



Original Artwork by: Ronella Ferreros

FoodGrads .com

ONBOARDING PROGRAM

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INTRODUCTION

The purpose of the **FoodGrads Onboarding program** is to assist company members in the implementation of an onboarding process for welcoming, training, developing and retaining incoming employees.

Each company's program will involve some level of uniqueness depending on the available resources, organization size, type of business and the management level of the new employee. We have also provided onboarding templates and suggestions which can be custom-made to your business needs.

Why is Onboarding Important?

- Promotes enthusiasm in starting the new role/position.
- Enables employees to quickly adapt and enhance their engagement in their new environment.
- Provides an opportunity to better understand the company's values, culture, unwritten rules and products.
- Encourages the development of company ambassadors.
- Assists in achieving higher employee retention.

Employees are enthusiastic about starting a new role, however unfamiliar workplace environments can cause some level of anxiety. As a result, the hiring company should do their best to effectively transition the employee into their new role.

We believe that this transitioning experience can be enhanced by encouraging a higher level of engagement with their co-workers/employees and upper management.

Every new hire is eager to prove themselves, but this can result in employees trying too hard, too soon without having the knowledge and depth required to make informed decisions. The unwritten rules, history and organizational culture should be understood prior to taking action.

A common challenge with employee training programs, is that too much information is shared too soon which is overwhelming for new hires. In other instances, there is not enough information provided to new employees, which results in avoidable mistakes and frustration.

FoodGrads believes that an onboarding program should support the employee in quickly adapting to and learning about the organizational culture, to promote a positive integration experience and initiate a sense of pride in working for their organization.

WORK FLOW

PHASE 1: Making the employee feel welcome and introductory meeting

Expectations - Day 1

- Explain what the onboarding program is and what to expect.
- Ensure all paperwork is in order (payment set-up, benefits, etc.).
- Showcase the company and its products.

- Let the employee learn about the company – inspire them.
- Make them feel proud that they have made the best decision.
- Share the core values, mission and vision of the company.
- Discuss the company's purpose – Who we are and the problems we solve?
- Make the day meaningful and positive. Have fun!
- Start any mandatory training.

Action Steps - Day 1

- Provide direction on all facility and system access with IT & security.
- Send a welcoming letter to the employee before starting to provide an idea of what to expect on day 1. *Reference A.*
- Prepare and provide an agenda for the day. This can be provided with the welcoming letter or on the first day. *Reference B.*
- Review the company online tools and show how to access.
- Prepare a list of messages by utilizing different tools, skype, video, etc. *Reference C.*
- Provide the employee with an onboarding program checklist. *Reference D.*
- Start all basic or mandatory training sessions. Make it interactive and fun!
- Provide a gift bag with some of the best products from the company to taste, enjoy and experience on their own time .
- Take the employee to the office area, their work station, supplies location, facilities and coffee station.
- Provide a brief introduction to their core team.
- Review general topics on parking, the location of important rooms, casual Fridays, how to order suppliers, etc.

Support Provided

- Human Resources will provide all introductory information and work with you to complete any required document.
- IT to provide system or working station set up.
- Meet with a department designate or leader.

PHASE 2: Starting the job training and company culture journey

Expectations - Week 1

- Employee should gain a clear understanding of their role to reduce fear and uncertainty, and make their work more meaningful in the context of the company's overall mission.
- Continue with any mandatory onboarding training. In the food industry, this would include, Health & Safety, Good Manufacturing Practices, Food Safety, Food Security, Human Resource Training, etc.
- Provide job specific training.
- Share values and norms of the organization. The goal is to it easier to navigate unfamiliar social territory.
- Clarify expectations and make the new employee feel welcome.
- Provide a general overview of the company's culture.

Action Items – Week 1

- Set-up meetings for the new hire with immediate manager to discuss performance, job expectations and how decisions are made.
- Manager to review the Job function with the new hire.
- Provide specific job training on the top priority activities.
- Set up 1/1 meetings with leaders or co-workers to build the relationship network and to gain a general understanding of the department and company culture.
- Provide a 'buddy trainer' to the new hire. The purpose is for the trainer to help the employee become more knowledgeable about the organization and to understand the values of the organization.

Support Provided

- Department trainer or buddy system
- Cross functional department employees supporting 1/1 meetings
- Department Manager to provide the resources, communicate expectations of the new hire and to support the training
- HR to check-in and ensure the program is executed effectively and to address any concerns while obtaining feedback on the process. Meet for approximately 30 mins

PHASE 3: Gain a deeper understanding of the top cross functional processes and job functions relevant to the department

Expectations – Month 1-3

- Employee to understand the job functions and how to complete the tasks by developing specific skills.
- Employee to review and understand the top 3-5 cross functional processes.
- Employee to develop an understanding of how the company aligns or develops objectives with the department.
- Manager to provide performance feedback to the new hire based on the agreements discussed in week one with the Department Manager.
- Support the new employee in building relationships across the business.

Action Items – Month 1-3

- Manager to review the training completed to ensure proper knowledge transfer and fulfillment of the job description.
- Provide performance feedback to the new employee based on the agreed deliverables and objectives from the meeting with the Department Manager in week 1. Is it working out?
- Manager to review the top cross functional processes to see the bigger picture.
- HR or Manager to meet with the new hire. Employee to provide feedback on the onboarding program. *Reference E.*
- Manager or HR to review the company core values and have discussions on the topics.
- New hire to continue meeting with stakeholders to understand the business, to identify pain

points and establish a stronger network. Develop an understanding of products and consumers by visiting the manufacturing areas, R&D, Quality and Marketing.

