



## **Employee Orientation & Onboarding Process Plan for Company X**

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## Abstract

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Onboarding is a critical phase, where the employee is connected to the organization and its culture. It is a key element for organization's success. As the organization grows, the importance of having a systematic onboarding plan grows. Having an onboarding and orientation plan makes it easier for an employee to get started but also helps the HR employee in their job. Proper onboarding and orientation increases productivity, efficiency and engagement of the employee, and strengthens the corporate culture.

The objective of this thesis is to create a clear orientation and onboarding plan for a growing company in the field of HVAC and electricity. This kind of plan has not existed before in the company and the orientation and onboarding process has been short and incomplete. The onboarding plan is a tool for the HR employee to utilize when new employee is hired.

The author uses qualitative methods in measuring the orientation and onboarding needs of the company. The research has been carried out by observing, experimenting, interviewing and discussing with the employees and the colleagues of the author. The project itself has started at the beginning of year 2021 and the author has done background work ever since she started working in the company. The methods used in this thesis are guided and semi-structured interviews. Most of the results are generated from the author's own observations in the performance of her duties.

The results of the thesis are a linear orientation and onboarding plan and checklist which are tools for the HR manager to use when a new employee starts in the company. The onboarding plan is created for the company in question, and it considers the onboarding path of technicians but can be applied to administrative staff as well. The same list can be utilized at the end of the employment.

**Keywords**

onboarding, orientation, pre-onboarding.

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## 1 Introduction

The aim of this thesis is to create an action plan on onboarding process and employee orientation in a growing company on the field of HVAC electricity maintenance. The case company is a growing company founded in 2007, operating in the capital area and in the Middle Finland. Already this year the company in question has recruited 14 new permanent employees and besides that few trainees and technicians with an apprenticeship contract. The company keeps on growing and there is a big need for a functional onboarding procedure to follow when hiring new employees. There has not been a written onboarding process before, and the employee orientation has been quite simple and disorderly. The aim of the thesis is to create a step-by-step action plan for the company to use on the future recruiting.

In this thesis the author is exploiting her previous experiences of work life as well as the knowledge gained during the studies and the current work. As starting to write this thesis, the author had 8 months experience working in the case company as a Management Assistant performing HR tasks. Author's current position in the company is an HR and Administrative Manager. During the time of working in the company, the author has lot of hands-on experience on the matter. Observations have been made and employees and company management have been listened. The author has written down notes about what should be considered and changed in the onboarding and orientation process. This thesis will be a tool for the HR manager and for her future colleagues to use to make the onboarding smooth both for the employer and the new employee. The aim is to make employees feel welcome in the new work environment, but also to make it easier to start at their new work.

The author has a good knowledge of this subject at the company, since she has been already playing a big part on onboarding process. The process needs to be fixed and streamlined and above all, written down. An important point is that constructions field has a lot of safety related facts that needs to be taken care of. That's why fixing the process is even more important and necessary.

The results will be helping the HR responsible on their daily work. Process will be clear for everyone, for the HR person, foremen and the managers, as well for the new starting employee. When this process is clear, it improves trust among the new employee and the employer. It saves time and energy when things are done in organized and preplanned way. The step-by-step plan is done in chronological and logical order. This onboarding and orientation step-by-step plan is mainly for the employee that does maintenance and

installation work in the company, but it can also be applied in the orientation of administrative employees and foremen.

### **1.1 Background for the thesis**

This thesis is done as a result of a clear need. The company where the author currently works as an HR manager has not had clear onboarding and orientation procedures in the past. This is partly since the company has started out small and has grown into a medium-sized company in a relatively short period of time, and the management has been handling these issues themselves.

The company's administration has not previously had any actual HR manager who would be responsible of the employee onboarding. The author started in the company as a Management Assistant and was responsible of taking care of the HR tasks, the lack of onboarding process occurred. It was very clear that it should primarily be put in order in the growing company. Over the past year, the author has observed, created and modified existing processes. A thing to keep in mind is that several new systems for employees have been tested and introduced over the past year. Some of them came to stay and some were just tested. For the company's employees, last year has been a year of many changes. The company has grown in terms of turnover and number of employees. As is the case with changes, the introduction of multiple systems may also have confused some employees.

### **1.2 Need and objectives of the project**

The topic of the thesis was discussed together with the client, but in the end the author chose the topic for the thesis based on her own experiences in the case company. When she started working in the company in December 2020, the company did not have an onboarding and orientation plan. This was noticed right at the beginning when several new technicians were hired by the company. The onboarding process was not pre-planned, and it was not written down to anywhere. The employee onboarding and orientation organized was really limited and little was invested in it. It was confusing and the process was different for each employee. Earlier, many important things and information, were not mentioned to the employee at the beginning of the employment. Information regarding for example occupational health practices and general practises might not have been mentioned. These issues, which should be clarified from the outset, only became clear for the employee over time. Need for creating an onboarding plan was clear.

The main objective of the thesis was to create a clear action plan for employee onboarding to help both the new employee to start at their work, and to help the HR manager to deal with a growing number of employees. The onboarding plan has not existed before and there is no written record of it. The employee onboarding has not been on any person's responsibility. Now the goal is to create an onboarding plan that is clear and includes all the steps regarding the onboarding process. The onboarding plan is such clear that it would allow any employee to complete the onboarding of a new employee. The matters in the orientation plan are thoroughly reviewed, and in addition to this, a linear list regarding the order of the onboarding steps is made.

## 2 Employee onboarding & orientation

Onboarding is critical phase, where the employee is connected to the organization and its culture and is often considered as the first step of employee retention. Employee onboarding and employee orientation are often confused with each other. The words mean different things, though orientation has its part in the onboarding process. (Dávila & Pina-Ramírez 2018, 10.)

