BNY MELLON | PERSHING

Effective Virtual Onboarding *Checklist*

Onboarding new employees virtually can be just as effective as traditional onboarding with the right amount of planning, coordination, and proper tools. Here are a few tasks to consider as you map out your new hire's welcome into the organization to set them up for success. Each employee's onboarding process may have unique components based on their new role but all should aim to make a new hire feel welcome, comfortable and equipped to add value to their new firm.

Set-up

Connect with all departments involved in the onboarding process and come up with a realistic plan of action for communication, technology setup and delivery prior to the new hire's start date:

- ☐ Send your new hire a welcome message—include relevant information they need to know **before** their first day, such as: when to expect equipment, VPN, all applications and passwords they will need, the agenda for their first day and week, and links to join initial video conferences
- ☐ Provide all Human Resource documentation on their first day (e.g., HR policies and procedures, details about benefits enrollment)
- ☐ Obtain a copy of the new employee's FINRA registration. If they are not currently licensed and the role requires registration, provide them with a deadline date in which the registration should be obtained by
- ☐ Consider using an e-signature tool so your new employee can view, edit and sign tax documents, various contracts or agreements
- ☐ Provide login to eLearning system for mandatory trainings (e.g., firm history, why you do what you do, overview of the company's products and/or services, privacy policy, data security policy, risk, compliance, etc.)
- ☐ Provide them with their personal virtual meeting platform login and link
- ☐ Send an instructional email for systems requiring unique registration, if credentials are needed
- ☐ Create and provide a clear schedule of their first few days and weeks

Pro Tip: **be as flexible as possible and build in breaks for the new employee to process all they are learning and to recalibrate before the next meeting**

- ☐ Recognize and create an expectation that the new employee may need to connect through their personal device if their work computer hasn't arrived
- ☐ Ensure they have a strong Wi-Fi connection and a quiet space to work remotely
- ☐ Ship hardware (e.g., laptop, mouse, headset, keyboard, monitor) to their home – make sure it is configured with the proper systems and applications first so your new hire can log right in.
- ☐ To make your new hire feel valued, send a welcome kit with firm tchotchkes (e.g., t-shirt, notebook, pen, USB, stress ball)
- ☐ Send out a new hire welcome email to their team and any cross-functional teams with whom they will be working closely

Planning Their First Week and Beyond

You'll want to make sure that new employees aren't left wondering what the next steps are in their onboarding process or how they're going to get acclimated to the culture and their colleagues. Train new hires at a slower-than-usual pace and avoid putting unnecessary pressure on them by inundating them with too much information all at once. However, you'll want to make sure their first week is engaging and informative, one that puts them at ease during this period of major uncertainty. The onboarding process sets the tone for a new hire's experience with the firm, so invest in their experience.

> **Pro Tip: Spread out onboarding tasks over the course of a week or two to give your new hire the time they need to absorb important information**

Consider scheduling the following events over video conference:

- ☐ Schedule a 1:1 meeting with tech to ensure their computer system, applications and phone system are all working properly. Make sure they have IT contact info if tech issues that arise
- ☐ Schedule a 1:1 meeting with their manager to review their role and responsibilities
- ☐ Assign a welcome buddy so your new hire does not feel isolated and can have a go-to person to help them navigate around the firm
- ☐ Host a team meeting to discuss the team culture and expectations
- ☐ Make sure your new hire is added to all relevant communication tools (e.g., distribution lists and pre-scheduled meetings, instant messenger app, mobile device email app)
- ☐ Provide individual introductions to each of their teammates
- ☐ Set up a team virtual lunch, coffee break or happy hour – keep the cadence going on a weekly basis throughout the first month
- ☐ Set up introductions to senior management and other leaders on their team/cross-functional teams and other LOBs
- ☐ Provide individual or group introductions to support teams
- ☐ Set up virtual new hire orientation (discuss: mission and values, organizational structure, how departments work together, etc.)
- ☐ **Junior Advisor/Operations/Service Hire:** Set up peer shadowing throughout the week
- ☐ **Senior Hire (CEO, COO, CCO, Senior Advisor):** Set up virtual "meet and greets" with the broader team to better understand the organization, firm priorities/plan and how their new role fits in

- [ ] **Senior Hire:** Set up introduction to clients and marketplace

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FOR YOUR CONSIDERATION WHEN MAKING A SENIOR HIRE

How should you announce a new C-level executive to your clients or COIs?
How do you want your new CEO or C-level executive to announce their arrival at your firm to their network?

