

THE REBOARDING GUIDE

A Fresh Start for Experienced Employees





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Reboarding

Keep The Door Open For Experienced Staff





“Some of the most rooted old Danish proverbs read: “The baker’s children never get bread” and “The shoemaker’s children walk with holes in their shoes”. In other words: The tasks that lie just ahead and should be a matter to get a handle on quickly, are constantly finding themselves at the bottom of the pile - and in many cases never solved.

The solution is typically very straightforward, but perhaps it is so easy to identify - and because it is about needs that exist in the family - there is always something external that is more important to solve right now.

This happens constantly in companies, where employees who change function or department, return from maternity or from a sick leave or return to the company after an adventure with a competitor or in another industry, simply receive too little attention.

A lack of awareness that both risks us from taking advantage of the person who has returned, and in the worst case a loss of talent, experience, and motivation with a negative bump at the bottom line as a consequence.

Reboarding is about ensuring that employees who are either starting in a new function or back at work after a period of absence are given the optimal opportunities to perform and execute. We will go further into this in this guide, where we take a closer look at the leader’s role and the technological tools that can ensure a successful reboarding process.

Enjoy.

Modern Employees Make Modern Demands





The modern, well-educated employee

has most cards on hand, and not least the millennial generation uses them to make demands on their employer. Not (only) regarding pay, pension, and paid lunch, but largely in relation to whether the work is meaningful.

It is no longer enough to exchange money for a work effort, and it is no longer enough just to point out a goal - the way to get there and the way it is organized also play a part.

In recent years, “Why” has been one of the most hyped words in management circles, but many of the companies that take the purpose talk seriously, make the mistake of focusing only in the recruitment phase.

When the employee has signed the contract, everyday life takes over, and the noble intentions slowly but surely slip into the background. And at some point, the employee probably slips, too. Out of the company and into another job where it all makes more sense.

And it happens often - in fact in the last decade changing jobs has become an increasing factor for i.e. [the British](#), where 5,7 % changed jobs in 2010 and 10,9 % switched jobs in 2017 and 2018.





Just to dwell on the risk of losing employees - also called employee churn or employee turnover: Much can be done with a [good and structured onboarding process](#), which increases the likelihood of retaining the employee and avoiding a huge waste of resources.

Just don't make the mistake of thinking that you have hit the target just yet. The employee's worklife is a journey, and while many may smile a little about the concept, after entertainment programs like X-Factor and Dancing with The Stars have used it just as frequently, it is truly comprehensive for the process a modern employee is in. The job she has landed in your business is not the end goal. She

may end up staying there for the rest of her career, but the likelihood is small and one thing is for sure: You need to make an effort to keep her.

[The employee journey](#) is all about the journey from preboarding to onboarding, growth & development and reboarding to offboarding. 5 stages, each of which plays a significant role in ensuring the great employee experience and ensuring the best possible use of talent and fulfillment of potential.

Remember to Re-skill Existing Employees

The modern employee wants new skills in order to develop and grow. [94% of employees](#) say they will stay longer in the company if they invest in their learning and development

At the same time, the life span of competencies today is short, and because many jobs are changing, it will be needed to provide new skills and re-skill [54% of the total workforce](#) in a few years.

Therefore, the argument for investing in learning and development is not only to satisfy employees but also to make sure that the workforce has the right skills to ensure that the company is leading in a constantly developing market

Experienced Employee in a New Reality

When a new employee steps into a new workplace, the task in many cases is (fortunately) strategically approached, and a starter kit with introduction to the site, tasks, colleagues and so on is prepared.

But what happens when the new employee is not new?





Imagine that you have returned from maternity. You have been away for 10 months and you are back in the same position. But your boss is new, your desk has been moved to another building, and some of your former colleagues are gone while a few new faces have arrived. And the company's strategy has been changed, affecting your tasks.

In other words: You have actually stepped into a different job than the one you left.

Or imagine that you are a skilled specialist - perhaps an IT professional or technician - who happens to have the flair and desire to work in direct customer service.

You will, therefore, be placed in a new team where you can use your skills to create even more value for the organization. You move a couple of doors down the hallway, so in a way things don't change that much.

But in reality you have got a new role in a new team with a new language, some new cultural codes and of course some new KPIs.

But maybe no one tells you about all of these changes. It's all cool and exciting, isn't it?