### 2.1 Onboarding

Employee onboarding is a process where a company or an employer engages new employees in the company's culture and their way of working. The aim of this process is to help the employee to become productive as well as become part of a team. Onboarding impacts on the employee's performance widely and has a direct connection to the outcomes of the business.

Onboarding can be divided into two sections which are general onboarding and role-specific onboarding.

In *general onboarding*, the employee is introduced to the company and its culture. This will be done for all the employees, no matter of their position at the company. Things to go through are such as company's history, values, mission and vision. General practices and procedures, also in HR related matters, are important to go through with every newly hired employee.

*Role-specific onboarding* means individual onboarding for a specific task or position. Adopting the position in such way that the new employee has all the knowledge and skills to perform on that position effectively and smoothly. The supervisor will lead the process of transferring knowledge to a new employee on their individual tasks. (Dávila & Pina-Ramírez 2018, 10.)

Onboarding of a new employee is according to Sims (2010) the most customised training program in a corporation. The onboarding should be targeted to the company's culture, policies, procedures and values. Sims says it is important to go through the needs of the company to determine the company's own onboarding program.

## 2.2 Orientation

Employee orientation is an event where the new employees are introduced and welcomed to the company. Orientations usually include presentations of different topics, such as company's history, values and culture, vision and mission. Orientation includes going through the regulations to follow. Orientation takes from hours to days and are nowadays held online more and more. (Dávila & Pina-Ramírez 2018,11.)

## 2.3 The difference between onboarding and orientation

Employee onboarding and employee orientation are two different things. For some, it's difficult to distinct the two. Onboarding represents the big picture while the orientation is a smaller part of the onboarding process. Onboarding is a comprehensive, proactive process that improves new employee's ability to understand the company culture and to develop relationships between the different teams and management. Orientation is a shorter period, where all the necessities are gone through. Orientation alone does not cover all depth topics that onboarding program does. (T. Allen 2020.)

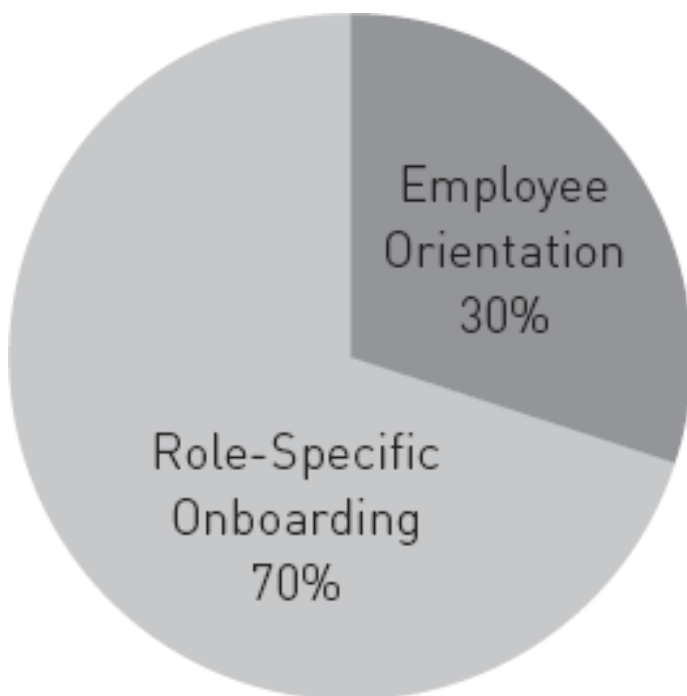


Figure 1. Illustration of the differences between employee orientation and employee onboarding (Dávila & Pina-Ramírez 2018, 11)

## **2.4 Pre-onboarding**

Onboarding process also includes pre-orientation process which contains everything that happens during the recruitment and before offering the actual job. This includes e.g., receiving information about the company, paperwork of the hiring process, uniform acquiring, announcements of the new employee, informal meeting of other colleagues, getting familiar with the company culture. (Dávila & Pina-Ramírez 2018,11.)

## **2.5 Benefits of well-organized onboarding**

According to Stein & Christiansen (2010) onboarding is related to the productivity of all new hires. They claim that effective onboarding can shorten the time to become a productive employee. The time varies of course depending on the employee's role and function in the company. When the onboarding process is effective, double efforts can be avoided and time and money is saved. Effective onboarding also avoids unnecessary frustration among the new employee and the manager. (Stein & Christiansen 2010, Ch. 2.)

Stein & Christiansen (2010) say that much of a company's value is based on the knowledge of existing employees. Employee know-how is an asset for the company and should be transferred to the future workforce. This knowledge transfer is part of a strategic onboarding. Apprentice programmes and mentoring are helping new employees to learn from the experienced employees.

Employment engagement has a significant affect to productivity and its level. High performers who are not enough engaged with the company are more likely to start looking for a new job. Low performers then again, are more likely to stick with their job. According to research, engaged workers are more productive, service-minded and profitable, and are less likely to quit at their job. (Stein & Christiansen 2010, Ch. 2.)

Company's reputation will improve if the system works and brings positive feedback. A well-organized onboarding enhances the company's brand image. A good employment brand attracts potential employees, negative experiences do the opposite. (Stein & Christiansen 2010, Ch. 2.)

Accountability when it comes to roles and responsibilities of an employee plays a big role in the onboarding systems. Sufficient information, guidance and support is necessary for the employee to fulfil their responsibilities. Strategic onboarding system functions when predefined roles and accountability is included in the system which provides support in different situations. (Stein & Christiansen 2010, Ch. 2.)

Well-organized and effective onboarding process is a prerequisite for company's long-term success. Onboarding involves costs. The costs include all the equipment and hours of work that are involved in helping the employee to get inside the organization. This kind of onboarding costs are such as laptops, phones, other equipment and tools, work hours of managers, first-day and orientation hours and trainings. (Anderson 2019.)

