

your
COOP

Onboarding Guide



This guide will support you to prepare for the onboarding process of a new colleague, a colleague returning from a period of absence six month plus and/or a colleague who has moved internally. A well-planned approach will help your colleague to settle in and be productive sooner.

Your colleague should:

- Feel welcomed.
- Know they are working somewhere special.
- Know how things are done around here.
- Be clear on what is expected of them.
- Feel that their wellbeing is important.
- Feel that they can grow and develop at Your Co-op.

Onboarding is a team effort

Onboarding should be led by you, as the manager, but please also involve your team and colleagues in the programme; they can lead certain activities, be a buddy and support you on this journey. Each colleague is different, so please take the time to adapt your approach to meet their needs.



Onboarding programme

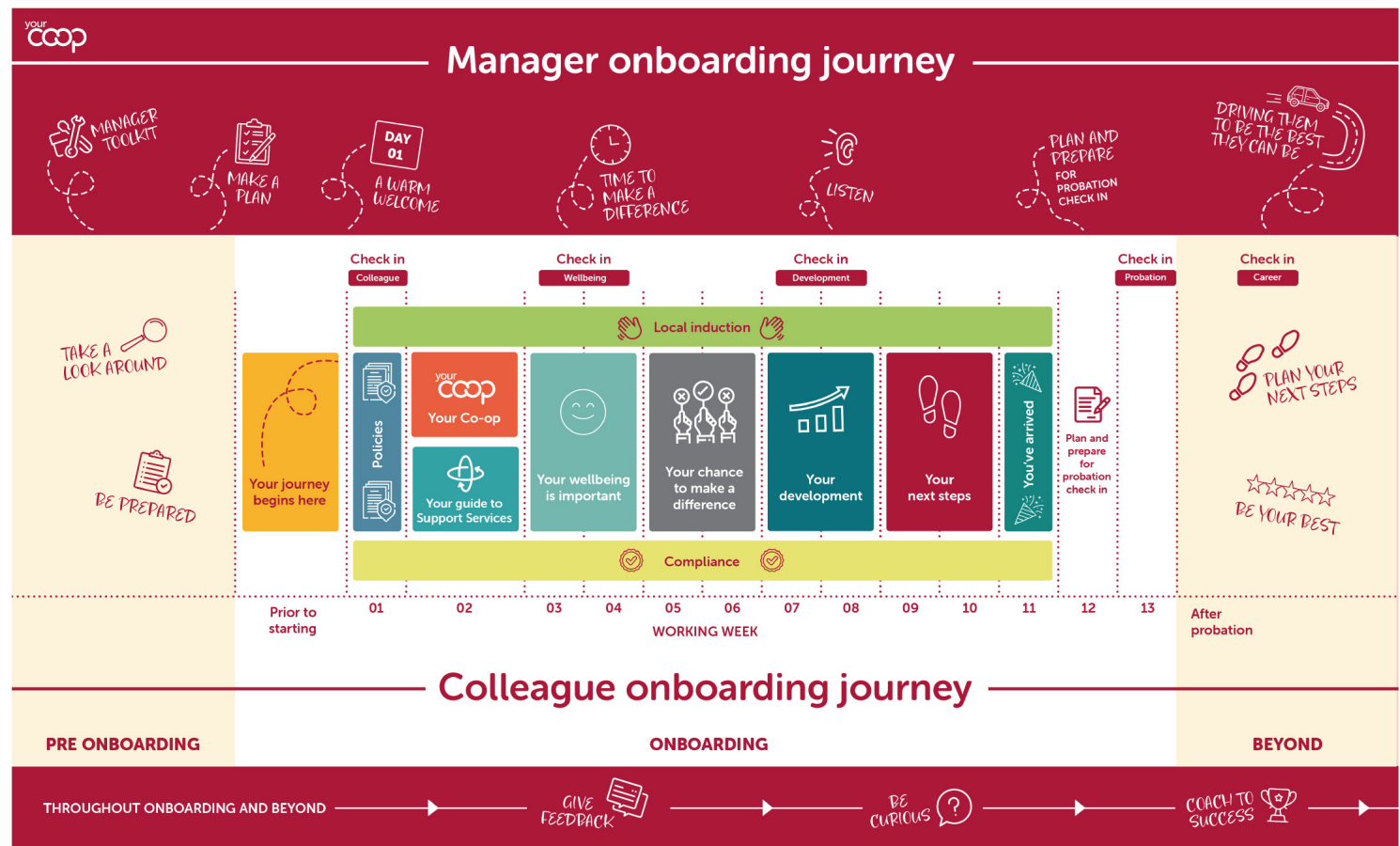
Built in throughout the programme are:

Knowledge checks
quizzes and tests

Journal
time to reflect and make notes

Talking points
prompts to find out more by talking to colleagues

Manager points
information for new managers only



How long will the onboarding programme take to complete?

