



# Connect Talent & Career Development to the Onboarding Journey

Your complete guide



Milo, Candidate



# Guide talent & career development with onboarding

It is critical to upskill your employees from the moment you welcome them into your company, nurturing their development as high-performing individuals who eventually grow into experienced leadership roles. Onboarding should foster a sense of belonging, develop commitment in individuals, include all talents, offer a fun experience, and support the development of individual skills. We also know that a successful onboarding program should reduce the time it takes to develop skills, improve recruitment, reduce employee turnover, improve the process of transferring skills from one person to another, and enhance corporate branding and culture.

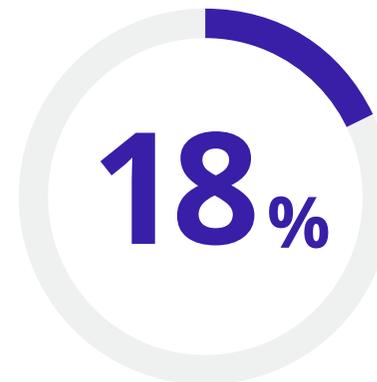
To drive outcomes and ensure lasting impact, L&D teams need an effective, well-defined onboarding strategy that's deeply connected to the talent & career development journey of individual workers.

But getting it right can take L&D teams a lot of trial and error. According to new research by Fosway, 40% say onboarding and reboarding is a top priority but only 18% say their strategy is very effective at delivering effective onboarding and reboarding.



Say onboarding and reboarding is a **top priority** ✓

*but only*



Say their strategy is **effective** ✗

# The ideal onboarding experience:

## Meet Milo



**Alicia**  
*HR Manager*

Alicia works in the HR department. She is a specialist in commercial profiles. She will accompany the Hiring Manager, Carole, in the recruitment process.



**Milo**  
*Candidate*

Milo is currently in Sales, but he is looking for a new challenge. He has already been through several interviews but has not been enthusiastic about the opportunities offered.



**Carole**  
*Hiring manager*

Carole is Manager of the Sales team. She is looking for a candidate as part of their team's expansion. She needs to be able to quickly assess the skills of the candidates and how they will fit into the team.

# Recruitment

The onboarding process starts with recruitment. For HR Manager Alicia, the interview process is critical to determine whether Milo is the right candidate. She wants to be sure that Milo can fulfill the responsibilities of the role and that he will fit into the company culture and the team.

Skills assessments and role-based challenges for candidates are the best tools for getting it right. It is also crucial that Alicia and Carole the hiring manager are on the same page regarding the role description and skill set required.

The recruitment process is also a chance for Milo to determine whether the role – and the company – is right for him. He will want to know the job description, skill set required, team structure, company values and culture, potential for advancement, and learning and development opportunities.



**Alicia**, *HR*

Alicia uses a variety of assessments, quizzes and challenges to be sure Milo is capable of performing the role.



**Milo**, *candidate*

As part of the process, Milo downloads documents, answers questions, and produces mock pitch videos. He also has a grid of skills he'll be tested on.



**Carole**, *manager*

Carole reviews the videos produced by Milo and gives feedback. She filled out the skills grid to be sure Milo has what it takes to be a top performer.



## **Alicia**, *HR*

Milo has accepted the position, Alicia creates a dedicated access to specific program about the company and Milo's position before he starts.



## **Milo**, *candidate*

Milo accesses the platform prepares at his own pace. He feels reassured and committed to the company's values. He is getting to know his team buddy.



## **Carole**, *manager*

Carole knows Milo has the necessary information to prepare for his role. Once onboarding starts, she can help him start on the right foot and integrate into the team.

# Pre-boarding

Pre-boarding starts from the moment Milo accepts the offer and continues until the onboarding stage begins. In fact, most recruits expect constant communication from their new employer from the time they're hired until their start date. This means early access to the onboarding program to learn about the company's culture and values, and preparing the candidate for what comes next.

Milo really appreciates the small gestures from Alicia that made him feel like he was already part of the company, including the welcome package with branded goodies and a new "team buddy" to show him the ropes. He expects Alicia and Carole to actively communicate next steps up to his first day on the job.

# Onboarding

Milo will continue learning how things work and get to know his team members. Carole has scheduled a virtual coffee with the team so that Milo can introduce himself and ask questions. Milo will also participate in general onboarding activities with other new colleagues and get a taste of the company's values and culture.

Other training can include a welcome video and brief discussions of the company's health and safety standards, vision and mission, career opportunities, processes, organization and departmental information, DEI initiatives, activities and associations, and the ways new employees can contribute to the company's mission.



