

NEW EMPLOYEE ONBOARDING MANAGER GUIDE

Everything you need to optimize your
new employee onboarding plan

Roll over number for full details



Message for Leaders

CONGRATULATIONS on hiring your new employee!

This guide provides an overview of the onboarding process and contains information, resources and tools that provide a starting point for successfully welcoming and developing new employees at Bioventus.

Bioventus strives to be a place where employees want to work by recruiting and retaining top talent that **make a difference**. We are committed to creating a positive work experience where team members are informed, engaged and have strong partnerships with their leader and colleagues.

What is Onboarding?

Onboarding is more than completing new employee paperwork and signing up for benefits. Onboarding is a six-month collaborative and strategic plan, introducing new employees to the business strategy, objectives, vision, mission, values and peers at Bioventus. An effective onboarding plan provides employees with key information, tools and resources that will inspire them to **make a difference**.

EFFECTIVE ONBOARDING WILL:

- **Increase** new employee **productivity**, by introducing them to their new role, establishing SMART objectives, and inspiring them to make a difference.
- **Improve retention rates** of new employees by providing a wide array of information that employees need in order to feel engaged, successful and connected.
- **Provide role-specific, in-depth, timely information** over an extended period of time, so that information is useful and memorable for the new employee.
- **Streamline processes** and provide best practice information to enable leaders to deliver high-quality, consistent, and accurate information to all new employees.
- **Foster** an environment of employee engagement, where employees feel that Bioventus is a place to build a career.

SUCCESSFUL ONBOARDING DRIVES:

- an employee's ability to be productive in their role more quickly
- the achievement of business objectives
- our ability to be a global leader in orthobiologics.

A successful onboarding program makes a positive impression on a new employee and affirms their decision to work at Bioventus

Bioventus Onboarding Overview

Process Phases and Key Activities

Below is an overview of Bioventus' onboarding activities and targeted time frames.

1. Prestart

- Prepare for employees first day and week
- Prepare "New Employee Onboarding Plan"
- Organize and prepare workspace, equipment and tools
- Notify others of the new employee's arrival
- Connect with the new employee before their first day

2. Day 1

- Welcome new employee
- Review onboarding plan document
- Share information and other resources needed for work
- Schedule regular 1:1 meetings
- Check in at end of day

3. Week 1

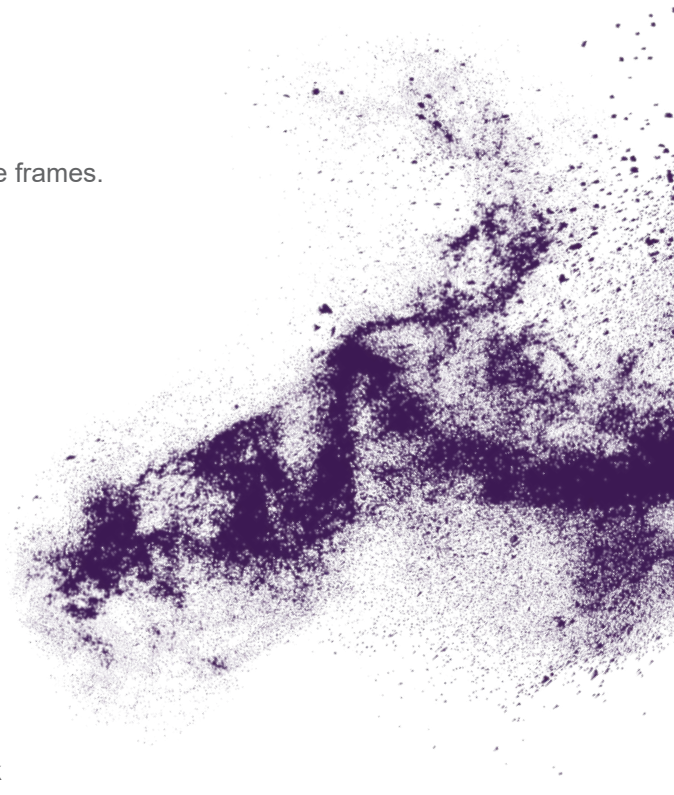
- Have frequent conversations
- Introduce employee to Bioventus business practices and culture
- Discuss short-term deliverables
- Allow employee time to complete administrative onboarding tasks

4. First 30 Days

- Monitor performance and provide regular feedback
- Set performance expectations and align on objectives
- Provide essential training

