

**Appendix**

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# 1 Checklist TMHE Onboarding

To reset the checklist

## 1.1. PREBOARDING

SUBJECT	RESPONSIBLE	DAY & TIME	CHANNEL	STATUS
Send contract				
Induction & training plan				
Send welcome letter				
Follow-up call/email with the employee before starting day				
Create IT User account and Telephony ( <i>when applicable</i> )				
Order IT equipment or tools				
Access to relevant Teams groups / systems / files etc.				
Inform direct team and close colleagues from other teams				
*Choose buddy & inform buddy				
Prepare all the information that needs to receive the first day at work ( <i>Welcome kit**</i> )				

## 1.2. ONBOARDING

### 1.2.1. Welcome day (1<sup>st</sup> day)

SUBJECT	RESPONSIBLE	DAY & TIME	CHANNEL	STATUS
Welcome preferably by line manager or HR representative				
Go through job description and complement Onboarding plan				
Hand out Welcome kit				
Introduction of main colleagues				
Introduction to the Buddy				
Lunch together				
Guided tour of the facilities				
<b>Survey (preboarding &amp; 1<sup>st</sup> day at work)</b>				

### 1.2.2. Orientation day (1<sup>st</sup> week)

SUBJECT	RESPONSIBLE	DAY & TIME	CHANNEL	STATUS
HR information				
Personal development				
Way of communicating				
Company structure and Organization				
Mandatory course - Code of conduct				
Mandatory course - End user IT policy				
Mandatory course - Information Security awareness				
Introduction to T-Space & TMHE Academy				
<b>Survey</b>				

### 1.2.3. Induction (1<sup>st</sup> month)

SUBJECT	RESPONSIBLE	DAY & TIME	CHANNEL	STATUS
First tasks/projects/meetings				
TMHE policies and guidelines				
Mandatory courses (to be planned according to the checklist)				
Presentation Market Operations				
Presentation Finance				
Presentation Supply Operations				
Other relevant departments				

Competence assessment*				
<b>Survey</b>				

#### 1.2.4. Take off (2<sup>nd</sup> & 3<sup>rd</sup> month)

SUBJECT	RESPONSIBLE	DAY & TIME	CHANNEL	STATUS
Job shadowing				
<b>Survey</b>				

#### 1.2.5. Integration between 6 to 12 months (depending on the country – after probation period is succeed)

SUBJECT	RESPONSIBLE	DAY & TIME	CHANNEL	STATUS
Visit other entities				
Role specific training				
<b>Survey</b>				

#### 1.2.6. Development plan – every year

SUBJECT	RESPONSIBLE	DAY & TIME	CHANNEL	STATUS
PPDR - Talentsoft				
Continuous communication and follow up				
Development plan				
<b>Survey</b>				

## 2 Buddy role

### 2.1. Responsibilities of a Buddy

A buddy is a reference person, contact point and advisor. As a colleague, he/she can - often better than the manager - familiarise the newcomer with the many small and larger things in the company. The buddy plays a decisive role in the success of the recruitment. The checklist provides you with information on the tasks of a buddy and the process of a buddyship.

#### Checklist: Responsibilities of a buddy

Name of new employee	Name of buddy	Name of manager

Tasks before the new employee joins the company	Contact Person	Completion Note
Make a note of the starting date, block out time for familiarisation, ideally including a joint lunch break.		
Talk with the professional/disciplinary manager about the new employee's future area of responsibility/introduction plan and the expectations of his/her own role as a buddy.		
If necessary, prepare the workplace (ensure cleaning, office supplies, etc., possibly provide a welcome bouquet).		
Possibly already compile relevant information		
Other		

Tasks with the entry of the new employee	Contact Person	Completion Note
Welcome, introduction in the direct work team		
<b>Show premises of the company, e.g.</b> <ul style="list-style-type: none"> <li>▪ Short tour of the company</li> <li>▪ Kitchenette, refrigerator, canteen if applicable or possibilities for catering in the vicinity</li> <li>▪ Toilets</li> <li>▪ Printers, photocopiers, mailroom, other central services</li> <li>▪ Intranet/black boards</li> <li>▪ First aid box, helper lists, first aid room, escape plans</li> </ul>		