**Alicia**, *HR*

She officially welcomes Milo and signs him up for the Sales onboarding course. She will monitor the success and impact of this course through surveys and KPIs.



**Milo**, *candidate*

Milo learns about the company culture and starts the Sales courses. He can also exchange with colleagues, his work buddy, other new hires, and mentors.



**Carole**, *manager*

She is following Milo's progress through the pre-boarding and onboarding process, Carole also relies on the work buddy's feedback. This way she can give him all of the support he needs.



### **Alicia**, *HR*

Alicia can act as a link between the new hires and mentors. She can involve senior staff members in the onboarding process to offer guidance.



### **Milo**, *candidate*

Milo has finished his integration period and is now part of the Alumnis community. He can socialize with other new hires and connect with mentors.



### **Carole**, *manager*

Carole relies on the more experienced members of her team to show Milo how things work. She encourages this transfer of skills to keep her team at peak performance.

# Alumnis & mentors

Once Milo has finished his initial onboarding, he'll have access to a post-onboarding community. This helps to create an alumni community so new hires can socialize and develop a professional network. Milo will also be able to connect with senior members of the company, who can offer advice and support as mentors.

Access to mentors and communities gives new hires support and guidance through social exchanges and networking opportunities. Social interactions help make new hires feel welcomed and enhances the self-paced parts of the onboarding process to prevent feelings of isolation.

Carole counts on senior members of her team to work closely with new hires. She encourages a continuous transfer of skills from senior team members to new or junior team members to keep her team aligned and at peak performance. As Milo progresses in his role, he can hone his leadership skills by becoming a mentor himself to new arrivals.

# Crossboarding

Here Milo will be able to access training to master the essential skills of his new role. Over the first three months of employment, Carole will ask Milo to focus five hours of time to cover more granular issues such as products and services, sales techniques and best practices, job-specific processes and tools, role-specific compliance, if relevant, and any helpful contacts and resources he'll need to succeed.

Carole will verify that Milo has the skills necessary to excel in his current position and recommend courses for any skills he needs to develop quickly. She'll clarify Milo's career plans so she can work with Alicia to create focused upskilling and reskilling programs that align with his goals. This is also a great opportunity for Alicia to identify talent pools through competencies.



**Alicia**, *HR*

Milo has informed her of his desire to move on. She can offer him a new skill set to support his mobility.



**Milo**, *candidate*

He trains himself, he can measure his skills and target his training challenge.



**Carole**, *manager*

Carole encourages Milo to continue training to further develop his skills and acquire new ones. She also helps him plan his career path and aligns his training to his journey.



### **Alicia**, *HR*

After many years at the company, Milo has decided to move on. Alicia prepares to ensure a smooth offboarding and preserve the company's employer brand.



### **Milo**, *candidate*

Milo spends his last weeks at the company focused on the transfer of skills. He also participates in interviewing candidates to replace him.