The onboarding programme is made up of 7 modules each taking approximately 30 minutes to complete. The programme for full-time colleagues is to be completed in their first 7 weeks, which will support a new colleague through their probation period.

My colleague works flexible hours – will they have longer to complete it?

Don't worry, due to the approach being modular, colleagues that work flexible hours can have extra time and complete the programme within 11 weeks.

What happens when the colleague completes the programme?

Upon successful completion of the programme, the colleague will receive a completion tick and a certificate – a great opportunity to celebrate their success.

I have a colleague returning from a period of absence. Do they have to complete all the modules??

You can decide. Have a great conversation with your colleague and discuss which modules would be beneficial in their journey. If the best outcome is to complete a selection, that's okay – a point to remember though – the colleague will not receive a completion certificate at the end of the journey.

How will I know if my colleague is on track with their programme?

As the line manager, you can check their progress on your i.Learn dashboard. Have great conversations about what they have learned and help to embed their learnings.

How best can I support my colleague?

- Allow the colleague time to complete each module.
- Be curious about their learning.
- Ask questions about what they will do with the information.
- Observe and give regular feedback.
- Ask for feedback on their experience.
- Check in on a regular basis.

How can my team support the onboarding programme?

Take the opportunity to involve your team in the onboarding process. Have them create and deliver sessions, be a buddy, demonstrate what good looks like and accompany and mentor the colleague, wherever possible. Including your team is an opportunity for colleagues to develop and a time to showcase great teamwork.

Hint: Involve colleagues who are willing to get involved and will demonstrate what good looks like.

How can I plan for my colleague's onboarding programme?

Make time to plan for your colleague before they start. Further on in this document you will find some tips to inspire your planning and give you some things to consider. Investing time in planning will help your colleague to settle in sooner and be productive sooner, and research has proved it will reinforce their decision to join your team.

This all sounds great – what about the job specific training?

This is referred to as your local induction. Each trading group has a dedicated page on i.Learn and this is part of your colleague's onboarding programme which is all accessed from a central location. Anything outside of this programme you will need to plan for and that is where involving your team and the on-the-job training is critical.

Should I assign my colleague a buddy?

Remember back to your first days here at The Midcounties Co-operative – would you have benefited from a buddy? Best practice is to pair a colleague with a buddy for the first week or so – whatever is best for the colleague to help them settle in. The buddy can provide support, be a point of contact, help to facilitate the onboarding process and really help the colleague to settle in.

The buddy should be willing, be a good match for the colleague and a good ambassador for the Society. You may choose to have different buddies depending on their strengths, for example, one for wellbeing and one for job specific – the choice is entirely up to you.

Inspire your colleague – Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs includes five levels of human needs that allow an individual to feel fulfilled. This can be used in the workplace as a means of how you can effectively motivate colleagues and make sure that their needs are met which, in turn, will improve staff retention and colleague engagement.

The hierarchy is often depicted as a pyramid to represent the need to fulfil the lower levels before an individual can move up to the next level. Each need builds on the last, allowing a person to feel more fulfilled which, in turn, encourages motivation and creative thinking.

Understanding this hierarchy can help you as well as your colleagues. You can determine whether your needs are met in your workplace and then how you can better meet the needs of your team.

Inspire your colleague – Maslow's Hierarchy of Needs

Great planning creates a great welcome for colleagues. Some of your colleagues have shared their thoughts below:

'My manager spent time finding out how I was doing, which made me feel welcomed and gave me the opportunity to ask any questions.'

'My line manager scheduled in some of my meets and greets, which really helped me get to know people in my first couple of weeks.'

