HARVARD UNIVERSITY
Information Technology

HUIT Onboarding and Orientation Project: Update on Phase 2

HUIT Administration
March 30, 2017

Agenda

- Overview of Project

- Opportunity Statement for Phase 2

- HUIT 101 Program Overview

- Impact of Program: Before and After

- Monthly Onboarding Schedule Process Flow

- Next Steps

HUIT Onboarding Project: Objective and Overview

Support the hiring, development, and retention of HUIT staff through a streamlined and enhanced process for onboarding that **decreases time to productivity** and **strengthens the connection** between the individual and organization

| ✓ Phase 1: Onboarding Process	Phase 2: Orientation and Assimilation	Phase 3: Off-boarding Process
• Redesign process • Clarify ownership and assign central contact • Automate workflow in SNOW • Train and rollout	• Develop content for HUIT Orientation and Quarterly session • Design backend processes and mechanics • Clarify roles and responsibilities • Launch orientation program	• Simplify process • Clarify roles & responsibilities • Integrate asset management into process

Opportunity Statement for Phase 2

Many of the challenges that were surfaced through the HUIT values and Harvard engagement surveys could be addressed through a more robust onboarding and orientation program.

HUIT onboards close to 70 new hires per year. (See below)
The opportunity to make an impact is huge.
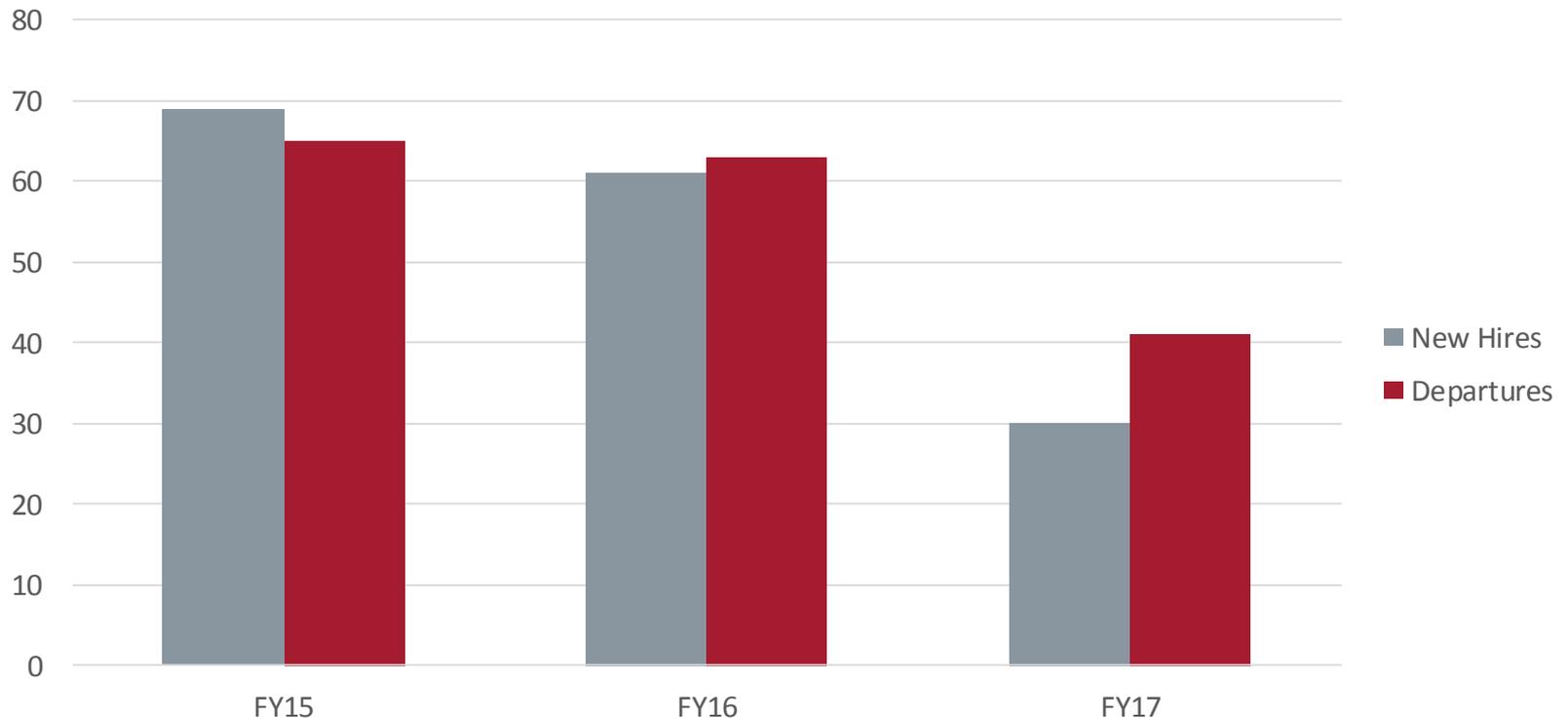
HUIT 101 Program
A Multi-phased Approach to Enhancing the New Employee Experience