### 3 Case company

The case company is a growing company on the field of HVAC and electricity maintenance in Finland. The company operates in the capital area and Middle Finland doing technical maintenance of properties, extensive electrical and HVAC work and line renovations. The technical maintenance service is provided around the clock in the capital area. The company's typical customers are property managers, commercial real estate, construction companies and private consumers.

The company mentioned above is founded in 2007 when there were only 2 employees working in the company. Little by little, the company started growing and currently it has a total of 79 employees, from which 5 employees are working in the administrative tasks, another 3 as a foreman, the rest of the employees are technicians: electricians and plumbers. This amount includes 5 apprentices. In addition, for these employees, the company has several trainees working both on line renovation projects and technical maintenance.

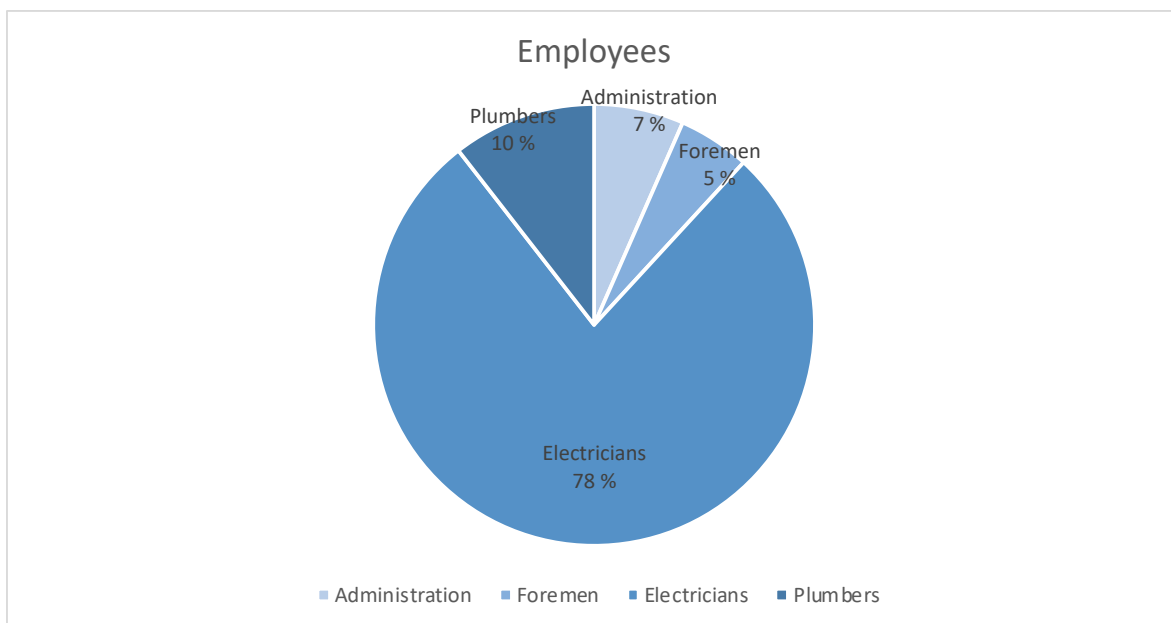


Figure 2. The number of employees in relation to the function in company, October 2021.

Only this year, the company has grown with at least 20 employees and growth has been fast. That's why a functional onboarding procedure is necessary when hiring new employees. Before, the onboarding procedures has not been pre-determined due to the small number of employees in the company. In this thesis a step-by-step action plan is created for the company to use in the future recruitments.

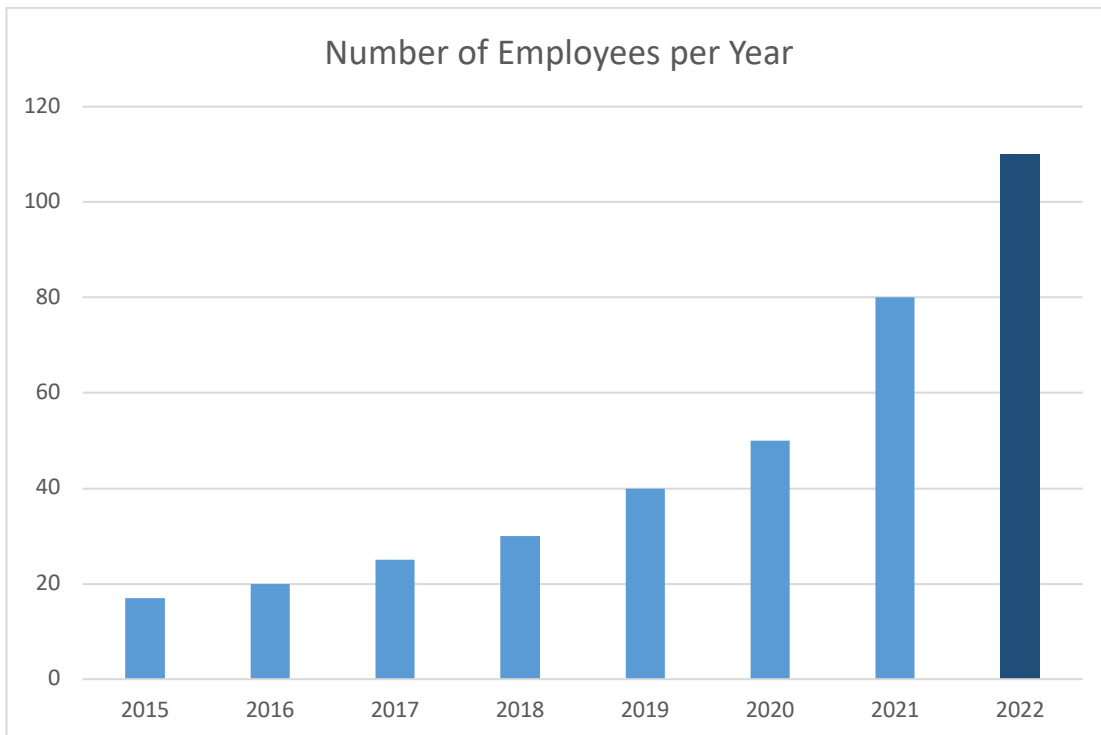


Figure 3. A description of the company's growth rate.