5. 3-6 Months

- Recognize positive employee contributions and coach on gaps as needed
- Review performance objectives and expectations
- Conduct "End of Onboarding" conversation



Onboarding Roles and Responsibilities

Leaders

- Share why you are at Bioventus and how your team contributes to our success
- Create an engaging environment, coordinate/arrange workspace
- Introduce employee to colleagues
- Clarify your expectations up front
- Conduct regular one-on-one meetings
- Provide timely, information-specific, issue-focused coaching and feedback
- Set job-related context and share technical, role-related expertise
- Inform employee about organizational and department objectives
- Complete onboarding process with “End of Onboarding” discussion

Payroll/Finance

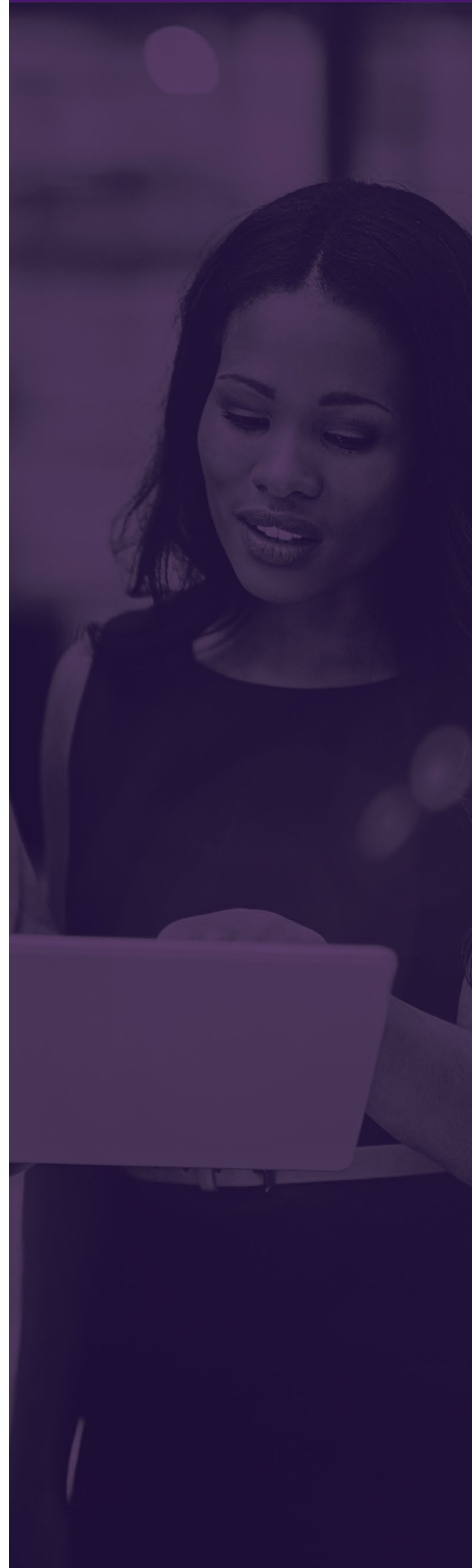
- Create Concur (T&E) account
- Corporate credit card

Human Resource Department

- Initiate new employee and onboarding process in Workday and monitor progress of tasks
- Ensure essential new employee forms/data are completed (e.g., I-9, tax forms, direct deposit, etc.)
- Conduct new employee HR overview (review benefits, etc.)
- Conduct onboarding survey at 90 days

Information Technology

- Upon notification, set-up user account / system access / equipment, etc.





Prestart Checklist

When a candidate has been selected, the onboarding process starts. Once the candidate accepts the position, you can begin planning for the new employee's first day/week. A great deal of the work necessary to successfully onboard a new employee is done before the employee's first day. Some of the suggested actions to prepare for a new employee are explained below.

Complete Workday Tasks Promptly

In order to keep the process moving and generate proper notifications in a timely manner, it is imperative that you approve tasks in Workday related to your new employee.

Prepare for the Employee's First Day/Week

First impressions matter. It is important you adequately plan the essential activities for the employee's first day (and weeks) by coordinating and/or scheduling important meetings. (e.g., team members, business partners, subject matter experts (SME), system administrators, and team meetings, etc.).

In addition to scheduling appointments and job-specific training, gather any documentation which may assist the new employee in understanding and performing their role.

Prepare "New Employee Onboarding Guide"

Document and other Reference Materials

In order to launch an effective onboarding experience for your new employee, you are encouraged to create a "New Employee Onboarding Guide" and gather other reference materials that might be useful for their success. [A template is provided for your convenience.](#) Simply add key contact information and agenda details for the first 2 weeks. The plan provides checklists for the new employee to reference during their six months of onboarding. Feel free to add other relevant activities to the checklist.