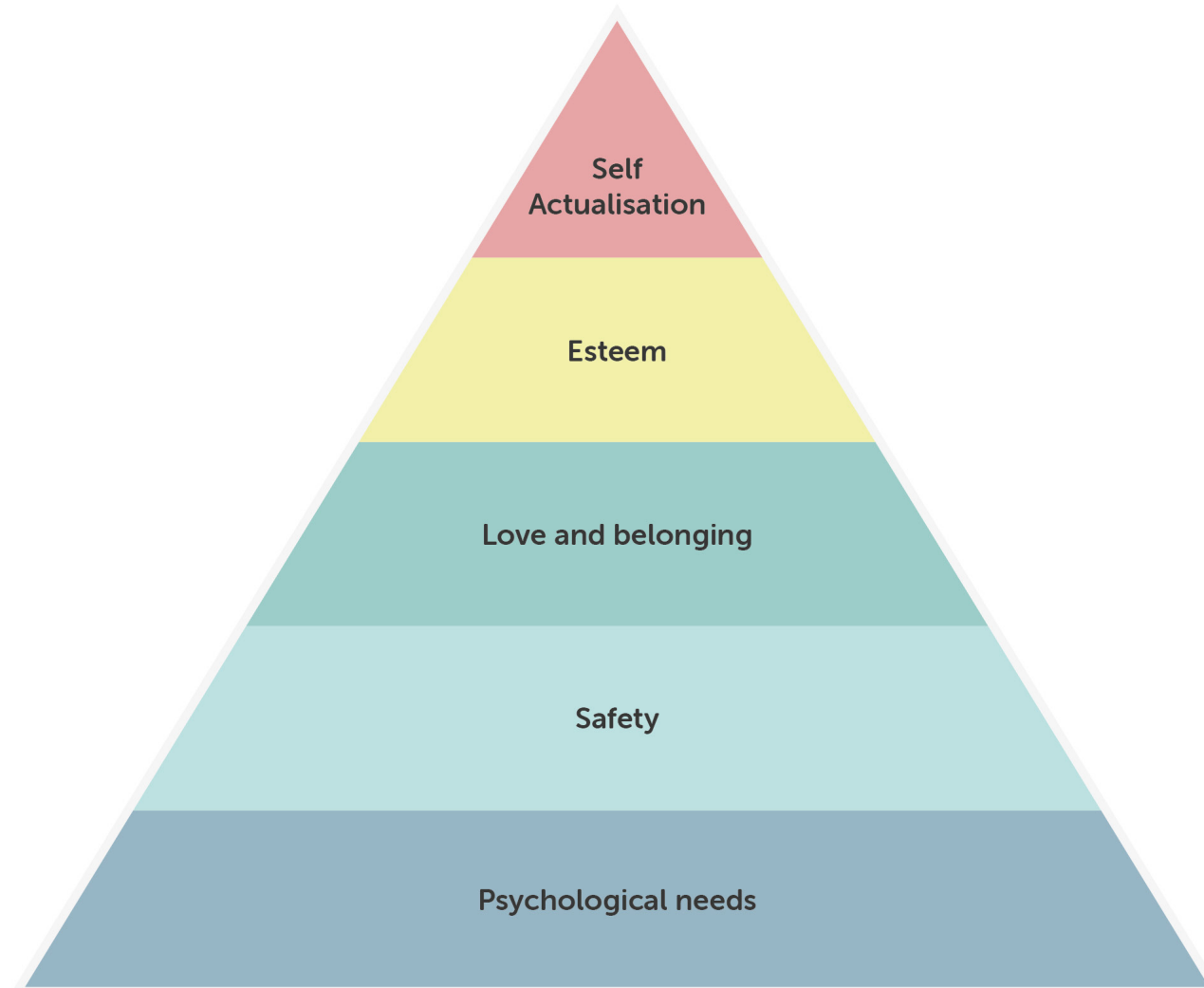
'I arrived in the office on Day 1 and my equipment was all ready for me.'

'My manager called me before my first day to discuss my induction plan, so I knew what to expect on Day 1.'

'I went into my store to collect my uniform so had the opportunity to meet some of my team which really put me at ease.'

'I had a check in with my manager on my first day and they shared the ambitions for the team and me, I really knew what was expected and that felt great and exciting.'

Inspire your colleague – Maslow's Hierarchy of Needs



1. Physiological needs

Air, water, food, shelter, sleep, clothing, reproduction

The physiological needs in this hierarchy refer to the most basic human needs. Colleagues need access to vital services and opportunities while at work to feel that their most basic needs are being met. They need access to a restroom, a place to get drinking water, breaks to eat meals and snacks and a comfortable working environment. When applied to the workplace, one of the physiological needs is also a steady income to support yourself and pay for somewhere to live, food, utilities and other essential needs.

2. Safety needs

Personal security, employment, resources, health, property

At work, it's also important to feel that your physical safety is valued and prioritised. A colleague should feel that their resources and personal property are safe and protected. Ensuring a safe workplace may include providing ergonomic office furniture that properly supports you and reduces the risk of injury, along with securing the building to prevent potentially dangerous people from entering.

