UNLV

Pathway Goal: Infrastructure and Shared Governance **Report:** Year-End: May 2018
Action Item # 3-1

Action Item Description:

Address an array of urgent issues to improve business processes: Onboarding

Submitted By:

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Working Group Members:

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Process and Timeline: Provide a brief summary of the year-long process for your working group.

• Rollout and monitoring of onboarding process. • Determine who owns this process and how to make it sustainable. • Merge NSHE ID with onboarding (Nancy/Chancellor).

Describe what has been accomplished so far this year.

Workday has changed the way employees are On boarded at UNLV and the committee has contacted HR to understand the new process and seek ways to measure completion and evaluate the current process seeking feasible improvements and changes where possible given much of Workday is NSHE driven.

- An Onboarding Workday Job Aid has not been created, but it is in progress.
- Departments can run the Onboarding Status Summary - HCM - SC (NSHE) Report to check the progress for their new hires.
- The report does not provide average time to completion however a custom report can be developed (requested) to collect this information. And the committee will be requesting this report.
- OIT has advised that there are some inconsistencies as far as timing as to when the NSHE and EID are generated. It should generate soon after the new hire provides some personal data after the offer acceptance. As soon as OIT works out the technical issues, they will provide more information to campus.

Peer Connections - As of the last update from the Peer Connections Committee

- Peer Guides: 100
- Current Matches: 38 (in-progress)
- Concluded Matches: 39 (4-month period completed)
- Survey responses from both the peer guide and new employee are being collected and evaluated by the Peer Connections Committee.
- Participated in the New Faculty Orientation Program this academic year.

HR Toolkit and Website

- According to HR, at some point they will developing an onboard page that we began discussing early this year. It has lowered on the priority list as a result of Workday, but will be of focus again early next year.

Department Onboarding Coordinator

- Since the suggested policy was not approved, the committee is evaluating alternative options.

Identify next steps.

- Continue to work with HR to ensure that a Workday Job Aid for Onboarding is created and easily accessible to new hires. Perhaps this step can be included in the job offer letter.
- Identify the steps and timeline to obtain a custom report that can track the average time to completion for the Onboarding activates
- Once HR has a chance to regroup after the launch of WD, the committee will need to work with them to update the toolkit with the new WD business processes and information.
- The Peers Connections committee has been asked to help the university find creative and appreciated way to encourage to keep that successful program sustainable.

What will your final product be at the end of the year? Such as, what metrics which will be used to assess your progress/achievement, will a report be generated, etc?

It is the expectation of the committee that at the end of this year we will be able to deliver:

- An Onboarding Toolkit in the form of a website that is part of HR's website. The website will include all the information and tools necessary for a department and new hire to onboard.
- Human Resources will work with the relevant stakeholders to create a job aid to assist with the Workday Onboarding process for the new employees. Ideally, the job aid will be sent along with offer letters.
- As a means to track progression through the Onboarding process HR will work with the proper folks internally to request a custom report from Workday to track the average time for completion of Onboarding activities.
- The Peers Connections committee will identify and considers recommendations to ensure the Peer Connections program is rewarded and kept sustainable.

You may have reference material to attach to this report. Select from the list.

☒ No additional reference material

OR

☐ Any material generated by this working group (if completed at this time)

Additional information to include (optional).

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⎯⎯⎯⎯⎯⎯ **End of Mid-Year Report** ⎯⎯⎯⎯⎯⎯
Remainder of the report will be completed in May.

2017-18 Accomplishments.

The following accomplishments related to this goal include:
- The onboarding checklist has been updated due to feedback provided from campus users. The updated form is available on the UNLV HR website.
- Peer Connections - 15 new employees entered the program.
- 81 new employees completed the 4-month pairing relationship period
- 34 are still in-progress
- There are currently 99 volunteer Peer Guides.
- 21 Peer Guides have been assigned a second new employee with 20 of these pairings currently in-progress (these 20 second pairings that are in-progress are part of the 34 indicated earlier).
- The Peer Connections Program successfully participated as an invited guest at the Mentor Mixer that was hosted by the Division of Research and Economic Development on October 11.

SWOT Analysis: Determine the strengths, weakness, opportunities, and threats presented in the data.

Strength(s)	• The membership of the committee has been consistent and the members are committee.

Weakness(es)	• Ownership and responsibility for Onboarding activities is still not clearly defined and if the Top Tier committee was not involved in the Onboarding process, a lot of the progress that has been made would be lost. Due to this lack of ownership the following weakness are observed. According to a 2013 report by the Aberdeen research group, the majority of onboarding programs fail due to a lack of ownership. Due to the close relationship between recruitment and onboarding, it is recommended that the onboarding coordinator is assigned to the Human Resources department.
	   o Without the Top Tier committee the ability for the Onboarding Task force and peer connections program is not sustainable.
	   o The campus lacks a central and department onboarding champions,
	   o The Top Tier committee are not subject matter expert's and rely on outside help from HR and other departments.

Opportunity(ies)	• Given the lack of ownership, the committee would again like to request hiring a campus wide onboarding coordinator as we believe that the position can pay for itself. o Based on the review of UNLV's data in 2015 decreasing the amount of turnover, to UNLV should be a top priority as the universities look for ways to cut cost. Using the factors above, reducing the number of annual recruitments by 20 or 16.8% would allow the onboarding coordinator position to pay for itself regarding salary and hard recruitment cost.

	o Department chairs should be made to be responsible for onboarding their new faculty. It cannot be assumed department chairs understand the value and importance of onboarding new faculty or have strategies to successfully onboard new faculty.
Threat(s)	• If ownership is not assigned, the work that the committee engaged in will be lost and UNLV will maintain the status quo.

2018-19 recommendations and next steps

- **What does the SWOT analysis reveal?**
- **What should the goals / activities be for the subcommittee?**
- **Who should be responsible?**

The lack of ownership and onboarding champion that is a subject matter expert is the greatest threat and bottleneck towards implementing a Top Tier onboarding process at UNLV. Understanding this, ownership should be assigned to HR since Onboarding should be connected with the recruitment process. For next year, the subcommittee should work with HR to complete the onboarding toolkit. If no additional funding is granted this action item can be completed.

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OR

☐ Any material generated by this working group

Additional information to include (optional).

End of Report