Organize and Prepare the Workspace, Equipment, and Tools

A clean and organized workspace, with properly functioning equipment, is an important element in ensuring the employee can be productive, efficient and effective as quickly as possible. Gathering basic office and/or desk supplies, collecting physical keys to cabinets, office, and/or building, as well as verifying a working phone, computer, and/or other equipment can create a smooth first day and make a good first impression.

Equally important is ensuring the employee has access, including user ID's/account numbers, and temporary password information to voicemail, essential directories, systems, and applications.

Notify Others of the New Employee's Arrival

Because onboarding is a collaborative effort, it is important that the leader contact departmental staff to notify them of a new employee and explain their role. Colleagues are more likely to assist in onboarding a new employee if they are informed of their arrival and understand their role. [Click here for a "new employee announcement" template.](#)

Connect with the Employee Before Their First Day

Before the employee's first day, it is important to touch base to confirm first day details and answer any questions they may have. Some of the important information to convey is included in the checklist provided.

Prestart Checklist	
Complete onboarding tasks in Workday	Approve tasks in Workday related to new employee
Prepare for employee's first day/week	Determine meetings with key business partners for the employee's first few weeks (you can schedule proactively or have new employee schedule): Subject matter experts/department training staff for role-specific training Prepare a training plan for the new employee: (suggestions) Identify what role-specific training is needed and determine schedule and timeline Gather reference material such as guides/handbooks and other useful resources Make travel arrangements if necessary.
Prepare "New Employee Onboarding Guide" document and other reference materials	Customize "New Employee Onboarding Guide" template by adding the following information: Key contacts Agenda for first 1-2 weeks Other reference materials: Job description Department org chart
Organize and prepare workspace, equipment and tools	Organize and prepare the workspace: Secure and prepare workspace Provide basic office supplies Set up welcome package on desk, along with a note (or send note to home) Order business cards (if appropriate) Notify Information technology regarding: (automatically notified via Workday) Special program needs Special access needs Special equipment needs
Notify others of new employee	Notify co-workers of new employee and any impact the employee might have on roles and responsibilities Send new employee announcement via email to appropriate colleagues (Appendix 1 – Template)
Communicate with new employee before first day	Contact by phone to confirm first day details, such as: Start date, time and location Appropriate dress/attire Address any other questions employee may have Email: Welcome letter containing the agenda for their first day (sample document provided Appendix 2)
International only	Complete IT user account form Ask finance to create Concur account Notify HR regarding car lease or car allowance Arrange for car lease and/or fuel card with Operations Department Arrange for parking with Operations Department Approve application for credit card, if applicable Inform Training Department and include applicable onboarding trainings (sales, functional, etc.) Inform Customer Care to send boot stock and create access in SAP (only for sales) Contact Marketing Department for collaterals and other marketing materials (only for sales)
Additional	



Day 1 Checklist

The first day is an opportunity for a new employee to connect with you as their leader and members of their team. Introduce them to the people, processes, and systems that they will interact with, as well as the physical environment and organizational structure in which they will work.

Every leader orients employees differently, but all are encouraged to include the following elements in your first day(s) and week(s) on the job.

Welcome Them Upon Arrival, Provide Tour and an Overview of What to Expect

One of the most crucial aspects of employee onboarding is welcoming them upon arrival. The first minutes of a new employee's first day can set the tone for the entire day. It is essential to make sure someone (ideally the leader) is there to greet the new employee when they arrive, to acquaint them to the environment, review what to expect in the first day and week, and where to find resources and information.

While meeting with the employee on the first day, be careful not to overload them. Creating an onboarding guide and gathering welcome materials can ensure that the majority of the information is available, in printed form, for an employee to review during their first day and week on the job.

Share Resources and Information Required for Work

Take some time to review the resources that are available to them: Outlook, Bionet, Concur, Workday, etc. and show them how to access them. Ensure that their login, access and equipment needs are addressed. Onboarding is also about connecting new employees with employee benefits, programs and services. A list of benefits and programs can be found on the Benefits page in Bionet.

Onboarding Tasks in Workday

Many components of the new employee onboarding process are automated in Workday. When new employees log into Workday for the first time, they will be guided through the workflow, which includes reviewing and updating personal information, electing benefits, and reading and acknowledging policies. Leaders should ensure that new employees have completed their onboarding tasks.

