

Virtual Onboarding

Keys to quickly making the shift.



Keys to a fast transition

Points for discussion

Ensure stakeholders can play their role

Include work from home training

Enable hiring managers

Share perception of the new hires' experience

1.

Ensure Stakeholders can play their role

Revisit ownership of the following roles in the on-boarding process:

IT
HRBP
L&D
Managers



Setting up a virtual onboarding program.

STEP 1

Pre-Boarding

- Maintain communication with new hires from offer acceptance through their first day.
- Include set-up instructions to new hire materials like computer, phone etc,
- Introduce point of contact for questions.
- Build a direct line of communication between new hire and IT department.

STEP 2

Orientation

- Make new hires feel welcome through seamless virtual orientations.
- Convert standardized introduction events into virtual meetings.
- Pay particular attention technical difficulties.
- Involvement of IT department a must to resolve issues.

STEP 3

Internal Network

- Managers need to be more intentional about how they are expanding the network of their direct reports.
- Prompt hiring managers to make a list of key contacts and task the new hire to schedule meetings with them.
- Hiring managers should provide guidance on talking points that are relevant to the individuals roles but also encourage informal discussion to build rapport.

2.

Include **work** from **home** training



Develop and share work from home training and advice.



Provide additional assistance through:

1. Webinars
2. Curated List of Articles
3. Daily Emails
4. Weekly Tips
5. Online Support Group



Create an **effortless** learning experience.

Principles for Highly Consumable Learning



Substance



Voice



Visual



Interaction

Source: Gartner





Substance

Ask how you can make your content more about the learner and their work and less about the act of learning, and more understandable and less complex.



Voice

Ask how you can make your content feel more organic and open to interpretation and less “corporate” and polished, more authentic and less impersonal, more candid and less legalistic, and more naturally worded and less jargon-y.



Visual

Ask how you can make your content more stimulating and inspiring and less graphically dull, more multimodal and less static and two-dimensional, and more physically portable and exportable and less destination-dependent.



Interaction

Ask how you can make the interaction more interconnected and building and less standalone modules, more about learner behavior, action, and reaction and less passive, and more actionable and directive and less theoretical and suggestive.

3.

Enable hiring managers

Equip teams with the resources and tools they need to drive new hire success:

- Share team building exercises.
- Provide resources on communication styles and work preferences.
- Share conversation guides.
- Connect new hires with stakeholders.



Building a **network** in a virtual environment is more **challenging** but **important**.



Typical New Hire **Network Building**



Meet face to face (or videoconference)



Understand their current role



Understand their professional background



Learn about their experience when they were new hires



Learn about their hobbies and interests

Productive Relationship-Building Goals



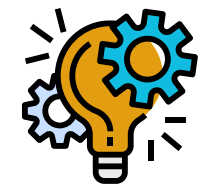
Understand preferred communication methods and tools



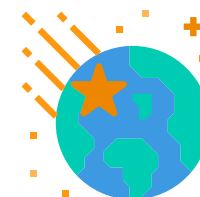
Understand preferred work hours



Learn about specific project-related goals



Find out how to contribute to their projects



Learn how their projects impact my work

4.

Shape new hires' perceptions of their experience

To shape new hires' perceptions of their onboarding experience:

- Reinforce the successes of the program.
- Reframe the potential negatives.
- Be mindful of the fact that new hires will be re-onboarding to the office environment and in-person norms when they return.
- Ask them for feedback.



In a feedback survey or focus group, ask your new hires questions relating to:



Networking opportunities

Orientation delivery effectiveness

Support provided by peers

Relevance of training and materials to role

Organizational structure, processes, and culture

Manager quality

Overall satisfaction

Conclusion

- Virtual onboarding poses many of the same challenges as in-person onboarding.
- Focus on delivering training that is effortless to consume and relevant to new hires roles, and equip managers with the tools to build their new reports' networks beyond obvious connections.
- Continue to build virtual onboarding programs, gather feedback from new hires, acknowledge any mistakes you've made, and incorporate lessons from those mistakes into future iterations of your programs.