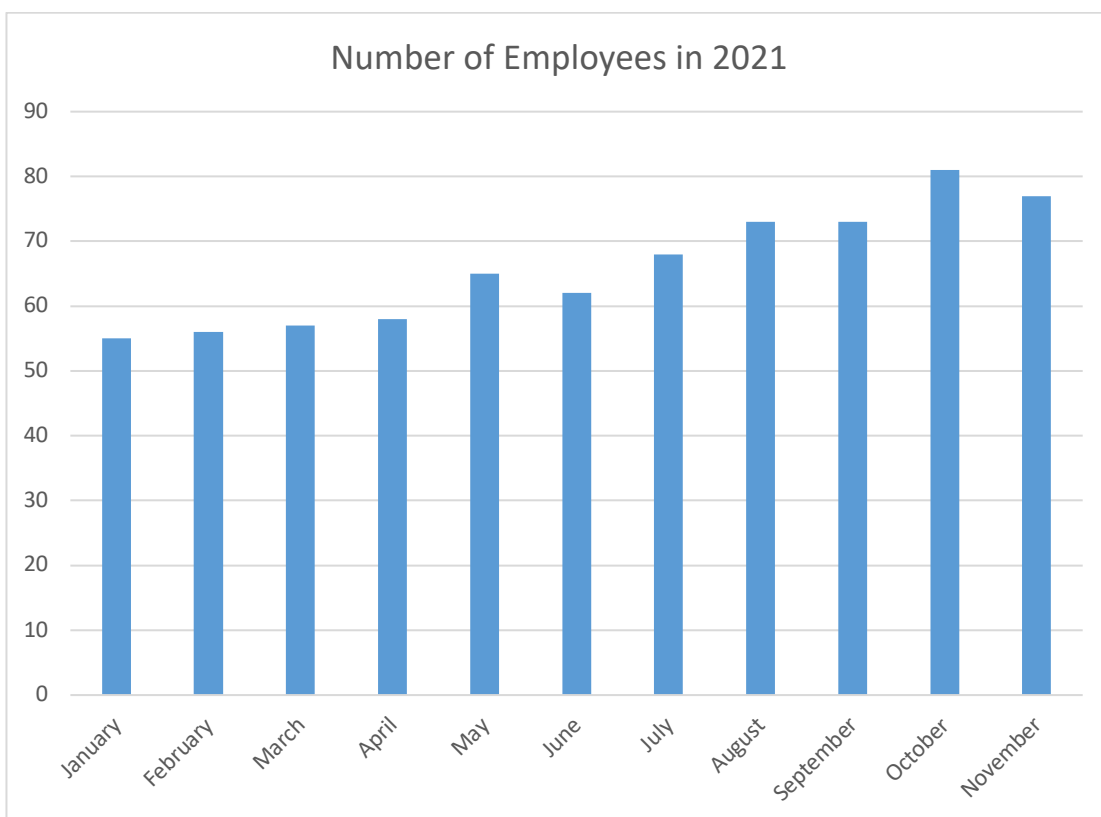


Figure 4. A description of the increase in the number of employees in 2021.

### 3.1 The current situation

At the beginning of the year 2021, a new ERP system, Easoft, was introduced to the company and its employees. That time the company had approximately 55 employees. The introduction of the new system brought some challenges which were quickly overcome. Quite soon after the new ERP system, a new internal communication channel, Slack, was introduced for the employees. Slack was tested for a few months, after which the company ended up using Microsoft Office tools through the whole company. User accounts were created for all permanent employees. Microsoft Outlook and Teams as an internal communication tool, were introduced for the employees. Some of the employees were already familiar with Outlook and OneDrive. The company's current employees are still practising of using Teams as an internal communication channel as similar channel in the company has not been used before.

In the future an occupational safety system, Rego, is planned to be introduced. Rego is a system for safety reporting. It is also possible to include orientation programs to this system. Currently, the operation of the system still requires planning, and the question is whether the system will be widely used in the company. In case not, the company might use MS tools for the onboarding tasks. This will be decided later.

Another system, Hilti OnTrack!, was introduced for the employee in the end of the summer 2021. It is used to manage the tools and equipment carried by the employees of the company. All larger and more valuable tools are registered in the Hilti On Track! system. There are few employees who are still not using the system. It is intended that all employees have active use of the system and that each tool transfer will be recorded in the system.

The implementation of the above-mentioned systems in use has taken place quickly and for some of the employees the implementation of the systems is still pending. The implementation of any new system is usually done on the spot, at the office, or afterwards either with instructional videos and tutorials or short lessons at the workplace during the morning meetings. Telephone counselling in various situations is common and feedback regarding the systems is collected regularly.

## **4 Project methods**

The methods used for collection data are qualitative interviews and author's observations and discussions with the target group and co-workers. The research also utilizes the author's previous work life experience. Colleagues from other companies have also been interviewed about the practices of the company they for work. Both pre-constructed and open-ended questions are used on the interviews.

### **4.1 Qualitative research**

Qualitative research is understood as a description of the data and the form of analysis. Various reading methods can be applied to qualitative data, including quantitative reading methods. The interview can be used both qualitatively and quantitatively and the information gathered through the interviews can be analysed both qualitatively and quantitatively. (Alasuutari 2011, Ch. 2.)

Qualitative material is at its simplest text, such as interviews or observations. In qualitative research, the researcher has freedom, which makes the design and implementation of research flexible. (Alasuutari 2011, Ch. 2.) Interviews consist of discussions where the interviewer asks the interviewee prepared questions related to the topic. (Eriksson & Kovalainen 2008, 78.)