### **Carole**, *manager*

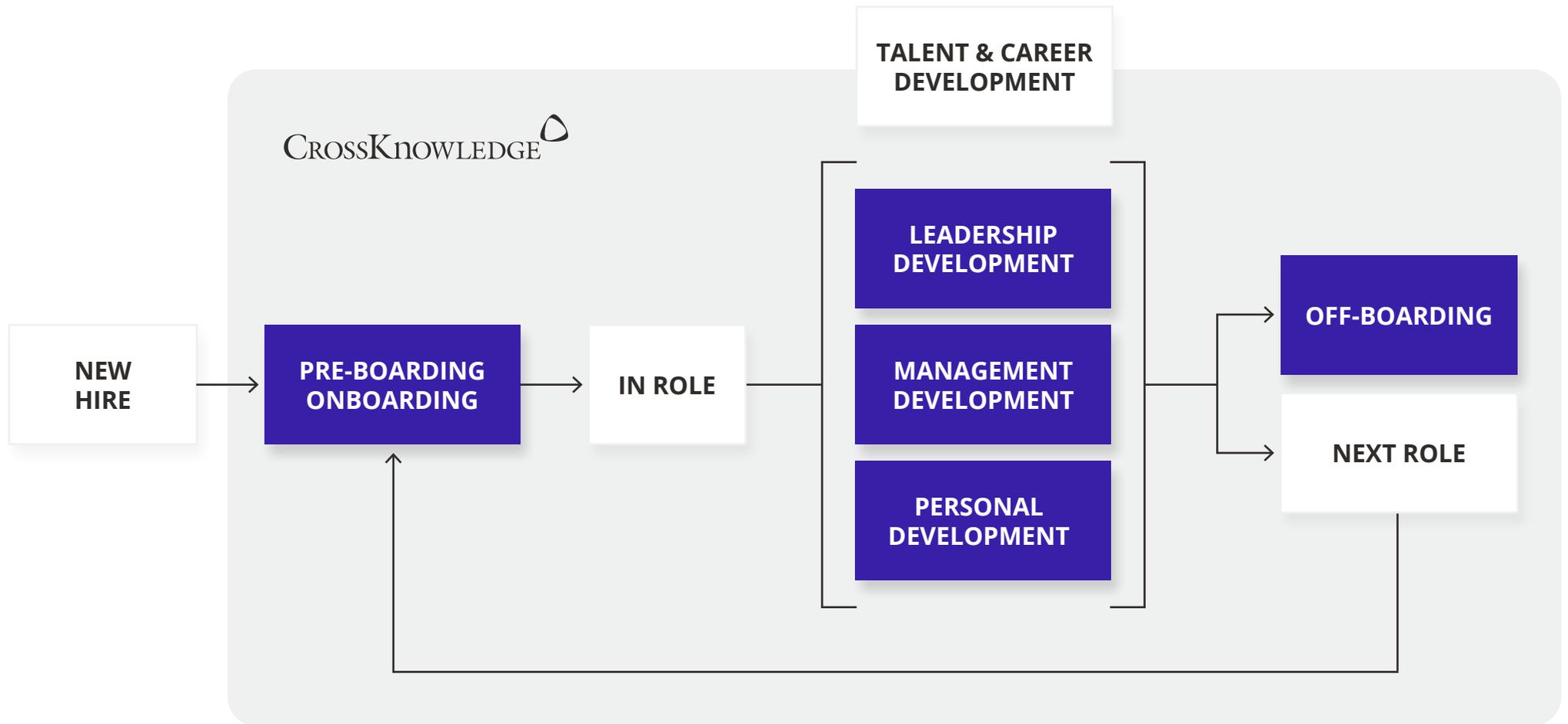
Carole helps Alicia prepare the offboarding process for Milo and recruitment for his replacement. She doesn't want any disruptions to her team's performance.

# Offboarding

From the company's perspective, this is a critical step to ensure that there is no lag in team performance or customer service. Adequate time must be allotted for knowledge transfer and for debriefing the departing employee (in this case, Milo). They can even help onboard their replacement. A good offboarding experience also enhances the company's employer brand.

For Milo, it is advantageous to have a smooth offboarding process because it can help him prepare for his next role; helping to hire and onboard his replacement will help him to develop his human and leadership skills. He'll also want to keep Carole and Alicia as future references and members of his professional network. He might even choose to be a candidate for another role at the company in the future!

# Connect talent & career development to the onboarding journey



# First, map out your experience

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1

Determine your employee targets and identify both learning and business objectives.

2

Map out the talent & career development path of your individual learners.

3

Identify the skills they currently have and what new skills and skill sets they need.