<ul style="list-style-type: none"> <li>▪ Smoking area, parking facilities</li> </ul>		
<p>Brief presentation of <b>various contact points</b> in the company, e.g.</p> <ul style="list-style-type: none"> <li>▪ Human Resources Department</li> <li>▪ Works council</li> <li>▪ Disabled persons' representation</li> <li>▪ Apprenticeship representative</li> <li>▪ Caretaker</li> <li>▪ Other relevant persons</li> </ul>		
<p>Brief presentation of the <b>most important company regulations and practices</b>, e.g.</p> <ul style="list-style-type: none"> <li>▪ Working time and break regulations</li> <li>▪ Mobile phone handling</li> <li>▪ Internet use</li> <li>▪ Communication during illness</li> <li>▪ Absence</li> <li>▪ Business trips</li> <li>▪ Handling birthdays</li> <li>▪ Company outings</li> <li>▪ Christmas parties</li> <li>▪ Induction ceremonies</li> <li>▪ company suggestion scheme</li> <li>▪ Company sports etc.</li> </ul>		

<b>Ongoing tasks until the end of the probationary period</b>	<b>Contact Person</b>	<b>Completion Note</b>
Provide advice and assistance with any questions. Inform about "informal" rules of the game		
Giving feedback (praise and constructive criticism)		
Support in building an informal network (e.g., informal introductions to key people at coffee or lunch breaks).		
Introduce important external contacts, staff and colleagues who can support the new staff member in the initial phase or where a professional exchange is useful.		
Regular exchange with the manager of the new employee to directly identify any problems/conflicts that may arise during		

induction and to take countermeasures at both levels if necessary.

## 2.2. Choose a Buddy

In many companies, the manager assigns an employee as a buddy. He or she is a reference person, contact point and advisor. As a colleague, s/he can - often better than the manager - familiarise the newcomer with the many small and larger things in the company. The buddy should be extremely loyal to the company and have strengths in communication. Furthermore, he should be able to put himself in the new employee's "frame of mind". The buddy has a significant role to play in the success of the recruitment and should therefore be chosen carefully. The following questions will help you to choose a suitable buddy.

Name of new employee	Name of buddy	Name of manager

Establishing a buddy relationship	Yes	No
Has the buddy been working for the company for at least two years?		
Has the buddy been informed that he/she is to take over a buddyship?		
Is the buddy loyal to the company?		
Is the buddy well connected in the company?		
Is the buddy communicative and open-minded?		
Can the buddy empathise with the role of the new employee?		
Can the buddy him/herself possibly remember his/her entry and has s/he had positive experiences with a buddyship?		
Is the buddy informed about his/her duties as a buddy?		
Is the buddy motivated to take over the buddyship?		
Is the buddy informed about the period of buddyship?		
Does the buddy have the necessary time resources? Good availability and accessibility?		
Are there points of contact or common interests between the new employee and the buddy?		
Is the buddy only responsible for social integration?		



Is the buddy also responsible for the professional induction? If so, does s/he have the necessary expertise?		
Does the buddy know that s/he can also give up the buddyship if the chemistry between him/her and the new employee is not right?		
Does the buddy know who to contact if there are problems in the buddyship?		

### 3 Online mandatory courses, learning objectives and checklist

- **Code of conduct**

The Code of Conduct course is a common value foundation for everyone working at Toyota Material Handling Europe and therefore it's important that everyone understands what is expected.

- **End user IT policy**

The objective of this course is that the TMHE employee is aware of the TMHE requirements for secure management of TMHE information assets, devices, and IT services.

The new employee will learn the core components of the End User Policy, with the goal to enable TMHE to be a trustworthy and reliable partner towards our customers, employees, and partners.

- **Information Security awareness**

The objective of this course is that TMHE employee or consultant is aware of TMHE requirements for secure management of TMHE information assets, and to ensure that we all manage information assets to a correct level for Confidentiality, Integrity and Availability and in accordance with laws and regulations.

- **Competition compliance**

TMHE Competition Compliance course guides you in how to behave, act and report breaches against competition law. The e-learning training program has been designed to further strengthen the awareness of competition and antitrust law and its principles. The program also gives a practical guidance on how to behave appropriately in everyday situations.