- [ ] Set up 1:1 check-ins with the new hire as pulse checks for their engagement and how their overall experience is going
- [ ] Assign 2-3 small tasks they can complete over their first week; always provide assistance
- [ ] Gather virtual onboarding feedback to ensure your new hire feels valued and heard beyond their first day and week

Pro Tip: After their first two weeks, assign your new hire a big project to allow them the opportunity to spread their wings and showcase their value

Successful virtual onboarding can take several weeks or months. As you hold a regular cadence of check-ins, communicate clear performance expectations, provide the right technology and encourage new hires to connect with their coworkers. You'll be in a position to build a remote team that's productive and happy.

Sample virtual onboarding schedule

Day One

9:00am – 10:00am: Get set up with IT and complete HR documentation

10:00am – 10:30am: 1:1 with manager

10:30am – 11:00am: Welcome call with the team via WebEx or Zoom

11:00am – 12:00pm: Meet & greet with welcome buddy

Break

12:30pm – 1:00pm: Short intro to the company and/or complete HR documentation

1:00pm – 2:00pm: Virtual lunch with the team

Break

2:30pm – 4:00pm: Firm orientation

4:00pm – 4:30pm: Watch video training on firm background, culture and values

Break

4:45pm – 5:00pm: Check in with welcome buddy for Q&A (WebEx or Zoom)

Day Two

9:00am – 10:00am: 1:1 with manager

Break

10:30am – 11:30am: Virtual job shadow

11:30am – 12:30pm: 1:1 with coworker

Break

1:00pm – 2:00pm: Virtual lunch with the team or on own

Break

2:30pm – 3:30pm: Interactive onboarding activity

3:30pm – 4:00pm: Q&A with HR

4:00pm – 4:30pm: Independently read through onboarding materials or complete additional eLearning trainings

Break

4:45pm – 5:00pm: Check in with welcome buddy for Q&A (via WebEx or Zoom)

Day Three

9:00am – 10:00am: Virtual job shadow

Break

10:30am – 11:00am: Meeting with Marketing department

11:00am – 11:30am: 1:1 with coworker

Break

12:00pm – 1:00pm: Virtual lunch with the team or on own

Break

1:30pm – 2:30pm: Goal-setting meeting with manager

2:30pm – 3:30pm: Independently read through onboarding materials or complete additional eLearning trainings

Break

4:00pm – 4:30pm: Check in with welcome buddy for Q&A (via WebEx or Zoom)

Day Four

9:00am – 11:00am: Start on first task/project

11:00am – 11:30am: Coffee break with random team member

11:30am – 12:00pm: 1:1 with head of marketing or sales

Break

12:30pm – 1:30pm: Virtual lunch with the marketing department

Break

2:00pm – 3:00pm: Continue with first task/project

3:00pm – 4:00pm: Independently read through onboarding materials or take additional eLearning trainings

Break

4:30pm – 5:00pm: Check in with welcome buddy for Q&A (via WebEx or Zoom)

Day Five

9:00am – 10:00am: 1:1 with manager

10:00am – 10:30am: Coffee break with random team member

10:30am – 11:30am: Continue with first task/project

Break

12:00pm – 1:00pm: Virtual lunch with the team or on own

Break

1:30pm – 2:30pm: 1:1 with team member

2:30pm – 3:00pm: Independently read through onboarding materials or take additional eLearning trainings

3:00pm – 4:00pm: Continue with first task/project

Break

4:30pm – 5:00pm: Check in with welcome buddy for Q&A (via WebEx or Zoom)

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