Qualitative interview can consist of structured and standardized interviews, guided and semi-structured interviews or unstructured, informal, open and narrative interviews. A good advantage regarding qualitative method is that the interview can be held at an informal and more conversational level and the questions prepared are comprehensive. The interviewer must be ready to investigate broad responses. (Eriksson & Kovalainen 2008, 81.)

The method used in this thesis are guided and semi-structured interviews. The list of the questions is prepared before the interviews but in case there are other topics arising, the questions can be extended and added according to the discussion. The interviews are conducted either face-to-face or remotely, by telephone.

### **4.2 Interviewing**

The author interviews recently hired workers, both technicians and office workers. The first interview was done for a person working in the sales position. In terms of consideration, the company has not had anyone in the sales role before. This role is new throughout the company.

The questions I asked were whether the new employee was already familiar with the company, whether the tasks and responsibilities were clear from the beginning, was there something missing in the orientation, whether the employee received enough information and as for orientation, did the employee feel welcome in the new company and what more would have been needed.

The employee replied as follows. The employee felt welcome and was already a little familiar with the company. The job assignments were straightforward, but the expectations and goals for completing the assignments were not. Also, there wasn't really anyone in the company who could guide a new employee to that role. Sure, sales appointments were pre-arranged on the calendar and that was easy to start with. The employee had to create and develop the role himself. The orientation did not go through everything that would be good to go through when starting a new employment. Among other things, occupational health services and sports benefits were not mentioned, they only survived afterwards.

When discussing what could be developed in terms of induction, the employee mentioned that it would be good to create common clear rules of the game for the company. Also, ready-made tools and equipment at the beginning of the employment relationship make the employee feel welcome.

While interviewing newly started technicians, a few points came up. At the first day of work, matters related to hourly recording, systems, usernames and passwords and common practices were discussed through together. The tools and workwear the employee had to pick up themselves. Since the content of the work itself was similar compared to the former work tasks, the technician had easy to start working in the new company. Issues that were not covered on the first day included issues related to occupational health and sport benefits. These, however, would survive over time.

A development idea for what the orientation should include is a list of contacts that the employee will be in constant contact with. The list includes contact information for key customers as well as contact information for colleagues.

### **4.3 Findings**

The main findings of the interviews and the observations were that there is a need for a clearer onboarding and orientation package that also covers issues related not only to the work practices themselves, but also to issues related to the company's stakeholders,

which are not necessarily important for the first day of work, but which are relevant information over a longer timeline. These include e.g., occupational health services and practices, exercise benefits, company general practices and strategy and values. Going through the new employees own tasks and goals is also essential. Work equipment should be ready and at least easy to pick up on the first day, and related practices should be explained to the employee at the outset.

The employee feels welcome when he or she is considered, among other things, by delivering tools and other supplies on the first day. It is essential that the employee does not have to ask much of these matters himself, but that they are mentioned from the beginning by the company. Likewise, the employee should be told where the information can be found and who can be asked about any matter. Sharing contact information of the stakeholders, employees and managers was a development idea for what the orientation should include.

Based on the author's observations and experiences, an HR manager also needs a clear list of steps to take when new employee starts working. The list is also useful for the company's management and foremen. They need to have the knowledge of what steps the onboarding and orientation involves, so they can play their part to support the process. The checklist and "step by step action plan" have not existed before, only in the head of the HR and on the note paper, and the orientation has been slightly confusing both for the employee and employer.

## **5 Step-by-step action plan**

This step-by-step action plan is made exclusively for this company, considering the needs of the company and the systems and practices in place. It is to be used as a guide when new employee starts in the company. This guide starts at the point where the person has already been invited for a job interview. The employee has already found out information about the job and the company they are applying for. This action plan is especially a big help for the HR manager, but also a make it easier and clearer for a new employee to start at their work.

### **5.1 The job interview**

In the job interview, the potential employee will be introduced to the company one more time. Basic practices and work-related issues are reviewed together. The employer introduces the company and the work tasks to the employee. At this stage, it is determined whether the employee has the required licenses. In case the licenses are not valid, the employee must complete the necessary licenses before starting at their work. The licenses required for the work are an occupational safety card, an electrical occupational safety card, a fire work card and a first aid card. Depending on the position, certain licences need to be valid. In case the licences are not valid when starting work, the first thing to do is to organize a course for the qualifications.

### **5.2 Signing the employment contract**

When it is decided to hire a new employee, a time is agreed for signing the employment contract. At this stage, the new employee is aware of their duties and supervisor. The licenses required are completed. The new employee provides their contact information as well as their bank account number and submits the tax card to the HR manager for payment of wages. The new employee will be informed about the start day of the work and all the necessities. All the information will be sent to them directly by email. This information will be sent to new employee's personal email address.

### **5.3 Welcome letter by email**

The information letter will be sent by email to the personal email address of the new employee. It includes some general information about the company and most important the first day at work -schedule and instructions. It is important the new employee feels welcomed and confident to start at their new job.

The first letter is a welcome letter. It includes instructions for the first day at work. It also includes for instance user accounts for the company email. The password will be sent to the employee by a text message. It also includes instructions how to log in on MS Outlook and Teams applications. The employee should try to log in to their accounts. It is recommended to do this before the first working day. In case the employee need help with this, logins are reviewed together at the office on the first day of work.

The letter also briefly introduces the ERP system, but the employee will receive more information about this on the first day. The employee is also informed that the user accounts for the ERP system will be sent to the company's e-mail address before the first day at work. The letter also briefly reviews workwear and tool practices and includes the employees own employee number. This number is to be used when buying tools, equipment, work wear, or anything else from the wholesalers.

It is recommended that the letter will be sent by the company's human resources manager who is in main responsible of the new employee onboarding when it comes to paperwork, applications and systems.