Schedule Regular One-on-One Meetings

At the end of the first day, and each day in the first week, schedule time to check in with the employee to get feedback and make adjustments to their onboarding plan as necessary. Encourage the employee to ask questions, and allocate sufficient time to listen and address questions the employee may have. Leaders can also use this time to get to know the employee better (e.g., explore work styles, and how the work style will complement each other and the work of the team).

Regular meetings with employees should continue. The frequency of meetings may decrease as the employee becomes more familiar with their role. Leaders are encouraged to meet with their employees every two weeks at a minimum.

Day 1 Checklist	
Welcome new employee	Welcome the new employee upon arrival Arrange to have lunch with new employee Provide a tour and introduce the new employee to: Department and team members Key business partners, such as IT staff, HR staff, etc. Work area, restrooms, breakroom/kitchen area, etc. Provide an overview of the first day/week: Review New Employee Onboarding Plan and explain scheduled meetings and training assignments Discuss and set expectations
Share resources and information required for work	Determine meetings with key business partners for the employee's first few weeks and provide an overview of programs and systems: Outlook (signature set-up) Bionet training requirements Concur, expense report process Pay schedule Workday (have new employee check with HR regarding any necessary paperwork for day 1) SAP and/or other applicable systems Ensure all technology needs are addressed: Phone, computer, system access, etc. Obtain badge/card key Show them how to use the copier and other relevant office equipment Other:
Schedule regular 1:1 meetings, starting with day one	Check in with employee at the end of the first day: Inquire how the first day went Encourage them to ask questions Listen and address questions
Additional	



Week 1 Checklist

During the first week, the employee should be given information that will assist them in feeling confident with their responsibilities, the environment, team members and you. Having the right information will make the employee feel equipped and able to make meaningful contributions as quickly as possible.

Review First Week Schedule

At the start of the first week, it is important that you review the schedule of appointments, including role-specific training. Leaders should discuss any timing and/or due dates associated with the training.

The first week is a great time to have new employees begin the required training in BioLearn. Training is assigned automatically, based on an employee's role. Questions about assigned training can be directed to your BioLearn administrator.

Checking in at the end of each day during the first week allows the leader to provide additional resources and information, as well as answer any questions a new employee might have about their work, environment, and/or expectations.

Ensure Employees Have the Tools to be Successful

During the employee's first week, leaders should verify that the new employee has the tools necessary to be successful. Leaders should ensure the employee is able to access and use Outlook (email and voicemail), Bionet, BioLearn, Workday (vacation and time keeping), as well as any other system required for their role. Access to information on various shared network drives should be verified.

Week 1 Checklist	
Review first week schedule	Review scheduled appointments and training Provide resources, information on who and how to access role-specific training (Bionet) Discuss key deliverables Check in with the employee daily (suggested topics provided in Appendix 3)
Onboarding tasks in Workday	Ensure employee has logged into Workday and begun to: Complete benefits enrollment (must be complete within 30 days of hire-US employees only) Review and update personal information Submit time (if applicable) Add experience information
Bionet overview	Show where to find policies, guidance and forms (employee handbook, branding information, templates, etc.)
BioLearn	Organize and prepare the workspace: Ensure required training in BioLearn has been initiated and completed by specified deadlines
International only	Schedule probation period evaluation, based on contract requirements



First 30 Days Checklist

During the first month, employees begin to grow and develop their skill set and knowledge base and begin to assume a full workload. This period is critical to forming employee perceptions about the organization and their role. Leaders should use this period of time to establish the foundation for a solid partnership with their employee.

Ensure Onboarding Tasks in Workday are Completed (US employees only)

Benefits enrollment is initiated within the first week of employment. New employees have a limited time to elect their benefits. Leaders should encourage new employees to contact their HR business partner with any benefit inquiries and ensure they select their benefits within the required timeframe.

In addition, objective setting must be completed in Workday. Leaders should ensure that new employees complete these tasks.

Continue Regular One-on-One Meetings

Regular meetings provide dedicated time for the leader to discuss performance/goals, share information, and provide value-added feedback and coaching. One-on-one meetings can also be an opportunity to discuss their progress and recognize key contributions. Areas of concern and possible resources can also be addressed, if necessary.

Discuss Performance Management Process and Development Goals

During regularly scheduled one-on-one meetings, leaders should review the Bioventus' performance management process and define the performance standards. For more information on our performance management process, [click here](#).

