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# Guideline Onboarding new employees

## Summary

The term Onboarding summarizes all activities that contribute to the structured and systematic integration of new employees. The aim of the Onboarding process should be to support new employees in their integration into the company and its culture, to speed up the time to become operational and effective in the new role and to increase long term loyalty to our company.

The document defines the baseline and actions all new employees should experience during their onboarding process. All entities should create a locally adapted onboarding process based on this guideline.

To ensure compliance, this guideline is supported by dynamic checklists to be used by HR functions, hiring managers and the new employee.

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## 1 Purpose

Harmonize, standardize, and improve the Onboarding process of new employees, including the Reboarding of TMHE existing employees, across the organization.

Specify training courses/e-learnings mandatory for all new employees, and a list of additional training courses to consider depending on a person's competence and role.

Set the foundation for digitalizing the onboarding process.

## 2 Background

- Onboarding is a key and proven success factor for retaining employees. Professionally done, onboarding will result in decreased employee turnover, thus protecting the costly investment of attracting and recruiting, and improve ROI for costs related to hiring new employees
- Efficient onboarding decreases the time before a new hire becomes efficient in their work. Giving clear directions and proper training creates engaged, motivated and efficient employees feeling safer and more welcome quicker, creating a better sense of belonging
- Improving and digitalizing the Onboarding process is a clear step in line with the decided Employer brand strategy and its' focus area "Quality in every touchpoint"
- Enabling new employees to experience the company culture continuously during the onboarding process will turn them into ambassadors for our company
- Proper onboarding provides a foundation for better and continuous re-boarding of already existing employees

## 3 Scope

This guideline applies to all entities and business areas of TMHE Group and is directed primarily to the HR functions and hiring managers. The MD's bare the overall responsibility for the implementation of the guideline. The guideline does cover the general onboarding process for new employees, but does not extend to role specific assignments.

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## 4 Responsibilities

It is recommended that the Hiring Managers and Human Resources department at the different entities of TMHE are responsible for compliance with this guideline.

TMHE's central HR function is responsible for changes or additions to this guideline.

## 5 Definitions - Onboarding process

The **Recruitment** is the process that precedes Onboarding and includes the period from the approved job requisition to the signing of the employment contract. This process is not described in this document.

**Preboarding** refers to the first phase in the Onboarding process. It begins at the latest after the employment contract has been signed and ends on the day before the new employee's first day of work. It could also begin with the verbal agreement for a job and start with the sending and receiving of documents.

**Onboarding** starts the very first day at work and continues for a period of six to twelve months and includes all measures that promote integration and a positive start-up experience for the new colleague. (This phase can also be referred to as the Induction process, TMHE uses the term Onboarding. Later in the document the term Induction is used to define the first month during the Onboarding process.)

**Reboarding** is the re-introduction of an employee to their job duties and overall function within the organisation when returning after a longer period of absence. The process can also be applied on people taking up a new position in the present or another part of the organisation.

However, re-introduction to the company should not be reserved for employees who take a leave of absence. In fact, everyone should go through a reboarding process regularly, to ensure alignment with company strategy, values and culture.

**Offboarding** refers to the process applied when employees leave the company. The process starts when HR or the direct manager receives information about an employee resigning, and ends when the employment contract and the persons access to premises and digital account is terminated.

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## 6 Onboarding process

The tasks involved in the Onboarding process are the shared responsibility of the HR department and the hiring manager. All the activities that are included in both the mandatory and the recommended steps, are detailed here below and available in the checklists in the appendix.

Overview and breakdown of the TMHE Onboarding process:

- Preboarding – to be completed before the first day at work
- **Onboarding – the following steps are to be followed**
  - o Welcome – 1<sup>st</sup> day
  - o Orientation – 1<sup>st</sup> week
  - o Induction – 1<sup>st</sup> month - Genchi Genbutsu visits
  - o Take off – 2<sup>nd</sup> and 3<sup>rd</sup> month
  - o Integration – after completing the trial period
  - o Development plan – every year
- Reboarding
- Offboarding

### 6.1. Before the new employee starts - Preboarding

The Preboarding process should always consist of the following steps. Using the dynamic check-list in the appendix at Section 1.1 will ensure compliance.

#### Preboarding steps:

- Send Contract
- Prepare Induction & training plan
- Send welcome letter
- Follow-up call/email with the employee before starting day
- Create IT User account and Telephony (*when applicable*)
- Order IT-equipment
- Access to relevant Teams groups / systems / files etc.
- Inform direct team and close colleagues from other teams
- Choose & inform *Buddy*\*
- Prepare all the information that needs to be received the first day at work, including the *Welcome kit*\*\*

*\*Buddy or mentor is an assigned go-to contact person that supports and facilitates the new employee in the non-formal parts of the onboarding process. The Buddy complements the efforts from HR and the direct*

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manager. This colleague serves as a contact person for explaining insights of the company and ways of working. The responsibilities and way of choosing a Buddy, is defined in the appendix at Section 2.

**\*\*Welcome kit** is a symbolic and branded gift that should be handed over the first day at work to reinforce the welcome. A standardized kit in line with TMHE's Employer Brand guideline is available in the online gift shop and can be adapted locally.

## 6.2. During the Onboarding

The Onboarding process consists of several steps. The full and dynamic check-lists are found in the appendix and will support HR, the hiring manager and the new employee to follow up the completion of the different steps.

