Design Document

A Manager's Guide to Onboarding New Employees

Business Purpose	• A successful onboarding program can impact employee retention, job satisfaction levels, and employees' proficiency and ability to achieve stated goals and results. • Company X, a large real estate development company, relies on individual managers to onboard their new direct reports. There is currently a lack of structure in the onboarding process, which has resulted in significant inconsistency in the onboarding being provided amongst managers to new employees. No specific guide or outline of topics to cover is provided to managers, so each manager makes their own determination about what to include. Managers currently lack the necessary support and resources to guide their onboarding efforts. • Additionally, results from Company X's recent employee satisfaction survey indicated that employees viewed their onboarding experience as inadequate in preparing them for their role and a significant number of employees were dissatisfied with the experience they had. • In order to address these issues, additional training is needed for managers to help them structure a consistent and effective onboarding experience for their new employees. • Training the managers on key components of a successful onboarding experience will create an improved onboarding process that is structured and consistent across the organization. It will also lead to higher levels of satisfaction from new employees in regard to their onboarding experience and they will be better prepared for their role within the company, which may impact employee retention and proficiency.
Target Audience	• Managers that have direct reports
Training Time	• The training time will be approximately 30 minutes. • Training time accounts for the number of main topics covered in this course and considers the average amount of time a learner may spend engaging in the various interactions, knowledge checks, and assessment questions.
Training Recommendation	• One interactive e-Learning course developed in Articulate Storyline ○ The e-Learning delivery format will allow this course to reach all individuals in the identified target audience since the course can be accessed at any time by the learner based upon their own schedule constraints. Additionally, the course can be taken from any location where the learner has access to a laptop, tablet, or smartphone. ○ This format also allows for the learner to revisit the content in the course if they need it for reference in the future. • The e-Learning course will include a reflective activity, a variety of interactivity among the content, and knowledge checks. • The course is recommended to be initially taken by all managers that have direct reports; it is recommended to be repeated as a refresher when hiring a new direct report if the training was taken more than a year ago.

Deliverables	- Storyboard including script - One e-Learning course developed in Articulate Storyline - Voice-over narration - Personalized printout of information the learner came up with to include in their specific onboarding plan - One Job Aid (one page summary of key points of the onboarding process; included within the Articulate Storyline course as a printable resource)
Learning Objectives	1. Distinguish the onboarding responsibilities between Human Resources and managers. 2. Describe the essential aspects of establishing connection. 3. List the steps involved with addressing system and equipment needs. 4. Identify each aspect involved in communicating expectations. 5. Describe the necessary steps in providing job specific training.
Training Outline	- Introduction - Navigation - Consider Your Own Experience - Reflective activity to identify positive and negative aspects of their own onboarding experience - Learning Objectives - Onboarding Basics - What Is Onboarding? (definition) - Why is Training Needed? - Statistics about how a good onboarding program can affect employee retention, proficiency, performance goals, and company revenue - Onboarding Responsibilities - Overview of components handed by Human Resources (sending initial communications, creating the employee record, managing standard company wide processes, facilitating benefits enrollment, addressing initial annual compliance training) - Overview of components handled by the manager (engaging in ongoing communications, establishing connection, addressing system and equipment needs, communicating expectations, providing job specific training) - Knowledge Check (addresses learning objective 1) - Drag and Drop activity to distinguish between the onboarding responsibilities of Human Resources and those of the manager - Two attempts allowed - Customized feedback for Correct, Incorrect, and Try Again layers (including a hint on the Try Again layer) - Onboarding Responsibility: Establishing Connection (details out the five aspects of this component) - Welcome

- o Team
- o Workspace
- o Company Culture
- o Network
- Onboarding Responsibility: Addressing System and Equipment Needs (identifies the three aspects of this component)
  - o Providing necessary equipment
  - o Obtaining access to systems
  - o Reviewing systems
- Knowledge Check (addresses learning objective 2)
  - o Multiple choice type question to select among the descriptions of aspects of establishing connection
  - o Two attempts allowed
  - o Customized feedback for Correct, Incorrect, and Try Again layers (including a hint on the Try Again layer)
- Onboarding Responsibility: Communicating Expectations (addresses the three essential aspects of this component)
  - o Policies and procedures
  - o Job responsibilities
  - o Goals and expected results
- Onboarding Responsibility: Providing Job Specific Training (provides information on the four core areas of this component)
  - o Identifying training needs
  - o Supplying training aids
  - o Delivering training directly
  - o Connecting to other trainings
- Next Steps
  - o Activity to start drafting an onboarding plan (Note: This will only address one specific area from each of the four components; the learner will be expected to continue working on the plan after the course is completed).
  - o Learner will be asked to answer the following questions:
    - ▪ What are some ways you might welcome a new employee?
    - ▪ What systems will your new employees need access to?
    - ▪ What are some policies and procedures you should discuss?
    - ▪ What are some job aids, manuals, flowcharts, or process instructions you should provide?
  - o Provides learner with the option to print the following resource: Screen print of initial onboarding plan draft (utilizes the text entry the learner entered for the questions on the preceding layers)
- Summary
  - o Reviews the key points of the content that was covered in this course
- Final Assessment

	• Congratulations ○ Congratulates the learner on completing the course and provides them with the option to access and print the following resource: Job Aid (one page summary of key points of the onboarding process)
Assessment Plan	• Five graded quiz questions will be presented to the learner after they have completed the instructional course content and created their onboarding plan • Quiz will include a variety of question types (multiple answer, matching drag and drop, matching drop-down, etc.) • Each question will address one learning objective; question type will be selected to best align with the measurement of the corresponding learning objective • Learner will need to earn a passing score of 80% or higher to complete the course; they will be given the opportunity to retake the quiz until they earn a passing score