Leaders should also set development objectives and goals for the first six months with the new employee. Specific, measurable, achievable, realistic and timely (SMART) objectives create mutual understanding by clearly identifying what constitutes successful performance.

Questions Leaders may Want to Explore can Include:

- Were you prepared for and able to do your role?
If not, why? What do you need to be more prepared?
- Do you have all the tools you need to do your role?
- How can I or someone else be of any assistance?
(What do you need from me?)

First 30 Days Checklist	
Establish regular 1:1 meetings	Schedule regular 1:1 meetings with the employee to: Answer their questions and foster engagement Discuss progress, performance and acknowledge contribution and successes Provide resources for areas presenting challenges (if applicable)
Discuss and set performance expectations and objectives	Introduce performance management process Explain performance expectations Share company objectives Discuss and align on business objectives for new employee
Onboarding tasks in Workday	Ensure they have completed their benefits enrollment (must be complete within 30 days of hire-US employees only) Complete "Set Objectives" task by having employee submit the agreed upon objectives
Check in on the onboarding experience/ process	Ask about what is going well and what else might be helpful. (Suggestions for enhancing onboarding experience)



First 90 Days Checklist

Reinforce your new employee's connection to our business objectives, mission, vision and values. Take time to review their objectives and adjust if priorities have changed. Explain how their objectives support the overall business objectives.

It is equally important for new employees to focus on interpersonal relationships and information networks.

Below are some suggested topics, exercises and programs:

- Talk about what makes Bioventus special.
- Involve relevant stakeholders in touch-base meetings, if appropriate.
- Consider asking other business leaders to provide a personal welcome to your new employee.
- Introduce the Ambassador Program (EMEA only).
- Ensure the new employee is establishing productive business partnerships and supportive networks (Are they experiencing any challenges that you can mediate?).
- Review company language – acronyms, special terms or abbreviations.
- Host team lunches and potlucks.
- Have periodic team outings (sporting events, amusement parks, bowling or laser tag).
- Recognize and celebrate team successes.

First 90 Days Checklist	
Review performance objectives and expectations	Review objectives and adjust if necessary Continue to discuss progress, performance and acknowledge contributions and successes
Onboarding tasks in Workday	Encourage employee to complete their talent profile
Connection to organization and people	Connect with our goals and values and help to build strong relationships and networks within our company. Suggestions on page 10. Arrange a day in a field, ride with sales representative (if applicable to the role) Arrange to spend half a day with customer service or internal reimbursement (for sales or leader roles) Arrange for Bioventus product training Schedule and monitor other trainings as needed
Onboarding conversation with HR (2-3 months)	HR will schedule follow up conversation with new employee



First 180 Days Checklist

Congratulations! You and your employee have hit the six-month mark. The first six months of employment are crucial to an employee's retention at Bioventus. Take time to breathe deep, recognize the accomplishment, reflect on the successes and contributions of the employee, and get ready for the time ahead! Leaders need to continue to develop employees to ensure they are connected and committed, that their opinions matter, and their contributions are being appreciated and recognized.

Complete the Onboarding Process – Six Months

Once an employee has been with the organization for six months, they should have a good idea of the organization, as well as their role and responsibilities.

The six-month mark also serves as an opportunity for leaders to learn more about how the new employee feels they are doing by conducting an “End of Onboarding” conversation. It's important to conclude the onboarding process and maintain communication to emphasize that you are invested in your employee's future.

180 Days Checklist	
Complete the onboarding process	Schedule an “End of Onboarding” discussion. Click here for more details and suggested questions (Appendix 4).

Appendix 1

New Employee Announcement Template and Guidelines

Dear [audience for message],

I'm pleased to announce [new employee's name] has joined Bioventus as [new employee's role] and his/her first day will be [fill in date]. [He/She] will be responsible for [high-level summary of the new employee's responsibilities and reporting relationship]

[Insert new employee's name] comes to Bioventus from [former company name] where he/she [provide a two to three sentence description of the new employee's relevant work history].

Outside of work, [insert new employees' name] enjoys [provide a sentence description of the new employee's hobbies or interests as relevant to the team/please ask new employee].

We are excited and very fortunate to have [him/her] join our team. Please join me in welcoming [him/her] by reaching out to invite [him/her] for coffee or lunch in the first few weeks. Don't be shy to share your formal and informal knowledge regarding our organization and customers [encourage employees to make the new employee feel welcome. Challenge employees to play a role in onboarding the new employee to the organization].