#### **5.4 Info package**

The information package, which is a Power Point -presentation, will be sent to the new employee at the first working day. The content of the information package is reviewed together with the new employee and the HR manager. It is important that the new employee knows who to contact in certain situations.

The information package contains basic information about the company, its establishment and values, as well as the number of employees. In addition to this, the package includes a summary of occupational health services, sports and welfare benefits, absence and other practices, tools and workwear, other benefits, and contact information for contact persons.

#### **5.5 ERP system & daily procedures**

The basic functions of the ERP system (Easoft) will be introduced by the HR manager. Easoft user account will be sent to the employee's company email on the first day of work. There will be video instructions on Teams, on the General channel. Specific videos how to use the ERP system and its different functions. The main functions for the employee are recording of working hours, recording of absences, installation reporting and find information related to orders.

Microsoft Outlook and Teams will be used for internal communication. In Teams/Share-Point, the employees can find all the necessary information related to work, occupational health, benefits, rules and procedures. Teams is used as an official channel of internal communication between employees. The orders are always written to the Teams on their own channel, from where they are transferred to Easoft.

MS Outlook will be used both for internal communications between the employer and the employee and for external communication with customers and partners. All the work-related emails and information will be sent to employees work email.

## **5.6 Workwear and tools**

Workwear is picked up by the employee before the first working day. Workwear that is not available from the office is picked up by the employee from the workwear store, VTR Work Wear, Konala. The clothing store has its own pre-designed collections for technicians both maintenance and contracting side. In case there will be any questions related to workwear collection, the store will contact the HR manager. HR manager might give a permission for workwear pieces outside the pre-defined collection.

When it comes for tools, the employee may be given tools that can be found in the warehouse. The toolbox has a ready-made tool package for both plumbers and electricians. Other tools as well as larger tools and accessories are picked up from the warehouse / office if necessary. Common tools are returned to storage after use. A dedicated system, Hilti OnTrack, is used to manage the tools and every single power tool must be registered in the system. Small tools don't need to be registered in the system.

Hilti OnTrack -system will be introduced to the new employee also on the first day. All tools are registered in the Hilti On Track! -system using QR code labels. The employee is instructed to use the application. The application can easily transfer tools from one employee to another. The company stays on the same map of what tools the company has, where / who has the tools, what tools can be found in the warehouse. When an employee resigns / dismisses, the employer knows which tools must be recovered from the employee.

Hilti OnTrack is an important tool for the company. When an employee is taught to use the app from the beginning, the use of the app is smooth, and the tools are easier to manage. The employee is also likely to take better care of his or her work equipment.

Workwear practices for new workwear will be made clear from the beginning. The employee is aware of how he or she should wear during work hours and when and how often workwear should be updated.

### **5.7 Occupational health system**

A new employee should be given a job entrance check immediately after starting work. The occupational health nurse is in touch with the employee to arrange a time. The employee is informed about occupational health practices and is aware of where to contact if the employee has health problems. The company's occupational health is arranged at the Pihlajalinna Medical Center.

It is important that the employee knows where to seek medical help in various life situations as well as accidents at work.

### **5.8 Occupational safety and reporting**

Taking care of the occupational safety of the employees is important. Safety observations at the construction site and at the work site should be considered. The intention is to introduce a system, Rego, in the future through which the employee will be able to detect threats affecting occupational safety at the construction site. This is the best way to prevent serious accidents at work. The system will be operational as soon as it is completed.

An orientation section is to be built in the same system, which the employee will complete before starting work. This is also under development and under construction. The systems will be introduced next year and will be part of the orientation.

The same system contains information on employee qualifications and acts as a competency management system. The system will show if the qualification is expiring.

### **5.9 Morning meetings as part of ongoing orientation**

Morning meetings are part of the ongoing orientation. Morning meetings are held weekly. They review the situation on site, the number of installations, possible changes in procedures and practices, new employees etc.

The morning meetings keep the team together and maintain a team spirit, which is important for the company's operations. In this case, employees also can raise the issue at a low threshold. Employees also see each other and know who they are working with. This is especially important when a new employee enters the company.

### **5.10 Monthly newsletter for the employees**

The aim is to send a newsletter to the company's employees on a monthly basis. The newsletter is a tool to share information about the changes in the company, financial situation and numbers and other relevant topics. The topics of the newsletter can be discussed in more detail in the morning meetings. Newsletter will be sent to employees by email.

### **5.11 Informal social groups**

The following is an informal but important matter to consider. It is important for the new employee to feel welcome. The company has informal communication channels for leisure and partly for business communication. The employee should be added to the necessary discussion groups at the beginning of the employment relationship. These discussion groups are on WhatsApp.

## **6 A list of plans for HR manager**

### **6.1 At the job interview**

The following matters should be gone through with the employee candidate; job description and title, working hours, salary, payroll date and possible commissions, starting date of the employment. Other matters to mention are sport and wellness benefits (ePassi) and other benefits such as company garage for shared use. The validity of licences should be checked and in case the licences are invalid, the employee should be directed to take the required training courses before starting the work.

### **6.2 Signing the contract**

When signing an employment contract, the following matters need to be reviewed: type of employment, annual vacation, salary, payroll period and annual vacations and sick leave practices.

Contact information of the employee should be collected at this phase. Information needed: full name, phone number, email address, bank account number and tax card. Tax card must be delivered before the first pay roll date. A picture of the employee for "Valttikortti" should also be taken.

### **6.3 Actions to be taken when new employee is hired**

When new employee is hired and the contract is signed, a company email account should be opened for the employee. Welcome letter is sent to employee's personal email address. In the same letter the employee is notified of the company email account, password to this email account will be sent by SMS. The welcome letter includes the instructions for the MS Office applications and instructions for the first day.