Another aspect of safety in the workplace pertains to feeling emotionally safe and supported. If you're worried about losing your job, it's more challenging to achieve motivation to move to the next level in the hierarchy and perform at your highest level. Unsteady futures also lead to decreased morale in the workplace

3. Love and belonging

Friendship, intimacy, family, sense of connection

The love and belonging level of Maslow's Hierarchy of Needs is slightly different in the workplace than it's in other areas of your life. If a colleague doesn't feel a sense of belonging, they may not feel as engaged at work or as motivated to succeed. It's not always easy for individuals to establish and form relationships at work. Companies that host social activities and offer more opportunities for relationship building outside the office tend to have higher rates of employee engagement than organisations that don't focus on these aspects of a work-life balance. When you feel like you belong and fit in within your workplace and your team, it is easier to feel motivated to work hard and achieve results

4. Esteem

Respect, self-esteem, status, recognition, strength, freedom

Esteem is the belief that you are contributing to a higher goal and that the contributions you make are recognised. In the workplace, it's important that a colleague feels they are growing, advancing and achieving results, and that those around you recognise those results. When you have confidence in yourself and your abilities, as well as receive positive feedback and encouragement, you are more likely to succeed.

A colleague's esteem ultimately impacts their overall engagement as well. Offering regular recognition and appreciation for the tasks a colleague is doing can positively impact esteem, even when an employee is struggling

5. Self-Actualisation

Desire to become the most that one can be

The final level on Maslow's Hierarchy of Needs is Self-Actualisation, which translates to maximising an individual's potential at work. A person ultimately wants to feel they are doing the best they can in their position, which helps them feel motivated to continue on their career path and succeed. A self-actualised colleague feels empowered and trusted, which encourages growth and engagement.

One of the keys to making sure this need is met is giving colleagues opportunities that allow them to succeed. Focus on their skills and abilities, help them look for ways to advance their careers without pushing them into roles that will not be good fits. To feel self-actualised, you should feel challenged at work but not overwhelmed or overloaded

Ask yourself

- How can you apply Maslow's theory to your onboarding programme?
- How do you want your colleague to feel?
- How can you make them feel they have joined something special?
- How will you know you have succeeded?

Ask your colleagues

What motivates you to come to work? If you can hone in on what excites your new hire about the job, you can help them achieve ultimate employee satisfaction.

How can I make your job easier? As a manager, your job should be to support employees. Find out first-hand how you can do it.

Remember

Adapt to meet the needs of your colleague – what motivates one colleague may not necessarily motivate another.

How to approach your planning

You should strive to organise the induction plan and give it to the new colleague before they join you. This means that things need to be planned well in advance because the plan will involve other people's time and availability. You may also want to ask your last new colleague for their ideas.

Prepare and plan for the colleague's first 4 weeks

- How experienced is your new colleague? This is important so that you can tailor your approach, ensuring that the programme is fit for purpose.
- What do they need to know about the work environment?
- How can you introduce the new colleague without overwhelming and intimidating them?
- What do you need to provide them with (desk, uniform, equipment, special instructions, etc.) so they are ready from day one?
- How can you make sure that the right people are available, so that new colleagues feel informed and valued?
- Where is your new colleague based and what are their hours? If they are working remotely or have a different shift pattern to you, you might want to co-ordinate schedules – at least for the first few days.
- Will the number of hours they work a week effect how fast they can complete the induction?
- Brief your team on the new colleague's start date.
- Nominate and inform the buddy you have chosen for the colleague and outline their responsibilities.
- Prepare information for standards for the workplace, i.e. dress code
- Have you ordered equipment and their uniform?

Check-ins are a great way to support your colleague through their onboarding journey. Below is a guide on the timescales and a suggested approach:

- Colleague check-in – during the first week.
- Wellbeing check-in – at the end of the first month of employment.
- Development check-in – at the mid-point of the probationary period.
- Probation check-in – during week 13.
- Career check-in – upon successful completion of the probation.

Hint: Use the manager check-in toolkits to help you prepare and try something different.

Try asking these questions to find out about your colleague's journey:

- Tell me about the best day you have had so far. And the worst day.
- What has been successful?
- What could be improved?
- If you were me, what would you change about your onboarding programme?
- What one tip would you give to a new starter joining Your Co-op?
- What specifically do you want to achieve?

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