

Organising an inclusive onboarding in Hybrid and Remote Work (HRW)

“Successful onboarding means creating opportunities for all team members to meet, encouraging both formal and informal interactions, and supporting the adoption of digital tools.



The first step after recruitment

The aim of designing an onboarding journey is to help new hires discover and familiarise themselves with the key elements of the organisation and its activities, the work tools and how to use them, the team's structure and operations, as well as the specific tasks assigned to them.

The onboarding journey sets the tone for the experience new employees will have within the organisation and helps integrate them into the work collective. Its importance and usefulness should not be overlooked.

The importance of **inclusive onboarding** in HRW

Employees working remotely are particularly likely to feel isolated from the rest of the team. For new hires, it can be more difficult to get to know colleagues, understand the team dynamics, familiarise themselves with the work tools, or ask for help: it's easy to feel lost! Successful onboarding means creating opportunities for **all team members to meet, encouraging both formal and informal interactions, and supporting the adoption of digital tools.**

The **first day**

If possible, aim to welcome the new employee on site for their first day. This will allow you to provide them with their work tools (laptop, phone), show them around the premises, and introduce them to the people who are present.

The model below is designed for **the first three months of onboarding**, but the whole process can take six months to a year before the employee fully takes ownership of their tasks and becomes autonomous.

Best practices for **inclusive onboarding** in HRW

Objective 1: Understanding the organisation



Manager's role

- Take the time to introduce the team members
- Allocate time for debriefing and questions about topics covered in the onboarding process
- Explain the remote work policy and relevant internal practices



New hire's role

- Read up on the organisation: introductory documents, communication materials, etc.
- Explore the website and intranet
- Join in on already scheduled activities



Team members' role

- Present the upcoming calendar and task distribution

Objective 2: Getting to grips with work tools



Manager's role

- Schedule 30-minute check-ins during weeks 2 and 3 to answer any questions about the tools
- Organise a training session on basic digital skills to facilitate remote work and online collaboration



Role of other departments

- Present communication tools (corporate identity and style guide, email signatures, etc.)
- Present work tools: Microsoft Office, Gmail, Slack, CRM tools if applicable



New hire's role

- Test the various tools
- Ask questions about how to use them
- Ensure they have mastered the digital tools

Objective 3: Understanding how the team works



Manager's role

- Share the team structure and each person's responsibilities
- Explain the organisation, frequency, and content of team meetings
- Present validation stages and decision-making processes in collaborative projects, aligned with HRW practices
- Share key team rituals and highlights
- Organise a team-building event within the first month



New hire's role

- Ask questions
- Take notes



Team members' role

- Share their calendars (via Outlook, Gmail, etc.)
- Schedule a 30-minute meeting to introduce themselves and present the current projects they are working on
- Share their preferences for collaboration, particularly when working remotely: email or phone contact, remote work frequency, etc.

Objective 4: Taking ownership of the role and getting involved in tasks



Manager's role

- List short- and medium-term tasks and objectives
- Provide an overview of ongoing projects
- Arrange initial meetings with stakeholders (service providers, partners, etc.)



New hire's role

- Start carrying out tasks in a hands-on manner (implementation and follow-up of actions)
- Organise their files and schedule
- Embrace the HRW set-up

Objective 5: Identifying skills to be developed



Manager's role

- List short- and medium-term tasks and objectives
- Provide an overview of ongoing projects
- Arrange initial meetings with stakeholders (service providers, partners, etc.)



New hire's role

- Start carrying out tasks in a hands-on manner (implementation and follow-up of actions)
- Organise their files and schedule
- Embrace the HRW set-up

Wrapping up the onboarding process

The manager should schedule a 30-minute meeting before the end of the probation period to review the employee's understanding of the role and tasks, any challenges faced, and their achievements. This meeting is also a time to revisit the objectives set at the beginning of the role.

Within 90 days of being hired at the latest, new employees should write a feedback report (rapport d'étonnement). This allows them to share their impressions of the recruitment and onboarding process, their tasks and objectives, how the team operates, interactions with stakeholders and governance, working conditions, communication, learning experiences, the practice of hybrid and remote work.



Further reading

- **Michael Page**, "*Top tips for onboarding new staff remotely*", <https://www.michaelpage.co.uk/advice/management-advice/development-and-retention/top-tips-onboarding-new-staff-remotely>
- **Indeed**, "*Onboarding remote employees*", <https://www.indeed.com/hire/c/info/16-steps-to-effective-virtual-onboarding-with-checklist-and-sample-schedule>