Information package, Power Point presentation, will be sent to company email account. ERP system (Easoft) user account will be created. The password will be sent to employee's company email account. The employee must be added to delivery calendar and an employee number in the ERP system must be created.

Hilti ON Track! -account should be opened. Hilti ON Track! automatically send the user account for the employee's email. Instructions to use the application must be send separately by email.

The employee should also be added to occupational health portal and be invited to medical examination. All the valid licences should be added to Rego occupational safety system.

Accounts to open if necessary: ePassi and Easypark, phone subscription if needed. St1-refueling card should be ordered if necessary. The employee should be added to Vastuu Group portal and Valttikortti must be ordered. Also, the necessary purchase accounts for certain companies such as Puuilo, must be opened for the employee.

The payroll clerk must be notified of the new employee by sending them the contact information mentioned above. A work contract should include all the necessary information the payroll clerk will need. In case the employee has a phone subscription by the company, should it be informed as well.

#### **6.4 First day at work and orientation week**

On the first day of work the use of MS Office accounts will be previewed together. This includes the use of MS Outlook, Teams and OneDrive. The necessary teams must be opened visible for the employee. The common team, Wirmax, should be visible throughout the company.

The functions of the ERP system, Easoft, are gone through together with the new employee. This includes instructions for recording the hours in different situations (annual leave, sick leave, unpaid leave, family leave). In general, Easoft different functions are reviewed together.

The company's general practices regarding the appearance, customer service, receiving orders and day-to-day operations are reviewed together with the employee. The employee shall be added to all informal WhatsApp groups that are necessary in order to be able to easily contact other colleagues in work related matters.

On the first day, the employee will pick up their tools and workwear. Instructions are given for that. After picking up the tools, they shall be registered to Hilti ON Track! -system. Instructions for that are delivered by email. The registration can be done together with the HR manager or foreman. After picking up the tools, the employee will start familiarization with their work with the assistance of their foreman or another colleague. After few weeks, the employee starts to work independently depending whether they work on the maintenance or contracting side. If necessary, the employee is given a maintenance car and instructions related to the car maintenance etc. The car must be checked to ensure that it has a locator installed.

After few days or at the latest after few weeks, should the HR Manager go through things again with the new employee, and check that all the steps above have been completed. It's also a good idea to go through together if an employee has anything in question, unclear, or development ideas concerning anything.

## **6.5 Finishing the contract**

The list above can be used at the end of the employment when finishing the contract for one reason or another. All previously mentioned user accounts should be closed shortly after termination of employment. However, it must be ensured that, for example, in the hourly recording system, all hours are recorded before the account is closed. The maintenance car, St1 refueling card, telephone and tools and equipment must be returned by the employee as agreed.

## 7 Product evaluation

This project and step-by-step plan for onboarding brings great value to the company. In fact, having an onboarding plan is a foundation for profitable growth. The plan made by the author is indeed useful and the management of the company is extremely thankful for having this onboarding plan done. It is something that we have been discussing already for a while.

The company is growing fast. Next year there will be roughly 40 new employees and onboarding besides the sales will play key role in a growing company. This process must be in order. Now when the work is done, there's a template as well as checklist of what need to be done at any stage no matter who does the work. The instructions are so clear that anyone can handle the employee orientation if necessary. In addition, it's a replicable process, and for it to go right, the cost savings are significant when done right. Many companies are wasting time on onboarding when this is not properly planned. Onboarding is a prerequisite for profitable growth since the employee will become profitable right from the start. The employee can start working and producing right away. When onboarding is organized in systematic way, time and money is saved. This kind onboarding plan also gives a more professional image of our company as an employer which is important, especially now when we are growing and hiring more new employees.

The result of the thesis is very useful and something that the company has been missing a while. It will be used in future and over time, it is modified as the company's processes reform. It's good that we have a clear onboarding plan which will be introduced for the management team and the supervisors and foremen. It is important that the core team of the organization is aware of all processes, including the onboarding process.

## 8 Conclusions

The purpose of this thesis was to create an onboarding and orientation plan for a fast-growing company that has not previously had one. The whole process started in January 2021, when the author started working in the company. The lack of an onboarding plan became apparent quite soon and the idea to start creating one was born very quickly. The author began to create processes for already existing employees to facilitate everyone's day-to-day work. These already established practices supported the thesis process and it was easier to start building the onboarding process plan. The idea of the onboarding plan was quite clear in the author's head. What was to do was to sit down, collect the pieces together and write it down.

The goal was to create an onboarding plan so that basically anyone in the company could take care of the process. The process had to be such clear that all the details and steps related when hiring new employees had to be considered. There are so many things to remember. For the new employees, it is much nicer and easier to start working in the company, when everything is smooth, things are taken care of and the tools for work are ready up front. It is also important to know who to contact in different situations.

The work regarding the onboarding plan started already as the author started working in the company. It's started with basic documentation. The author took notes of steps related of hiring a new employee. As the topic for the thesis was decided, the author kept on recording things and soon a clear picture emerged regarding the thesis and its structure and content. The actual thesis writing process started in September and ever since the author has been eager to have the onboarding plan completed. The onboarding plan has been worked almost a year now.

Now the process is finished, and the onboarding plan is put to proper use. The onboarding plan made during the process is very useful for the author. It lightens the workload by increasing smoothness in daily work. It also helps the whole management team to understand the picture better, and it brings certainty to of what as a company they are doing.

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## **Appendices**

### **Appendix 1. Interview questions**

Questions asked on the interviews:

- Where you familiar with the company before starting?
- Were the tasks and responsibilities clear from the beginning?
- How did you feel about the orientation?
- Did you get enough information when you started working?
- Was there something missing on the onboarding and orientation?
- Did you feel welcome?
- Any improvement ideas?