Sincerely,

[Click here to download the new employee announcement template.](#)

Appendix 2

Welcome letter that should be sent to new employee prior to first day. Feel free to edit the text below in order to communicate in your own voice.

Dear employee name,

On behalf of our Finance team, I would like to take this opportunity to welcome you to Bioventus.

We are delighted to have you join us! Your contribution is important to ensure our sustained success and growth. We hope that your career here will be a gratifying one.

Starting in a new company and in a new role is a transition. We are aware that there will be a lot to take in and that your full integration to Bioventus will take some time, so please feel free to ask for help. We will do our best to give you the maximum support needed.

To ensure a smooth start for you, we have put together your first day agenda.

We are aware that there will be a lot to take in and that your full integration into your role at Bioventus will take some time, so please feel free to ask for help along the way.

Again, welcome to Bioventus!

Kind regards,
Leader name

First day Agenda (example)

Time	Name	Location
09:30 – 10:00 am	Welcome coffee with (name, manager title)	Kitchen
10:00 – 10:30	Welcome and office tour with (name)	Front desk
10:30 – 11:30	IT set up with (name)	At your desk
11:30– 12:00	1:1 meeting with (name, title)	
12:00 – 1:00 pm	Lunch with your manager	
1:00 – 2:00	Meeting with Customer Care with (name)	
2:00 – 3:00	Meeting with Marketing with (name)	
Break		
3:15 – 3:45	Meeting with HR with (name)	HR office
3:45 – 5:00	Settle and review time	At your desk

[Click here to download the new employee welcome letter template](#)

Appendix 3

9 questions to be answered first week

1. What is our mission, vision and values?
2. What clinical need do our products solve for patients physicians and payers?
3. What are our goals for this year?
4. Who is my leader, and who is my leader's leader? What is their role in the organization, and why does it make a difference to Bioventus?
5. Who is my local HR partner, and who can support my onboarding?
6. How does my job help the company succeed?
7. What are the big events or initiatives in the company that I should know about and/or participate in?
8. Apart from hearing from my leader, where else can I expect to find information, and whom should I contact?
9. What learning, stretching, mentoring, speaking, writing, teaching or community-building opportunities exist in this organization that I should know about?

Industry Orientation

1. Spend time discussing the industry, industry language and terms (many are provided in the New Employee Onboarding Guide)
2. Who are our competitors?

A man in a suit and a woman in a lab coat are standing in a hallway, engaged in conversation. The man is on the left, wearing a dark suit and glasses, looking towards the woman. The woman is on the right, wearing a white lab coat and a stethoscope, looking back at the man. They are both smiling. The background is a simple hallway with a tiled floor and a wall.

Appendix 4

End Of Onboarding Conversation

This is the official Bioventus onboarding process closure for new employees. Effective onboarding is one of the most important steps you can take to drive retention, engagement, and overall satisfaction across your organization. Seventy percent of new employees make decision to stay or leave the organization in first six months (HCI, 2012).

Spend time to get it right, and you will be rewarded. This meeting is an open-ended conversation between an employee and their manager. It is important to conclude the onboarding process and maintain communication to emphasize that you are invested in your employee's future. Listen to concerns, and when new interests are expressed, create a plan to incorporate them into the employee's current responsibilities in a way that has a positive impact on Bioventus' goals, if possible.

Opening Dialogue: Why are we Here?

- I hope to learn more about what you have experienced your first six months with Bioventus
- My greatest interest for today's meeting is to review your onboarding experience and to learn what I can do to secure your future success

Possible Questions

- Focus on evaluating the specific onboarding activities. Review employee and manager onboarding manuals. Discuss what has been completed, how those activities contributed to their onboarding.
- What would improve your level of satisfaction with Bioventus?
- Could you share your successes and achievements in your first six months?
- What do you look forward to each day on your way to work?
- Are you getting what you need to be successful in your new role? What is missing?
- Do you believe you have opportunities to achieve your personal and professional goals at Bioventus? What would increase your opportunities?
- What can I do to assist you in achieving your career goals?
- What do you like most/least about your role/Bioventus?
- What parts of your role are most challenging?
- What are you learning here? What do you want to learn?

Closing Questions:

- Summarize agreed actions
- Is there anything else that is important to you that we have not talked about?

After the Interview: Take Action

- Reflect on what you/the organization needs to do differently
- Develop and implement actions locally to enhance the performance and to increase the likelihood the employee will stay with Bioventus
- Share the aggregate results from interviews with your manager and HR partner

