrive, provides a seamless experience for file management and collaboration.

Microsoft Teams also offers a wide range of features, including screen sharing, document co-authoring, and third-party app integrations, making it a versatile and powerful tool for remote work, project management, and team collaboration.



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4. DIGITAL TOOLS

4.1 DIGITAL TOOLS

ARTICULATE 360	
Description	Articulate 360 is an online Platform for workplace learning. This tool enables companies to simply build online learning quickly and effectively. Starting from templates in hundreds can be created courses in minutes. Easily add interactive activities, quizzes, and other lean-forward moments that keep your learners engaged.
Type of access	It is a paid subscription. You can get a completely free trial of Articulate 360 for 30 days-no credit card is required. Students, teachers, and employees at accredited academic institutions receive 50% off.
What do you need? (Log in, google account, host)...	In order to sign in you need to create an Articulate ID.
Level of specialisation (beginner, int, expert) and how to use it (briefly)	It's an easy-to-use tool event for someone who is not experienced. The Platform provides +12 Million Course Templates, photos, characters, videos, and icons on hundreds of topics.
Number of users (good for individual users or teams...)	Multiple users. No limits for the number of users are known.

4. DIGITAL TOOLS

4.1 DIGITAL TOOLS

ARTICULATE 360

Why is it good?

1. E-Books at the disposal

To learn the ropes or brush up on e-learning essentials by guiding the way to building courses for the employees. As well as curated articles from experts with tips on how to up-level e-learning skills.

2. Tutorials

The Platform offers a wide range of tutorials to support users in their learning and training development process such as: getting started with e-learning (how to create and edit presentations, quizzes, and engaging activities), Practical Instructional Design Basics, visual design for E-learning, and much more.

3. Articulate Community

An online Forum, where users can join conversations happening about Articulate products and get advice, inspiration, and help.

4. New assets—no added cost

Fresh templates and images are continuously added to the Content Library, so users have an ever-expanding library of assets at disposal, at no additional cost.



4. DIGITAL TOOLS

4.1 DIGITAL TOOLS

FLOAT	
Description	Float is a resource management tool that helps employees set individual work hours, track time for scheduled tasks and even schedule their own personal time off. It has the functionality to plan projects while adding in both budget and custom time constraints.
Type of access	<p>Free trial for 30 days. After that you have 3 options for subscription:</p> <ul style="list-style-type: none"> • Starter- best for teams up to 30 people and it costs 6 euros per person per month. • Pro-best for growing teams. It offers more options than the “Starter” and costs 10 euros per person per month. • Enterprise- best for larger teams. The price for it is not public, if you are interested reach out directly to the sales team. <p>Float offers a 10% discount to all 501(c)(3) non-profit organizations and others who qualify as charities (subject to verification).</p>
What do you need? (Log in, google account, host)...	Login with an email account on their official website.



4. DIGITAL TOOLS

4.1 DIGITAL TOOLS

FLOAT	
<p>Level of specialisation (beginner, int, expert) and how to use it (briefly)</p>	<p>Float works with your current suite of tools—including calendars and project management apps—to give you a combined, bird's-eye view of your people, projects, tasks, and time. It has 3 main features:</p> <ul style="list-style-type: none"> • Planning • Scheduling • Time tracking <p>How to use it? Centralize your people and their time into one live schedule view Once you add your team to Float, you can see and know in real-time if your team has enough time to do their work.</p> <p>Plan projects and track progress You can manage the availability and track the progress of your team in the same place you plan work.</p> <p>Assign sustainable workloads for happier teams Float helps you keep track of who is doing what and when, by making the workload assignment much easier.</p> <p>Personalize your team’s schedule access and enable notifications You can control who can access certain things. Your team can look at the schedule to see when they can take time off and let everyone know what they're working on.</p>
<p>Number of users</p>	<p>It depends on your subscription package. The “Starter” is best for teams of up to 30 people. The other subscriptions cover up + 500 users.</p>
<p>Why is it good?</p>	<ul style="list-style-type: none"> • Elaborates the timesheets based on the tasks. • It enables you to track time in the same space where you schedule work. • Float can also send messages to the team to keep them updated on the status of the tasks. • Float is available also in Android and IOS apps. • It can easily be combined with other project management processes and your existing project management tools like Asana to supercharge your projects.