The lack of focus on getting you right into your new role is probably by no means an indication that your bosses or colleagues do not want you the best. Of course, they are just not aware there is a need - you are a familiar face, you are skilled, and you may even have some years of seniority.

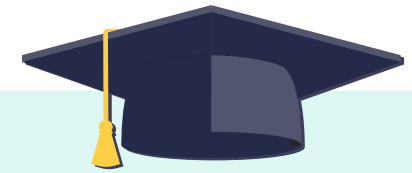
The immediate reaction is that you can handle yourself. And maybe you can - and maybe you can't.



In any case, you need to use some resources on getting ready, and in that process you are not as efficient (and obviously not as happy to go to work) as both you and the company would prefer.

Therefore, as a manager you should at least ensure the following:

Knowledge, priorities, and responsibilities.



Knowledge

Does the employee have the knowledge available to perform his or her tasks? Whether or not the position in the employee's absence has changed formally or not, she needs to be updated on all that has happened. And for the employee who gets a new job, there will almost always be a lot of silent knowledge in the team he enters, which he must have in order to do his job properly.

Priorities

It often happens that tasks change order - it can be as a result of a strategic change, the market's development or something else (and sometimes there is little of it all - and that is just the reality). In itself this is not a problem, but it is crucial that you create a direction so the employee knows in advance which tasks are the most important and have the highest priority.

Responsibilities

Who does what? And who has the main responsibility to reboard the employee who is coming back or who is about to start in a new role? While this may seem straightforward, it is important that you have made it clear. Otherwise, you risk ending up in a situation where you are pointing fingers at each other because there was doubt about the responsibilities. In addition, it is also nice for the employee that she knows who to go to if she has questions about her reboarding or her new work assignments.



Known In-house Vs. Completely New

When an employee is promoted, it is easy to forget that even though she knows the company and the colleagues she is about to lead, the role is new. And so is the responsibility that comes with it. Therefore, make sure that an employee who is promoted gets the same onboarding as a brand new manager who is brought in from outside the company.



Careful Preparation of Your Reboarding





When a new employee is onboarded in a company, it is always really valuable to carry out a preboarding process, which takes place from the time she is hired to the day she has her first working day.

Reality is constantly changing, as are our customers, frameworks and general tasks. Therefore, onboarding should not be conceived as a one off event, but as something that needs to happen again and again on a regular basis. And that's exactly what reboarding is all about: Giving an employee onboarding again - and preferably on an ongoing basis.

The figures speak for themselves:

- One-third of all new hires quit within the first 6 months
- An engaged employee is **87% less likely** to leave the company within the first 12 months

These figures are concerned with new hires, but if a skilled and experienced employee leaves the company, in many cases, routine and know-how can hardly be settled in cash.

Therefore: When an employee is coming back from maternity, or if a former employee is returning to you after an adventure with one of your competitors, you should prepare a preboarding process prior to the reboarding process.



Reboard Your Employee in Five Steps

When you are about to reboard an employee, you can benefit from a systematic approach. All people are different, but in these five steps you should be assured to get all the way around the process.



1

Preparation and Planning

Keep track of all the hands-on-stuff - make sure that the workstation is ready with relevant things like computer, phone and so on. Also, remember all the little details that can make a workday either very easy or rather difficult; keys, passwords, relevant software and the like. Everyone can spare some time if you take care of it before the employee sits in his chair with nothing to do, and it sends a good signal - that you take him seriously.



2

Give The Employee A Buddy

In an onboarding process, we recommend that you give the new employee a social buddy and a professional buddy. A professional buddy is responsible for the training of the employee, while a social buddy helps the employee getting into the culture of the company.

Depending on the size of your company and the specific employee, both buddy roles in the reboarding process may not be necessary, but the buddy principle is good because it allows the reboarded employee to ask 'stupid questions'. And because many questions can be answered quickly and easily by a colleague who probably knows the specific challenge of his or her everyday life.

3

Talk To Your 'New' Employee - And Involve The Co-Workers

When your employee returns from, for example, maternity leave or long-term illness, it is important that you remember to communicate with the person - and that communication is not limited to a meeting on the first working day and no more. Be sure to stay in constant communication. In that way, you both can be told and asked about the things that may emerge along the way.

If he has returned after a problematic process - such as a serious illness or nursing leave - it is important that you get to know what and how much your colleagues should know. It is your responsibility as a leader to ensure that the things to be said are said and that the things that are confidential remain confidential.