In each step of the Onboarding process, a **Survey** step is to be completed by the new employee. This to ensure a continuous quality follow-up of the Onboarding process. It will help the employees to reach their full potential faster and it will document any specific challenges along the way. A survey template is available for translation and local add-ons.

### Onboarding steps

- **Welcome day (1<sup>st</sup> day) – full checklist in appendix at Section 1.2.1.**
  - Welcome preferably by line manager or HR representative
  - Go through job description and complement Onboarding plan
  - Handout welcome kit
  - Introduction of main colleagues
  - Introduction to the Buddy
  - Lunch together
  - Guided tour of the facilities
  - Survey
- **Orientation week (1<sup>st</sup> week) - full checklist in appendix at Section 1.2.2.**

During the first week the new employee is expected to take at least the mandatory courses: Code of Conduct, End user IT-policy and Information security awareness.

Steps to be followed during the first week:

- HR-information
- Personal development plan
- Ways of communicating
- Company structure and Organisation
- Mandatory Course – Code of Conduct
- Mandatory Course – End user IT policy
- Mandatory Course – Information Security awareness

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- Introduction to T-Space & TMHE Academy
- Survey
- **Induction (1<sup>st</sup> month) - full checklist in appendix at Section 1.2.3.**

This section address what to cover during a general onboarding in the first month in a new role. Some specific positions/roles in TMHE require the employee to go through a pre-defined mandatory induction plan (**see Chapter 8**). The full developed and dynamic check-lists for this step are found in the appendix.

Next to the subjects, in the **mandatory & recommended courses chapter**, there is the list of the online courses hosted in the TMHE Academy and which are supposed to be finalized during the first month.

Steps to be followed during the first month:

- 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\*
- Survey

\* **Competence assessment:** *Evaluation of knowledge required during the Induction period.*

- **Take off (2<sup>nd</sup> and 3<sup>rd</sup> month) - full checklist in appendix at Section 1.2.4.**

During the second and third month the new employee will be in the phase of Job shadowing\*. To organize this period, please go to the checklist in the appendix.

\* **Job shadowing:** *is a type of on-the-job training that allows the new employee to follow and closely observe another employee performing the role.*

- **Integration between 6 to 12 months - full checklist in appendix at Section 1.2.5. (depending on the country – after probation period is completed)**

Steps to be followed between six to twelve months:

- Visit other entities
- Role specific training
- Survey

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### - Development plan – every year

After the new employee starts, it's the responsibility of the line manager to follow up on the different activities in order to keep motivating the employee, but as well supporting the new employee to develop new skills that will reinforce a fast and sustainable growth in the company. Full checklist in the appendix at Section 1.2.6..

Yearly steps:

- PPDR – Talensoft (Personal Performance Development Review)
- Continuous communication and follow up
- Development plan
- Survey

## 7 Courses

### 7.1. Online MANDATORY courses

The specified Mandatory courses need to be completed during the Onboarding process and a follow up discussion with the direct manager is an important part of the process. The mandatory courses are hosted in the TMHE Academy → All employees → TMHE Onboarding, course page.

The screenshot shows the TMHE Academy interface. At the top, there is a navigation bar with the Toyota logo, 'MATERIAL HANDLING', 'TMHE Academy', a user icon, 'My Courses', 'TMHE', and 'English (en)'. Below this is a dropdown menu listing various courses, each with a graduation cap icon. The 'All Employees' course is highlighted with a red rectangular box.

- Key User Training Talensoft
- All Employees
- TMHE Leadership Academy
- Project Management
- ISIT
- Legal & Compliance
- Online Marketing Academy
- Service Market
- Sales Academy
- Logistics Solutions
- New Digital Workspace
- Country Specific Sections

## MATERIAL HANDLING

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A description of each course, its' learning objectives and checklist are in the appendix Section 3. The line manager has the responsibility to follow up with a short assessment to ensure the new employee has accumulated the knowledge on each topic. The description of each course and checklist in appendix at Section 3.

### **Online mandatory courses\*:**

- Code of conduct
- End user IT policy
- Information Security awareness
- Competition compliance
- Toyoda Precepts
- Company introduction
- Health, Safety and Well-being
- How to apply TPS
- Kaizen work & standardization
- Sustainability

*\* Mandatory courses will be reviewed and restructured during 2023.*

## **7.2. Recommended courses:**

All the recommended courses can be completed during the Onboarding process and will support the new employee to have a better understanding about the role and the overall way of working at TMHE. The description of each course and checklist is found in appendix at Section 4.

The recommended courses are hosted in the TMHE Academy → All employees → TMHE Onboarding, course page.

Recommended courses:

- Strategical approach / Hoshin Kanri
- Process Mapping
- Projects / KGI activities
- TIBP (Toyota Industries Business Practices)
- Product Introduction
- Product Knowledge
- Basic problem-solving
- Digital tools / IT trainings



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## 8 Role specific trainings and processes

TMHE has a broad list of roles of which many have a more in-depth and mandatory onboarding plan, especially in the departments of:

- Sales
- Service
- Product
- Logistics Solutions
- Supply units

Specific onboarding processes in these entities/departments should be assessed and developed locally but always be based on this common Onboarding defined in this guideline. For detailed information see appendix Section 5. For the broader onboarding process of new employees within the stipulated departments, please go to **TMHE Academy**.

## 9 Approval

	<b>Name</b>	<b>Title</b>	<b>Signature</b>	<b>Date</b>
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