4. DIGITAL TOOLS

4.1 DIGITAL TOOLS

PADLET	
Description	Padlet is a platform in which you can create single or multiple walls that are able to house all the posts you want to share. You can share pictures, videos, and documents. It is a collaborative tool, allowing you to share your work with other people in your Company/organisation. You can choose if you want it to be private or public.
Type of access	To use Padlet, you need to make an account and then you can start sharing by sending a link or a special code. Membership is foreseen for individuals and for teams. There are different types of subscriptions: Neon- 3 padlets, free Up to Platinum- unlimited padlets, cost around 100-150 euros annually
What do you need? (Log in, google account, host)...	In order to sign up you need to create an account using your email.
Level of specialisation (beginner, int, expert) and how to use it (briefly)	You can create your new padlet from scratch or use one of the themes already available. Once you have created your padlet, you can customize it with a title, subtitle (useful to give instructions), background image, and icon image, and allow/disallow comments and reactions on posts. You can also choose to activate the profanity filter! Once your padlet is ready to launch, you can customize the URL of the padlet and share it with your users through links, social media, QR, or embed code.
Number of users (good for individual users or teams...)	Multiple users

4. DIGITAL TOOLS

4.1 DIGITAL TOOLS

PADLET

Why is it good?

You can use it for several purposes for your on-boarding practices:

Brainstorm

Use an open Padlet to let employees add ideas and comments for a brainstorming session. This can span a week or a single task and helps encourage creativity.

Collate research

Create a hub for your group to post research on a subject. This encourages everyone to check what's up and find something new by thinking differently.

Use exit tickets

Create exit tickets using Padlet, allowing for a debrief from the task/activity -- from writing down something learned to add a reflection, there are many options.

Work with colleagues and collaborators

Collaborate with other professionals in your company and beyond to share resources, give opinions, place notes, and more.

You can add new members with invite links, assign each member a role, and use team-wide privacy options.



padlet

© PADLET

5. CASE STUDIES

5.1 CASE STUDIES

VIRTUAL EMPLOYEE ON-BOARDING PROGRAMME

<p>Resume</p>	<p>A Startup implemented a virtual employee on-boarding program, that resulted in a reduction in the costs and time at the same time that the internal sales and customer support team triplicated</p>
<p>Protagonists</p>	<p>Startup, geographically dispersed team and a virtual employee on-boarding program.</p>
<p>Description</p>	<p>The recent startup named NEO needed to quickly train the new working capital after closing a funding round, but with a geographically dispersed team of recruits working remotely the challenge of training was complex. At the same time, NEO wanted to guarantee that the company's mission, policies, messaging, procedures, and brand were the main educational content of the on-boarding program.</p> <p>Thanking into account the complete limitations and objectives, the Startup decided to embrace online training with a model (with on-demand reference resources, e-learning courses, and live virtual ILT sessions) adapted for its employees, instead of the traditional classroom-based training.</p> <p>This centralized on-boarding portal available 24/7 to all employees opened also the possibility to interact with the other collaborators during the process, potentially the peer-to-peer work relationship at a distance, while being tracked and managed by a central location.</p> <p>After a six-month period using the on-boarding program, the internal sales and customer support team triplicated, while ensuring a clear understanding of the company's brand a training experience</p>

5. CASE STUDIES

5.1 CASE STUDIES

VIRTUAL EMPLOYEE ON-BOARDING PROGRAMME

Lessons learnt

If it's wanted to increase the objectives it's necessary to invest in the organization, starting with the on-boarding to ensure the employee's engagement. At the same time, it's more important to search for alternatives that suit the needs even though they can be more expensive, more than using the trend solutions of other organizations

Relevant links

<https://www.roiadvisers.com/case-studies-of-companies-that-have-implemented-successful-virtual-on-boarding-training-experiences-for-new-hire-employees-2/>

5. CASE STUDIES

5.1 CASE STUDIES

HOW LYSE USED WORKPLACE FROM FACEBOOK AND PREPPIO TO TRANSFORM THEIR EMPLOYEE ON-BOARDING PROCESS

Resume

Lyse, a Norwegian Group, revolutionized their employee on-boarding process by implementing a digital solution through Workplace from Facebook and collaborating with Preppio. This resulted in the creation of "Martine," a chatbot that provided consistent information and support to new hires, improving their on-boarding experience.

Protagonists

Lyse Group, Preppio (on-boarding experts), and "Martine" (the digital HR representative).

