

## Process

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### 02. OVERVIEW

#### ➤ What is Onboarding?

Onboarding is the process of introducing new RJA employees to our business, and ensuring they adjust to the social and performance aspects of their new jobs quickly and smoothly. It is the process through which new employees learn the attitudes, knowledge, skills, and behaviors required to function effectively within our company.

When new employees feel welcomed into the business and prepared for their new jobs, the faster they will be able to successfully contribute to the RJA vision.

### 03. MANAGERS RESPONSIBILITY IN PREPARING FOR ONBOARDING

➤ **Before the new employee starts, follow the steps below:**

1. Call to clarify expectations on the first day, office hours, dress code etc. Also remind the employee to bring any information required to complete forms on the first day.
2. Prepare onboarding/induction pack with employee handbook, company information, organisational charts, job description, information on each department, links to resources etc.
3. Determine what small projects or tasks the new employee could begin working on. What are the required readings to catch him or her up to speed with current projects in the company. Recommend researching clients etc.
4. Create a learning and development plan to be discussed and refined with the employee during the first week. Use this to arrange any required training.
5. Prepare office supplies and business cards (if applicable).
6. Work with IT to prepare technology equipment and have relevant logins for work servers and software applications created. This includes standard sets for all employees including email setup and access to common drives and printers.
7. Notify the business via RJA email memorandum of the new employee announcement with start date, position etc.
8. Pre-organise meetings (onboarding schedule) for the new employee with relevant team members and departments, and add to their calendars.
9. Add any recurring staff meetings to their calendars prior to their commencement.
10. Set up a welcome lunch.

## ➤ First Day

1. Tour of the company, welcoming the new employee and introducing them to team members, various departments, and the layout of the office.
2. Initial meeting to discuss and manage their expectations.
  - a. Run them through their schedule for the week.
  - b. Explain the role in more detail, including how it fits in with the department and contributes to the company.
  - c. Goals and projects within the team and the wider organisation, relationships with other teams/departments etc.
  - d. Review and explain organisational charts.
  - e. Run through day-to-day work-related policies. Travel reimbursement, security, overtime compensation, lunch breaks, leave request etc.
3. Give employee sufficient desk time to login to their computer, systems access and other applications critical to their roles.
4. Make sure the new employee has their login details. Let them spend sometime going through IT procedures, testing network access, IT support, telephone and relevant policies.
5. Take employee to one-on-one or lunch with a small group.

## ➤ First Week

1. Training for business applications and work systems.
2. Meeting key stakeholders from various departments that the employee will work with, plus senior management if possible.

3. Arrange a team lunch. This enables employees to meet fellow team members in an informal social setting to speed up the relationship building process, and help them better understand the dynamics of the team.
4. Create employee goals, KPIs and milestones, and setup the PDR process. Ensure the employee has a clear expectation of job expectations for the first month and 6 months.
5. Review calendar of events.
6. Run through the tasks to be performed. Identify work related tasks to be done immediately, and make sure to provide access to resources and let them know who to ask for help.
7. Debrief after initial meetings, training and after they start their initial tasks.
8. Ensure direct managers touch base at the end of each day.

## ➤ **During the first few weeks or months**

1. Further clarify the employee's role in the company.
2. Schedule regular one-on-one meetings, specifically to elicit feedback about how well the new employee is performing and adapted to their organisational culture, and if there is any additional support and/or training they feel is required. They should feel well introduced to the system and made to feel that he or she is part of the team.
3. Express confidence in the employee's capability and offer meaningful feedback to guide employees in the right direction. Let them know what they are doing a good job in, and constructive feedback on what could be improved. Make sure it is easily for them to contact you for feedback.
4. Give the employee an important assignment to 'own', and explain how it contributes to the business.
5. Continue introducing them to employees in the company, and encourage them to attend social events.

➤ **During the first three months, then six months**

1. Initial review of progress towards KPIs and milestones (PDR process). This is important in identifying training required to cover any gaps in skill, knowledge or competence that may be affecting the worker's productivity.
2. Request feedback from the employee to understand their perceptions of the job and if it aligns with their initial expectations.
3. Request feedback from team in regards to new employee performance, and how well they 'fit' within the team culture.
4. Offer continued support to help guide the worker's attitude and productivity.

## 04. ONBOARDING SCHEDULE

An "Onboarding Schedule" must be setup and completed for all new employees and issued to the new employee 1 week prior to commencement.

Please refer to "*TEMP010 – Onboarding Schedule Template*" for completion.

The schedule must be completed with allocated timeslots and each meeting added to the new employees calendar.

Meetings with each stakeholder/ team member should include, but not limited to:

1. Brief description of how long they have been with RJA and some context around their professional background.
2. Their current job role within RJA.
3. How they will be working with the new employee and the team.
4. Any important information they would like the new employee to know about the interactions they will be having with them, in line with their position description.
5. Any other information they feel necessary

Please see below example schedule:

## Thursday:

- 8:30am – John arrive to office
- 8:45am – Executive Assistant meet and greet
- 9:00am – Commence introduction to all staff and tour of Head Office
- 9:45am – Meeting with Direct Manager - Initial induction on processes and procedures
- 11:30am – Desk Time
- 12:30pm – LUNCH
- 1:30pm – Meeting with Finance Director
- 2:15pm – Meeting with Design Director
- 3:00pm – Meeting with Estimating Team
- 3:45pm – Meeting with Projects Team
- 5:30pm – End of Day

## Friday:

- 8:00am – John arrive to office
- 8:15am – Meet with Directors
- 8:45am – Desk Time
- 10:00am – Meeting with Direct Manager to recap on onboarding process
- 12:00pm – LUNCH
- 1:00pm – City (review stores)
- 5:30pm – End of Day

## Note:

Please ensure any relevant notes are included on the schedule, such as:

- Tim Smith on annual leave until 1<sup>st</sup> October 2019.
- Lunch to be scheduled with Directors for 7<sup>th</sup> November 2019.
- A self tour will need to be undertaken of the following stores:
  - David Jones – Elizabeth Street
  - Burberry - Collins Street, Melbourne

**05. ONBOARDING CHECKLIST**

Please ensure the following items are actioned prior to the new employee commencing within the business:

- New Employee IT Setup complete
- New Employee Email address, printer setup, login details and network access complete
- Employee Contracts signed and sent to payroll
- Company Handbook and Policies issued to employee
- Desk space and work area setup
- All relevant equipment, stationary and business cards ordered
- Issue new employee with all relevant keys, fobs and access codes
- Relevant meeting invites added to calendar
- Schedule one to one meetings
- Book in tour of Head Office with Executive Assistant
- Send company memorandum announcing new employee start day and position
- Introduction to clients/ projects setup

**Related Resources, Tools and Links**

- TEMP010 – Onboarding Schedule Template

**Contact & Further Information**

For further assistance please contact your direct manager.

**Process Owner**

Directors – RJA

Note: This document does not form part of any contract between you and RJA. It summarises the guidelines and procedures to be followed when undertaking the onboarding process of a new employee. Review in accordance with applicable legislation, and is not intended to create any additional legal rights or obligations. Any reference to obligations or requirements of the Company in this document is not intended to give rise to contractual obligations binding on the Company. This document may be varied from time to time.