4

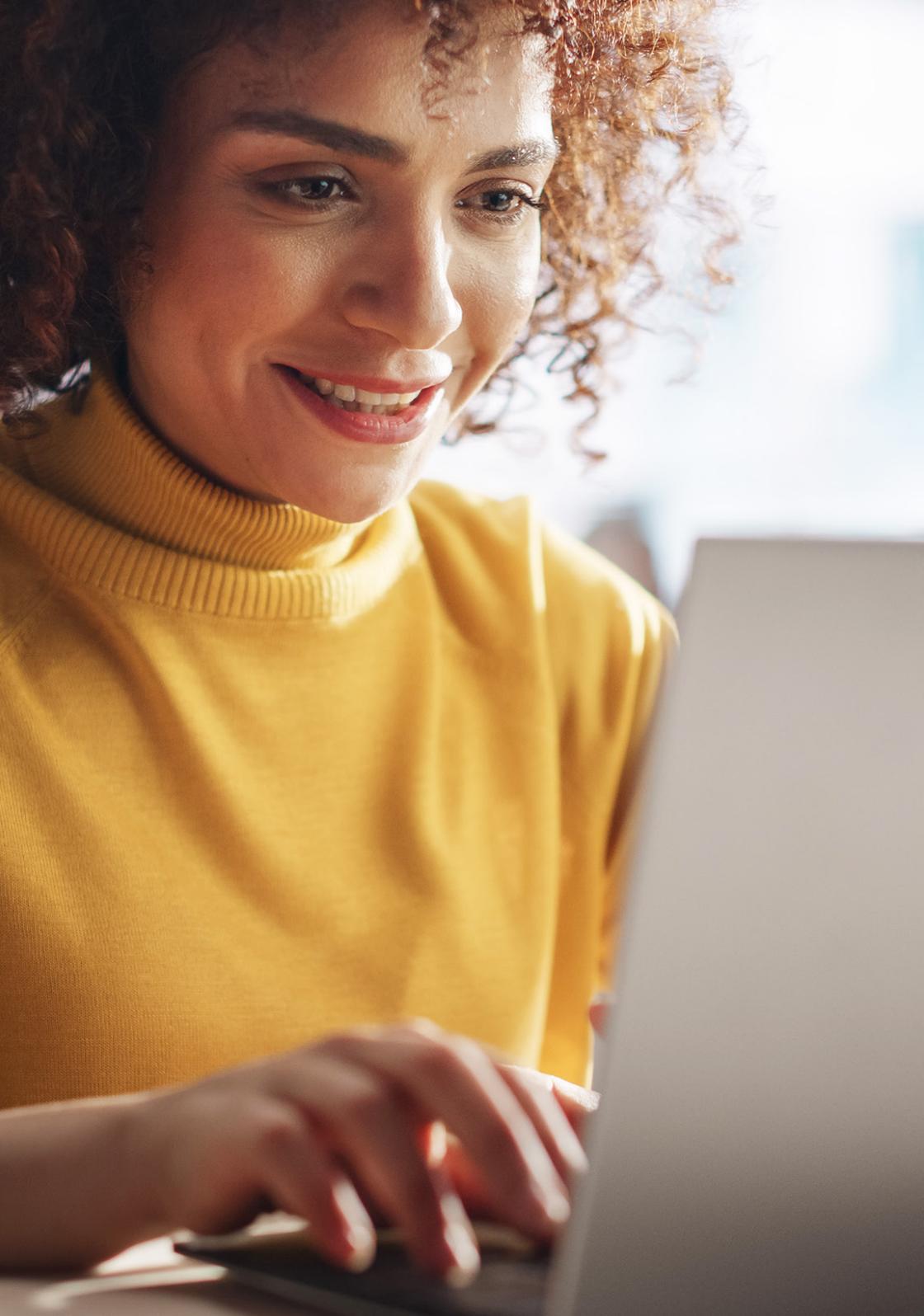
Identify subject matter experts who can create and design engaging and impactful learning content.

5

Connect the onboarding journey to the the career path by designing your courses with storyboards, scripts, and platforms.

6

Implement your program and then test, review, and collect actionable feedback from users and stakeholders.



# Next, design your onboarding program

## Expert advice:

You'll need to have a large suite of diverse resources delivered in different ways to give learners their best chance at success. Virtual face-to-face courses, blended formats, and self-directed online modules should all be in your toolkit.

Learners are put off by an overwhelming amount of information, outdated content or formats, a list of hyperlinks with no guidance, a lack of social activities and interactivity, and no variety in the learning resources.

# Tips to design an onboarding experience that drives outcomes



Create easy-to-use, guided experiences with a progressive path to completion.



Put everything they need in one accessible place, like a single webpage or platform.



Aim for a structured approach that keeps learners on track.



Provide some type of facilitation that lets new hires ask questions and get answers.



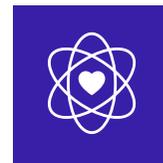
Foster a sense of belonging with a welcome from upper management, testimonials from colleagues, and social interactions.



Offer a wide variety of high-quality learning resources that help employees learn the way they learn best.



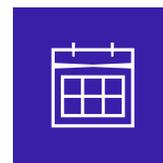
Include topics like company culture, vision and mission, commitment to sustainability, career opportunities, and diversity.



Nurture a feeling of acceptance, belonging, and immersion in the company culture.



Don't forget to have a suite of social activities that complements the digital aspect of the onboarding program.



Design experiences that make efficient use of the learner's time and fits into the flow of work.

# Conclusion

Onboarding is the first and only chance you get to ensure that new hires blend in seamlessly with your teams, understand and embrace your corporate culture, and become valuable, effective team members as quickly as possible. A successful onboarding program is the way to make sure new employees acquire the knowledge, skills, behaviors, and connections needed to fit into your team and thrive in their roles. That's why it's simply too important to get wrong.

**Discover how to  
make talent & career  
development a key part  
of the onboarding journey**

**[View the webinar!](#)**

# Grow Your People With Focused Upskilling

**Develop entire employee populations at scale, matched to their career development journey.**

Deploy award-winning upskilling strategies to grow your employees from the moment you welcome them into your company, nurturing their growth as high-performing individuals who eventually grow into experienced leadership roles.

CrossKnowledge upskilling solutions help customers achieve learning outcomes that meet business stakeholders' expectations. CrossKnowledge combines quality content from thought-leading authors, facilitation experts and specialist services into extensive blended learning capabilities, backed by proven learning tech.

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