Description

Lyse Group recognized the need to modernize their employee on-boarding process, particularly in the context of remote work and social distancing during the COVID-19 pandemic. They aimed to enhance productivity, information dissemination, and the sense of belonging for new hires.

Lyse conducted a full-day workshop with Preppio in February, just before the lockdown, they implemented the digital on-boarding solution across their subsidiaries in Norway successfully implementing a digital on-boarding process using Workplace from Facebook.

The introduction of "Martine," a chatbot, ensured that new hires received consistent information and had a positive on-boarding experience. Martine also supported managers by providing timely messages, tasks, and information, ultimately improving their on-boarding capabilities. The overall outcome was an enhanced on-boarding experience, increased productivity, and a more seamless employee journey.

5. CASE STUDIES

5.1 CASE STUDIES

HOW LYSE USED WORKPLACE FROM FACEBOOK AND PREPPIO TO TRANSFORM THEIR EMPLOYEE ON-BOARDING PROCESS

Lessons learnt

The case study highlights the importance of leveraging existing communication platforms and technologies to transform on-boarding processes.

By embracing digital solutions, organizations can overcome challenges associated with remote work and social distancing, ensuring a smooth on-boarding experience for new employees.

Collaboration with experts in the field and utilizing chatbots or automated systems can provide consistent support and guidance, ultimately leading to improved employee satisfaction and productivity

Relevant links

<https://www.preppio.com/case-study-how-lyse-succeeded-at-digital-onboarding-in-a-remote-world>

5. CASE STUDIES

5.1 CASE STUDIES

UNDERSTANDING THE INFLUENCE OF TASKS ON DEVELOPING ON-BOARDING: A CASE STUDY FROM MICROSOFT

Resume

This case study explores the on-boarding experience of developers at Microsoft, focusing on how tasks assigned during on-boarding impact their learning, confidence building, and socialization. The study also discusses common task assignment strategies used by managers and provides recommendations for improving the on-boarding process.

Protagonists

Developers and engineering managers at Microsoft.

Description

The case study examines the on-boarding experience of developers at Microsoft, specifically focusing on the tasks assigned to them during the on-boarding process.

The study identified three themes: learning, confidence building, and socialization, and how tasks influenced these aspects of developer on-boarding. Additionally, three task assignment strategies were discussed. The survey results suggested that the findings were representative and actionable for practitioners to improve their on-boarding processes.

Lessons learnt

The case study highlights the importance of considering the tasks assigned to developers during the on-boarding process. Tasks can significantly impact their learning, confidence, and social connections within the team. Understanding and implementing effective task assignment strategies can contribute to a positive on-boarding experience for new developers in software development teams.

Relevant links

<https://ieeexplore.ieee.org/abstract/document/9401978>

5. CASE STUDIES

5.1 CASE STUDIES

PRACTICE-BASED LEARNING AND ON-BOARDING AT GOOGLE: A CASE STUDY ON SOFTWARE ENGINEER TRAINING

Resume

This case study examines Google's on-boarding program for software engineers, focusing on practice-based learning. It explores the implementation, impact, and benefits of this approach in fostering a collaborative and productive environment.

Protagonists

The protagonists of this case study are Google, the organization providing the on-boarding program, and the new software engineers (Nooglers) who participate in the program.

Description

Located in Google's headquarters in Mountain View, California, as well as other Google offices in Hyderabad and Zurich, this case study analyzes Google's on-boarding program and its emphasis on practice-based learning for new software engineers.

The research findings indicate that Google's on-boarding program is state-of-the-art and incorporates effective practice-based learning techniques.

The program promotes legitimate peripheral participation, encourages peer-learning and collaboration, reduces isolation, enhances collegiality, and contributes to increased employee morale and job satisfaction..

5. CASE STUDIES

5.1 CASE STUDIES

PRACTICE-BASED LEARNING AND ON-BOARDING AT GOOGLE: A CASE STUDY ON SOFTWARE ENGINEER TRAINING

Lessons learnt

The case study demonstrates that incorporating practice-based learning in the on-boarding process can significantly benefit organizations, fostering a sense of belonging, enabling effective knowledge transfer, and enhancing overall employee satisfaction and productivity.

The insights from Google's approach can serve as a benchmark for other companies aiming to improve their on-boarding and practice-based learning initiatives.