- **Toyoda Precepts**

The Toyoda Precepts were formulated in Japan, in Japanese, in the 1930ies. In this course the new employee will learn how they can be understood and interpreted in our current context. Since the Toyoda Precepts is the foundation on which all TICO Group associates are expected to base their behavior, actions, and decision-making on, understanding their role is vital to maintain and develop our corporate culture.

- **Company introduction**

In this course the new employee will learn more about Toyota and TMHE family, the origins, the history and where the company is heading in the future.

- **Health, Safety and Well-being**

Our employee's Health, Safety and Well-being are our single most important priority and the very prerequisite for sustainable business success. In this course the new employee will get a better understanding on how to better take care of one-self and the team.

- **Sustainability**

In this course, we will explore what our stakeholders expect from us, what we have achieved so far, and how the employee can get involved in creating a more sustainable Toyota.

- **Driving tips**

In this course you will learn some driving tips that will help to work towards Toyota Environmental Challenge 2050 goal of reducing global emissions from plant operations to a global zero level by 2050; with a focus on increasing safety and engagement our employees.

- **TPS (Toyota Production System) and Kaizen**

TPS is TICO Groups Management philosophy, based on the principle of "Respect for people" and mutual Trust and Responsibility. TPS is a people-oriented system that continually realizes the most effective and efficient operation or work and creates a workplace based on teamwork (total participation). The purpose of this course is for the new employee to familiarize with the different terminologies and concepts of TPS (Toyota Production System), to understand that TPS is more than just a set of tools, it's a way of working. This course the new employee will learn our basic concepts of how to improve and operate daily work. Its only by having strong standards, the Kaizen efforts will bring sustainable results. The new employee will become familiar with themes such as:

- TPS – The two Pillars, Just-In-Time & Jidoka
- Visual & Daily Management incl. Asaichi meetings & metrics (SEQCDM) KPI structure
- 5S
- Standardization
- Kaizen

- **Sustainability**

We want to be part of the solution of the global climate crisis, which is why we are committed to achieve Net Zero emissions by 2050 or before that.

Taking care of our planet is just one of the three pillars of our sustainability strategy. Equally important priorities are how we provide our People with opportunities to thrive and how we contribute to Prosperity in society in the long term.

In this course, we will explore what our stakeholders expect from us, what we have achieved so far, and how the employee can get involved in creating a more sustainable Toyota.

ONLINE COURSE	RESPONSIBLE	DAY & TIME	STATUS COURSE
Code of conduct			
Security Awareness			
End User IT policy			
Competition compliance			
Toyoda Precepts			
Company Introduction			
Health, safety & well-being			
TPS (Toyota Production System) and Kaizen			
Sustainability			

## 4 Recommended courses, learning objectives and checklist

- **Strategical approach / Hoshin Kanri**

Hoshin Kanri is the way that all TICO Groups monitor and ensure that activities related are deployed and secured in every department yearly, midterm and long-term. The new employee will gain an understanding of how the strategical activities are broken-down from Top level to department level and how the activities are reported from department to top level via the catch-ball method, to ensure strong correlation of the direction and all the daily activities.

- **Kaizen Project methodology for Administration (Key Goal Indicator activity)**

KGI Activities is a TICO initiative to increase Management efficiency Toyota Lean Management.

It is a Toyota improvement concept to lead Kaizen of MSCO's processes & challenges by developing the project team in TPS knowledge. The Key Goal Indicator (KGI) is a metric you set to measure whether an important, long-term business goal has been achieved. Hence, a KGI is the ultimate goal and Key Point Indicators (KPI's) measure progress towards the KGI. A KPI is a metric to control a specific process. The participant will understand the basic tools of how to optimize administrative processes, by doing improvement/kaizen projects. In this course you will become familiar how to:

- How to set a project & create a Project Charter
- How to visualize the flow via Process Mapping
- How to do Task Structure Analysis

- **TIBP (Toyota Industries Business Practices)**

TIBP is a business practice on how to perform work that should be understood and followed by all TICO group associates, regardless of their business area, country, etc. It consists of the 8 Steps of Problem Solving and 10 Points of Drive and Dedication and is intended to help achieve best work performance.