## Appendix 2. Onboarding checklist for the HR Manager in Finnish

Perehdytyksen CHECKLIST	CHECKED
<b>Työhaastattelussa</b>	
• työtehtävän ja työnkuvauksen läpikäyminen	
• työajat	
• palkkaus, palkanmaksupäivä ja mahdolliset lisäansaintamahdollisuudet	
• työn aloituspäivä	
• voimassa olevien lisenssien tarkastus	
o jos lisenssi ei ole voimassa, laitettava työntekijä kurssille	
• hyvinvointiedut sekä muut edut	
o ePassi liikunta- ja hyvinvointietu	
o Wimaxin autotalli yhteiseen käyttöön	
<b>Työsopimusta allekirjoittaessa</b>	
• käydään läpi alla olevia asioita:	
o työsuhteen muoto	
o palkkaus	
o palkanmaksupäivä	
o vuosilomat ja sairaspoissaolo- ja poissaolokäytännöt	
• uuden työntekijän yhteystiedot:	
o nimi, osoite, puhelinnumero, sähköposti	
o tilinumero	
o verokortti	
o kuva Valttikorttia varten	
<b>Kun uusi työntekijä päätetään palkata</b>	
• sähköpostitilin avaaminen (Midpointed tuki)	
• tervetulo kirjeen lähettäminen	
o käytä työntekijän henkilökohtaista sähköpostitiliä	
o huomauta työntekijää uudesta Wimaxin sähköpostiosoitteesta	
o lähetä salasana käyttäjätillille tekstiviestitse	
o liitä viestiin ohjeet Outlookin ja Teamsin kirjautumiseen	
o lisää viestiin ohjeet ensimmäistä työpäivää varten	
o lähetä infopaketti "Wimax työntekijälle" työntekijän työ sähköpostiin	
• avaa työntekijälle käyttäjätunnukset toiminnanohjausjärjestelmään, Easoftiin	
o lähetä käyttäjätunnus ja salasana työ sähköpostiin	
o muokkaa käyttäjäasetukset (tuntipalkka, myyntialue)	
o luo työntekijälle oma työnnumero	
o lisää työntekijä toimituskalenteriin	
• avaa työntekijälle Hilti ON! Track -tunnukset	
o lähetä ohjeet sähköpostitse työ sähköpostiin	
• lisää työntekijä Pihlajalinna työterveysportaaliin	
o kutsu työhöntulotarkastukseen	
• lisää työntekijä Rego -työturvallisuusjärjestelmään	
o päivitä työntekijän lisenssit järjestelmään	
o jos lisenssi ei ole voimassa työntekijä lähetettävä kurssille	

• avaa työntekijälle ePassi -käyttäjätunnus	
• lisää työntekijä Vastuu Groupin järjestelmään	
○ tilaa työntekijälle Valttikortti	
• tilaa työntekijälle St1 -tankkauskortti jos tarpeellista	
• avaa työntekijälle Easypark -käyttäjä, jos tarpeellista	
• avaa puhelinliittymä, jos tarpeellista	
○ hanki työpuhelin	
• avaa työntekijälle tarvittavat ostotilit (Puuilo)	
• ostooikeus verkkokaupan kautta (Onninen)	
• ilmoita palkanlaskijalle uudesta työntekijästä	
○ toimita työntekijätiedot	
○ verokortti	
○ tieto mahdollisista etuuksista kuten puhelinetu	
• lisää työntekijä työntekijälistaan (Excel)	
• päivitä yhteystietolista (Excel)	
<b>Ensimmäinen työpäivä ja työviikko</b>	
• MS Office työkalujen läpikäyminen	
○ kirjaututaan Teamsiin, Outlookiin, OneDriveen	
○ avaa työntekijälle tarvittavat tiimin näkyviksi	
○ näytetään, mistä löytää tietoa Teamsista	
▪ kollegojen yhteystiedot	
• Easotin toimintojen läpikäyminen	
○ tuntikirjaukset	
○ työselite	
○ kommenttikenttä	
○ dokumentit ja asennuspöytäkirjat	
• yleisten käytäntöjen läpikäyminen	
○ ateriakorvauskäytännöt	
○ matkakulukorvaukset	
○ poissaolokäytännöt	
○ pekkasten pitäminen	
○ tavaran hakeminen tukusta	
▪ omatyönumero, työntekijän nimi, kohteen osoite	
• työntekijän lisääminen tarvittaviin Whatsapp -ryhmiin	
• työnvaatteiden ja työvälineiden hakeminen	
○ VTR-Work Wear Konalasta työvaatteet	
▪ huollon- ja urakoinnin puolella omat mallistot	
○ työvälineiden hakeminen tukusta	
○ ilmoitettava aina oma työnumero sekä työntekijän nimi	
• työkalujen lisääminen Hilti ON Track! -järjestelmään	
○ joko itsenäisesti tai toimistolla avustaan	
• työtehtäviin tutustuminen kokeneen asentajan/työnjohtajan kanssa	
• itsenäisen työskentelyn aloittaminen	
• oma huoltoauto ja huoltoautokäytännöt	
○ päivitä ajoneuvolista (Excel)	
○ päivitä ajoneuvon kuljettaja Paikannin -sivustolla	
▪ jos ajoneuvo on uusi, lisää ajoneuvoon paikannin	

o autopesupaikat (Auto-Pesu Center)	
o renkaiden säilytys (Bandaris)	
o huolto (Das Auto Konala)	
<b>Työsuhteen päätyminen</b>	
• samaa listaa voidaan hyödyntää työsuhteen päättyessä	
• yllä mainitut tilit tulee sulkea työsuhteen päättyessä	
o sähköpostitili	
o liittymä	
o Easoft	
o ePassi	
o Hilti ON Track!	
▪ työkalujen palauttaminen	
▪ tilin sulkeminen	
o Pihlajalinna työterveysportaali	
o Rego	
o St1 kortti	
o Easypark	
o Valttikortti	