Relevant links

<https://www.emerald.com/insight/content/doi/10.1108/13665621011028620/full/html>

5. CASE STUDIES

5.1 CASE STUDIES

MENTORING IN THE WORKPLACE

<p>Resume</p>	<p>A success story about the positive impact of running a mentoring programme at a California-based tech company Sun Microsystems (now Oracle).</p>
<p>Protagonists</p>	<p>Sun Microsystems (now Oracle) & their employees.</p>
<p>Description</p>	<p>In one of the largest studies of its kind, researchers monitored 1,000 Sun employees over a five-year period and found that 25% of employees in a test group who took part in the company’s mentoring program had a salary grade change, compared with 5% of employees who did not participate in the programme, 72% of mentees were retained (compared with 49% of employees who were not mentored), and the mentored employees were promoted five times more often than those not in the programme and retention rates were much higher for mentees (72%) and mentors (69%) than for employees who did not participate (49%).</p> <p>The benefits are not just for mentees either, as mentors report improving their leadership style, gaining a better understanding of new technology, connecting with younger generations, and having an improved understanding of the dynamic lower down the organisation.</p> <p>For mentees, the key benefits are gaining valuable careers advice, improving access to training, getting support, encouragement, advice, and guidance from people who have once been in the same position.</p> <p>Mentoring can transform an ordinary co-worker relationship into a mutually beneficial and meaningful bond for both parties</p>

5. CASE STUDIES

5.1 CASE STUDIES

PRACTICE-BASED LEARNING AND ON-BOARDING AT GOOGLE: A CASE STUDY ON SOFTWARE ENGINEER TRAINING

Lessons learnt

The study, conducted by Gartner, used statistical analysis to examine the financial impact of mentoring. They concluded that “mentoring has a positive impact on mentors and mentees, producing employees that are more highly valued by the business

Relevant links

<https://chapple.ltd.uk/2017/11/20/mentoring-workplace-success-story/>

6. CONCLUSION



The main objective of this handbook is offering a complete guideline to both, employers and employees, in order to ameliorate the employability during the very first weeks of their incorporation.

Through these pages, multiples resources has been presented in order to enhance the entry of a new employee in a company by developping a solid on-boarding programme but how?

This handbook contains multiple definions about the on-boarding process (before, during, and after), KPIS which will serve as standars to measure the success of the new employee adaption, different activities that can be done during the process, methodologies, digital tool and even case studies and good practices that demonstrate how beneficial this process is.



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ANNEXES

ANNEX 1- IDEAL FIRST IMPRESSION

ANNEX 2- HUMAN BINGO

ANNEX 3-SCAVENGER OFFICE HUNT

IDEAL FIRST IMPRESSION



RECORD AN HORIZONTAL VIDEO*,
NO LONGER THAN 3 MINUTES
ANSWERING THE FOLLOWING
QUESTIONS

1

WHO YOU ARE

What is your name?
How do you like to be called?
Where were you born and raised?

2

BACKGROUND

Where did you study?
What is your professional background?

3

POSITION

What will your role be?
What are you looking forward to?

4

HOBBIES AND FACTS

Share something you like to do?
Share a curious fact about yourself?

5

MOTTO

How would you define your life motto?

*IT'S NOT ALLOWED SELFIE MODE



Co-funded by the
European Union

Bingo

Office version



Rules: Find 9 different people to explain/share each one of the topics.
After ask them to sign the square.

Values of the Organization	Vision of the Organization	Objectives of the Organization
How to use the coffee machine	How to use the printer machine	How to open and/or close the office
Name of the founder/s	Date of foundation	Current Projects



Co-funded by the
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Scavenger Office Hunt

ONBOARDING TOUR

This List will introduce you to key places, materials, and people from different areas of the company that will be important in your daily work.

- Find the main room of meetings;
- Learn how to use the coffee machine;
- Meet the responsible of Department;
- Find the Emergency Plan;
- Selfie with printer Machine;
- Meet the longest team member;
- Meet the older Department member;
- Water the plant in the entrance;
- Learn how to use the air conditioning;
- Find the silence meeting room;
- Selfie in the mirror of the bathroom;
- Meet the most recent person before you;
- Complete the Computer configuration;
- Access your profesional email;
- Meet all your team members;
- Selfie with the logo of the Company;
- Find the Lost and Founds of the office;
- Complete this Scavenger Office Hunt.



NOTE: Once completed submit your selfies on the folder "Onboarding selfies"



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