4

Give An Extra Brush-Up

The employee is in place and she has probably by now completed the digital reboarding-module you sent maybe a week before the job start. The digital reboarding modules can be a mix of the pre- and onboarding she got when she first started in the company, and new learning modules about the company's new strategy and video presentations from new employees.

Here you can consider advising her to go through one or more of the tests and learning modules again. Some people like to have the opportunity to revisit or dig deeper into a topic that they either find difficult or find particularly exciting. Have an open dialogue about what topics could be interesting to explore - both for the employee to get fully up to speed, but also for her further development in the company.



5

Collaborate With Experts

Consider whether you can benefit from involving experts in the reboarding process. Depending on the specific situation of the individual employee, it may be a good idea to involve, for example, Psychologists, Coaches or others who can contribute with their professional knowledge in a potentially vulnerable situation. You may also want to consider interacting with Reboarding Experts who can help design the process and provide a learning platform that ensures a coherent and thorough process.

Bonus Step



Give The Most Experienced Employees A Shot of Reboarding

We promised you five steps to reboard your employee who returns to the company after a period of absence, but we have a sixth suggestion that you can consider: Giving your veterans a shot of reboarding.

As we have seen, it takes a lot of resources for a company when an employee quits, and a thoughtful

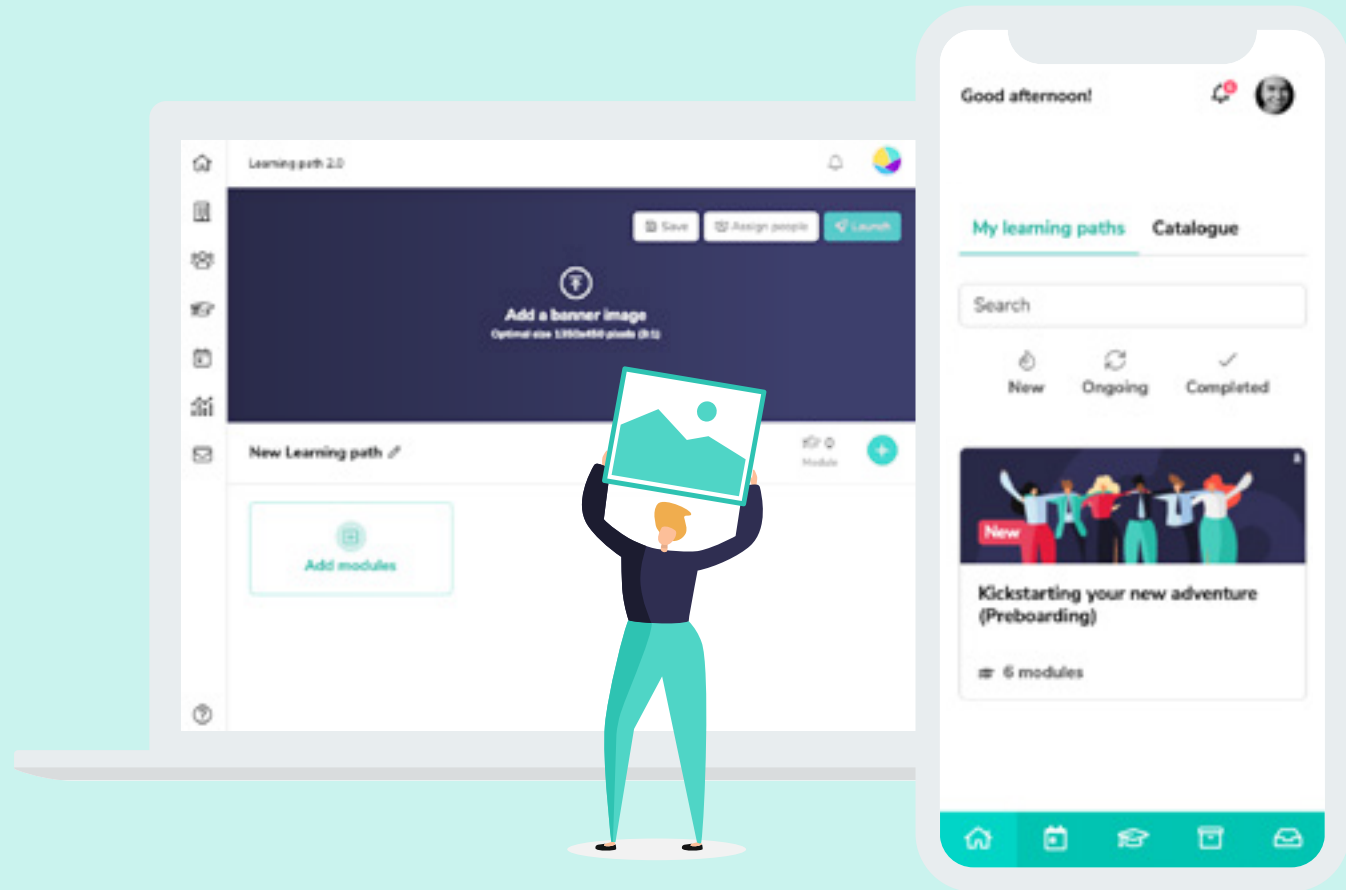
reboarding effort for employees who have been in the company for a long time can give them a renewed spirit and belief, that your company remains a place where they can grow and develop.

