

Onboarding:

Source: Müller-Vorbrüggen, Michael/Radel, Jürgen (2016). *Handbuch Personalentwicklung: Die Praxis der Personalbildung, Personalförderung und Arbeitsstrukturierung*. Stuttgart: Schäffer-Poeschel Verlag: pp. 279-296

a) The onboarding process begins before the first day of work of the new employee. During the time between signing the contract of employment and the first day of work, the HR employee stays in contact with the employee, for example by sending a greetings card, information file, inviting them to training events and informing them about e-learning.

b) Thereafter, the HR employee prepares a checklist for the employee's onboarding process. Moreover, they share information about the new employee with the colleagues and managers to avoid conflicts on the first day of work. Furthermore, the workplace and work equipment are prepared by the IT employee, which includes preparing access rights, ordering the required keys, ordering a laptop, preparing login details and a personal card. Finally, a plan for the first work week should be prepared. The pre-onboarding process is then complete.

c) When the employee arrives on the first day of work, he/she is welcomed by the department manager. The manager escorts them on the first day to meet their colleagues and the other managers, conduct a company tour, discuss mutual expectations, instruct them about security issues and explain the work flow. Additionally, the work equipment has to be submitted by the IT employee. During the first week, a great deal of training is provided to the employee. At the end of the first week, feedback is conducted. The first week of onboarding is then complete.

d) During the first six months, the manager adjusts the employee expectations based on the feedback, provides regular feedback, and develops employee knowledge and performance by providing professional training, seminars and mentoring programs. After six months the manager conducts a final meeting with the employee to discuss achieved goals and expectations.