- **Product Introduction**

In this course the new employee will get the basic understanding of material handling principles and terminology. After the course she/he will be able to understand the different fork dimensions that are required and be aware of different applications where pallets are used, as well as other basic knowledge about material handling industry.

- **Product Knowledge**

In this course, the new employee will learn about the product range of Toyota Material Handling, based on the different values we focus on.

- **Basic problem-solving**

This course provides a basic understanding of how to visualize, understand, breakdown and create a countermeasure/solution to a problem, furthermore it will provide an insight to what can happen when not applying enough time on the Planning part to find the right sustainable solution. Such tools as PDCA & 5xWhy will be introduced.

- **Digital tools / IT trainings**

The hiring manager will assess the need for trainings concerning digital tools and IT for the employee. Standard tools that should be considered are:

- T-Space
- Teams
- TalentSoft / PPDR / HR-software for time recording and related HR matters
- Office 365
- Sharepoint etc.

ONLINE COURSE	RESPONSIBLE	DAY & TIME	STATUS COURSE
Strategic approach / Hoshin Kanri			
Kaizen Project methodology for Administration (Key Goal Indicator activity)			
TIBP			
Product Introduction			
Product Knowledge			
Basic problem-solving			
Digital tools / IT trainings			

## 5 Role specific trainings and processes

### 5.1. Sales

A Sales representative is responsible for acting as an advisor and specialist for customers with material handling needs, as well as offering other TMHE products & solutions.

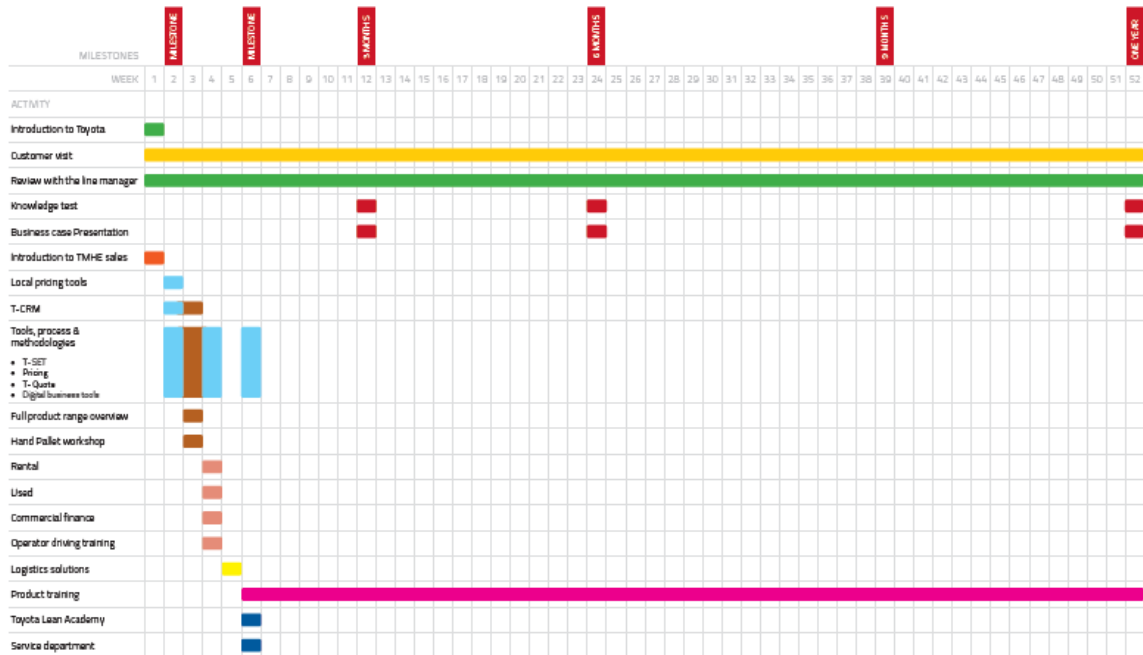
In the sales department we have several roles:

- Inside sales
- Field sales
- Key Account
- Sales Manager

- Sales Director

## Sales Onboarding

Recommended Timeline



## 5.2. Service

Service Technician is responsible for repairing and maintaining equipment in operation according to standard processes, procedures to maximize equipment uptime and its value.