In the same way, it is an obvious opportunity to reach out to employees who may have been in the organization for a long time, but who have not

managed to pick up the latest technologies or new work flows.

Here, a reboarding program can provide a kind of safe space, allowing them to get up to the same speed as the others without requesting the update themselves.

Use Digital Tools



In our [onboarding guide](#) we go deeper into the fact that the employee journey is something you easily can underestimate. It goes hand-in-hand with the motto: It is just something about fixing a bouquet of flowers, putting a computer at the desk, and having a little talk the first day before moving straight to the work. When people are hired, they probably say something if they want anything - we just go with the flow.

Unfortunately, it is not that easy. The millennial generation places relatively high demands at the employer - demands for attention, feedback, development, challenges, and progress. Furthermore, employees who return from maternity or sick leave will in many cases be more clarified than when they left the workplace. The priorities are clearer, and you, as a leader, need to show that you are taking them seriously.

But in the real world, a workplace does not have to count quite a few heads until it becomes extremely difficult to remember who exactly needs extra professional counseling and so on. Therefore, it will be an advantage to use digital tools to keep track of learning modules, GDPR training, and personalized learning processes tailored for the individual employee.

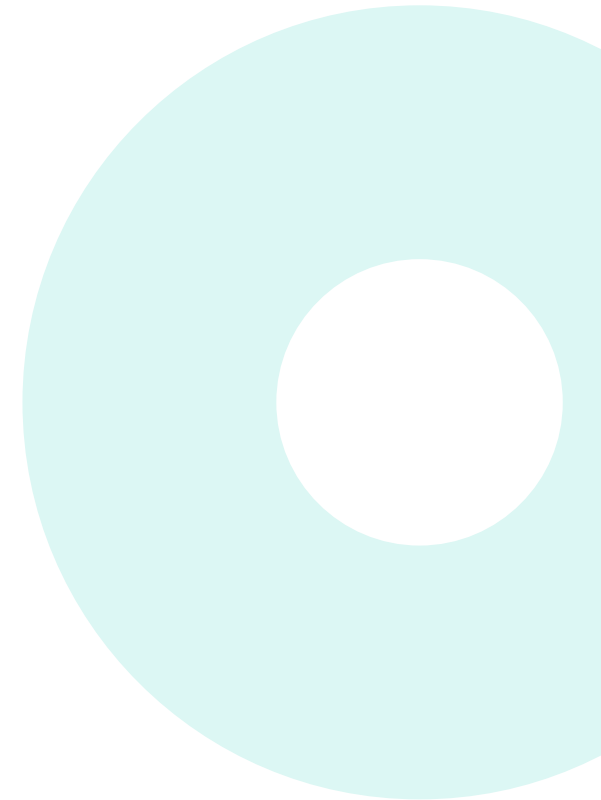


Reboard Your New, Old Employee - For Everyone's Sake

When an employee starts in a new function or returns to his old desk after a long time of absence, you owe each taking the reboarding process seriously. If you are not careful, you risk taking each other for granted, and it can end in a break-up. It is potentially expensive and complicated - at least for you.

Take a look at the five steps (actually six), we have provided in this ebook and remember that the right digital tools can make the process both easier and better.

You can read more about the entire [employee journey](#) at our website, where you can download our [other ebooks](#) about the individual stops on the employee journey.



Create The Best Learning Experiences For Your Employees

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