	Day 1	**Week 2**	**> Month 3**
	HUIT Orientation: What you *need to know* to get started in HUIT	**University Orientation**	**HUIT Connections:** What you *should know* to build your career
Offered:	Semi-monthly: Monday	Bi-weekly: Monday	Quarterly: Varies
Length	~2 hours	3.5 hours	4.5 hours (half day)
Delivered by	HUIT Admin Team	CWD	SLT
	• Anne welcome video and/or personal greeting • Harvard/CADM overview • HUIT overview • Day 1 practical needs Support services to set up technical needs while employee is in HUIT Orientation	• Harvard overview • University culture • Employee benefits	• Deep dive into 4 major purposes • How we work 　• Goal setting 　• Values • The IT Community • IT Academy • Q&A • Social hour

Additional:
• Welcome letter from Anne sent to every new employee with water bottle
• New section of revamped intranet "Getting started in HUIT" that provides information and resources for new employees: operations, technical, culture and community

Program Impact: Before and After

Current State	Future State

• **Rolling start dates/inconsistent day 1 experience**
  o No consistency for employee setup
  o Pressure on field, ops, HR, and IAM to set up soon arriving (or just arrived) employees
	• **Consistent start dates**
	  o Two start dates per month
	  o Simplified onboarding logistics across org

• **Fragmented orientation process**
  o Cobbled together and carried out by multiple depts
  o Reliant on busy managers and peer colleagues
	• **Simplified process**
	  o One-stop shop
	  o Scheduled delivery of content by authoritative sources

• **Missing a lot of key information**
  o Focused on compliance and admin tasks
  o Doesn't include anything on mission and culture
	• **Enhanced content**
	  o Will include Harvard and HUIT organizational context
	  o Will include "takeaway" with info on resources

• **Delayed productivity**
  o Lag time upon arrival (waiting for tech setup)
  o Uncertainty on how to navigate org
	• **Employees ready to hit the ground running**
	  o Warmer welcome while logistics happening behind the scenes
	  o New employees emerge with an understanding of HUIT and where to go for more info

Monthly Onboarding Schedule Process Flow

- **Two dedicated start dates for FTEs** each month (1st and 3rd Monday)

- HR & Recruitment will **work with hiring managers to determine best start date** for new employee

- **HUIT Onboarding Calendar** will be posted on the HUIT Intranet HR page.

- We will likely need to establish a deadline or cutoff period (probably 5 business days before orientation) to ensure we're ready for Day 1 (i.e., paperwork, user accounts, equipment, and space).

Summary of Process Flow

New Hire identified	→	HR/Recruiter work with hiring manager to determine start date (2 options per month)	→	HR Coordinator initiates onboarding process	→	HR/Admin Ops collaborate on backend pieces	→	Day 1 orientation for all new employees in cycle

This piece typically takes 5 business days; no new hires scheduled for Day 1 at this point in process

Next Steps

Jan - March	March – April	May
✓ Design concept ✓ Develop content for HUIT 101 ✓ Clarify ownership and staffing ❑ Record UCIO welcome video	✓ Review at SLT Admin Subgroup ❑ Review with SLT ❑ Review with Hiring Managers and Recruiter ❑ Integrate into hiring process	❑ Launch!

Appendix

Why Onboarding?

1. **You don't get a second chance to make a first impression.** Onboarding has a huge impact on how an employee feels about the organization and his/her satisfaction.

2. **Onboarding is critical for maximizing the value of new employees.** Without clear training on organizational processes or integration into the team, new employees can be unprepared and ineffective.

3. **Employees are most vulnerable to leave an organization within the first 18 months of employment.** An onboarding process will provide the opportunity to engage new employees during this period.

4. **When there is no structured onboarding, it is often replaced by haphazard, ad-hoc, social onboarding.** Without explicit onboarding, new employees have to rely on non-authoritative sources to learn about their job.

5. **Lack of onboarding has an impact beyond the individual and can lead to "team debt."** When employees aren't properly trained, integrated, or managed, they operate at less than optimal efficiency and "team debt" is accrued.

Example: HUIT Onboarding Calendar

			Example Month			
Sunday	**Monday**	**Tuesday**	**Wednesday**	**Thursday**	**Friday**	**Saturday**
1	2 **HUIT Start Date #1** **HUIT Orientation**	3	4	5	6	7
8	9 **Harvard Orientation**	10	11	12	13	14
			Cut off period for the next start date			
15	16 **HUIT Start Date #2** **HUIT Orientation**	17	18	19	20	21
22	23 **Harvard Orientation**	24	25	26	27	28
29	30	31				

Program Team

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                        │    Steph Gumble      │
                        │  Program Director    │
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Alex Lewin Program Coordinator, Day 1 Orientation	Sarah Craig Subject Matter Expert	Patty St. Amand Subject Matter Expert	Acacia Matheson Communications Support	Dave Murphy Finance Support	Edyta Lehmann Program Coordinator, HUIT Connections

Facilitators (Admin, Finance, HR, Ops)

Facilitators (UCIO, SLT, et al)