The Service Technician is responsible for managing his/her working conditions and job planning in line with best practices and with a professional behavior, reaching targets set for him/her.

To achieve this, he/she needs to adapt to various conditions and environments and act according to TMHE and Customer's safety and environmental policies.

The different roles that we can find within Service department are:

- Service Technician
- Senior Service Technician
- Senior Service Auto Solutions
- Team Leader

- Service Manager/ Trainer

My induction Week	To be completed by	PIC
Service management introduction	Day 1	Service Manager
Company tour & presentation	Day 1	Service Manager
HR team introduction	Day 1	Service Manager
Collection of T-Stream and Smartphone	Day 1	Service Manager
HR environment (code of conduct, rules, insight, expenses)	Day 2	HR
Van introduction (standard equipment & driving accreditation)	Day 2	Service Manager
GPS Masternaut presentation	Day 2	Service Manager
Working & Safety Policies	Day 3	H&S officer
All employees Courses	Week 1	HR
Health & Safety induction	Week 1	HR

On The Job Training- with mentorship	To be completed by	PIC
Get general overview (daily activity, machine range...)	Week X	Team Leader
Customer visits, introduction to local staff	Week X	Team Leader
Getting started with reporting (daily activity, technical report, T-Stream, holidays...)	Week X	Team Leader
Spare parts : designation, ordering process	Week X (tbd based on profile)	Team Leader
Establish quotations, maintenance contracts proposals	Week X (tbd based on profile)	Team Leader
Stock management check & allocation	Week X	Team Leader
Navigation system use	Week X	Team Leader
Daily/weekly schedule management	Week X	Team Leader
Progressively build solid technical skills	Week X	

My induction Month(s)	To be completed by	PIC
Parts ordering process & contact person	Week 1	Service trainer
Product & sales introduction meeting	Week 1	Sales representative
Warranty admin introduction meeting	Week 1	Warranty administrator
T-Stream insight (reporting, navigation & support)	Week 1-2	T-Stream KU
Onboarding Training (5S/TPS/Safety and customer communication)	Week 1-2	Service trainer
Product Knowledge : acquire expertise & develop skills	Month 1- 6	Service trainer
On The Job training/ field experience		Team leader
Medical examination	Before end of probation	QHSE Dept

### 5.3. Product

Product Management department is responsible for monitoring the market landscape and understanding customer needs, translating these into product requirements aimed to support our share and profit targets in the short and mid-term perspective.

The different roles that we can find within Product Management department are:

- Product Manager
- Product Planning Manager
- Product Assistant
- Product Coordinator

An example of an introduction to the Product management department.

- One training event will be spread over 5 days, with each day two product ranges being handled by the corresponding Product Manager

Thursday		Friday	Monday	Tuesday	Wednesday
10h30 - 11h30	CB EL ( <i>Pasquale Nardozza</i> )	Reach Trucks (Roger Johansson)	Energy ( <i>Jakob Arvidson Klint</i> )	HTP/PPT ( <i>Magnus Milton</i> )	HTP/PPT ( <i>Magnus Milton</i> )
13h30 - 14h30	CB IC ( <i>Paul van de Sype</i> )	Order pickers ( <i>Mats Wingmo</i> )	VNA ( <i>Markus Ekman</i> )	Stackers ( <i>Fredrik Nilsson</i> )	Towing trucks ( <i>Per Franzen</i> )

## 5.4. Logistics Solutions

Logistics Solutions department develops products and solutions within the area of Automation, and they support the Marketing & Sales companies in selling and delivering Automated Solutions to our customers.

In the Logistics Solutions department, we have several roles:

- Software development
- Operations & Support
- System Test Engineer
- Automation Product Management & Sales Support
- Finance & HR
- Technology & Innovation
- Strategy & Quality
- Corporate Development

## 5.5. Supply Units

TMHE Supply Operations develops, manufactures, and delivers forklift trucks and vehicles for TMHE and TMHI markets. To be assessed & developed locally based on the common onboarding guidelines.