- New hire to share any immediate concerns from the company or concerns about the job role.
- Work with a 'training buddy' to gain more insights on the company, internal contacts, procedures, key customers, how the company is paid and how their department is aligned to the business.

PHASE 4: Learning and development

Expectation – Month 4-6

- Identify opportunities or activities to demonstrate strengths to achieve a higher level of satisfaction.
- Introduce the role of a company mentor.
- High learning phase about the job, responsibilities, expectations and the company culture.
- Understand how internal processes affect the way you will do your job.

Action Items – Month 4-6

- Employee to complete an assessment of the role, share findings and provide feedback to direct supervisor.
- Take on a few activities during meetings or take action steps from the 1/1 meetings with cross functional peers to show your strength.
- Identify one existing skill for further improvement.

PHASE 5: Continuous improvement project

Expectations – Month 7-12

- New hire to start thinking about developing new skills and take on other responsibilities.
- Should be getting in a 'groove' and standing out.
- Demonstrate skills from taking the lead on a few projects that involve different teams across the business.
- Assess the priorities and concerns since the starting date.

Action Items – Month 7-12

- New hire to continue ongoing discussion with your Manager.
- New hire to identify opportunities, make recommendations for improvements and implement the top 1-2 items.

REFERENCE A

Welcoming Letter

Dear _____
(student name)

It is with great pleasure that we welcome you to our organization.

At _____,
(company name), our onboarding program will support you in successfully transitioning into your role, provide you with an overview of our organizational culture and give you an opportunity to connect with your team.

You will be reporting to _____
(manager name)

Here is some information about our department:

- Marketing/sales/logistics, plays an important role within our organization.
- Your key internal customers are _____

- The core cross functional processes that will impact your role are _____

If you have any questions or require support, please reach out to one of the following members:

- Human Resources: _____
(specific member, phone #, extension)
- Department Manager: _____
(specific member, phone #, extension)

We look forward to working with you at _____,
(company name), and want you to enjoy every moment you spend with us.

Regards,

(signature)

REFERENCE B

Onboarding – Day 1

Agenda

- | | |
|------------------|--|
| 8:30 – 10:00 am | Meet with Human Resources; Complete all employment documentation. |
| 10:00 - 10:30 am | Coffee Break. |
| 10:30 – 12:00 am | Brief office tour; introduction to their department; provide a welcoming gift bag. |
| 12:00 – 1:00 pm | Lunch hosted by the organization – meet and greet in boardroom with peers. |
| 1:00 – 3:00pm | Start the mandatory training required. Have fun! |
| 3:00 – 3:30 pm | Coffee Break. |
| 4:00 – 5:00 pm | Continue the mandatory training required. Make it engaging for the new employee. Have fun! |

REFERENCE C

Tools that can be used to support onboarding messages

Manuals: Company Handbooks; Work Agreements; Benefits; Health & Safety; Good Manufacturing Practices.

Videos: Company local messages; Corporate messages from the president; Basic training; Products;

E-learning: Mandatory training in areas of HR, legal, Health & Safety; Food Safety;

Product Library: Company product library showcasing the evolution of products and brands;

Company Websites: Information about the company, products, brands, customers, values, sustainability and company strategies

Trainer: dedicated department personal to provide training or to act as a 'training buddy'

Mentor: a person with more seniority to provide company history, share the unwritten rules and to support the engagement with other coworkers

REFERENCE D

Onboarding Program Checklist

Employee Name: _____ Date Initiated: _____

Start Date: _____

The purpose of this onboarding checklist to share the process with our new employee

ACTIVITY	RESPONSIBILITY	COMPLETED (Y/N)
Welcoming Letter Completed	HR	
Legal documentation completed	HR	
Welcoming gift bag prepared	Marketing	
Computer Ordered & Available	IT	
Work Station Prepared	Manager	
System Access Provided	Manager/IT	
Uniform or Personal Protection Equipment ordered and available for day 1	HR/Manager	
Facility Tour	HR	
Production Plant Tour	Manager	
Company Overview & Websites	HR	
Mandatory Training 1	HR	
Mandatory Training 2	Manager	
Mandatory Training 3	H&S	
Job Training Checklist Prepared	Manager	
Job Trainer Identified	Manager	
Mentor required for the role	Manager	
Manager's meeting set-up & completed	Manager	
1/1 Meeting and Agenda prepared	HR/Manager	
Obtain feedback from the New Hire	HR/Manager	

Employee Signature: _____ Date: _____

Manager Signature: _____ Date: _____

HR Signature: _____ Date: _____

Please return the final signed form to the HR Department for review and filing.

REFERENCE E

Feedback on the Onboarding Program

Employee Name: _____ Dept: _____ Start Date: _____

New Hire Survey & Feedback	Above Expectations	Met Expectations	Below Expectations	Comments (What worked or what can be improved)
Was the first day welcoming?				
Was the session on the company values, mission and product effective?				
Did you receive the required items to start the job – security & IT access, work station, PPE, etc				
Did you receive sufficient training for the job?				
Do you have a good understanding of the culture?				
Was the training effective?				
Were you able to adapt quickly to the workplace and your job?				
Did you meet with the appropriate people during the onboarding?				

Other Comments: _____

Signature: _____ Date Completed: _____

Return the completed form to the HR Department