UNLV ONBOARDING FACTS & FIGURES

- UNLV does not have a centralized onboarding process. And Some employees have to wait up to 6 weeks to get their NSDHE ID issued

- It is estimated that UNLV spent almost $500,000 on employee recruitments in FY 15.

- UNLV posted advertisements for 2014 positions at a cost of $183,169.24 and in FY 2015 119 positions for a cost of $107,015.89.

- Due to the lengthy recruitment process, OIT has lost over 39,000 labor hours valued at over $1.3 million.

- Employees decide within the first 30 days whether they feel welcome in the organization and 90% of new employees make their decision to stay at a company within the first six months on the job.

- A study at Texas Instruments showed that employees whose orientation process was carefully attended to was able to be considered fully productive two months earlier than those whose orientation process was not.

Problem Statement

UNLV's current onboarding process decreases productivity as the majority of new hires at UNLV can go up to six weeks without access to the buildings in which they work, parking permits, NSHE IDs, and computers, as well as job-related, and institutional software applications.

Immediate Recommendations

1. **Start Now:** Impress upon the departments and hiring managers the importance of completing the web contract for HRMS as soon as the offer of employment is accepted, so that the process of issuing and NSHE ID can begin. Departments to do not need to wait until the employees first day on campus to complete the web contract. Adopting the attached checklist will serve as the beginnings of UNLV's onboarding process with the hope that technology can be leveraged to computerize the activity.

2. **Modify the Process:** OIT created a process in which they use the employee's temporary ID to issue an ACE account and this has greatly helped new hires mitigate the delays in getting access to computer systems and their effort and creativity here should be applauded. Additional business management systems should look at their requirements and see if access can be granted without the NSHE ID as well to mitigate any access issues Seek to change the process at the system level by determining if an employee already has an NSHE ID, increase the frequency of the HRMS interface, and leave the incomplete records in suspense without delaying the processing of all the other pending employee records.

Long Terms Recommendations

3. **Create an Onboarding Coordinator** position at UNLV to establish and formalize the onboarding process to emulate other top tier institutions to include expediting the assigning of NSHE ID's. According to a 2013 report by the Aberdeen research group, the majority of onboarding programs fail due to a lack of ownership. 90% of new employees make their decision to stay at a company within the first six months on the job. This research clearly shows the importance of a formal onboarding program and the potential to reduce employee turnover. Reducing employee turnover is important is due to the extremely high cost of employee turnover.

To determine the separation, vacancy, replacement, and training cost of an employee, the following percentages can be used to calculate the costs:
Non-exempt employee (Classified): 25 - 30% of salary
Exempt employee (Administrative Faculty, Professional Staff): 100 - 150% of salary
Executive employees: 3-5 times salary and benefits

UNLV posted announcements for over 119 separate positions in the fiscal year 2015 and may have even had more vacancies since these are only the ones that had advertisements placed for them. By generalizing the OIT calculated cost across the 119 vacancies, one could estimate that UNLV spent $497,113 on recruitments in the fiscal year 2015.

Decreasing the amount of turnover, to UNLV should be a top priority as the universities contemplates for ways to cut cost. Using the cost estimated from OIT, reducing the number of annual recruitments by 20 or 16.8% would allow the onboarding coordinator position to pay for itself in terms of salary and hard recruitment cost.

Also, effective onboarding can reduce and shorten the time it takes for a new hire to be productive. One study at Texas Instruments showed that employees whose orientation process was carefully attended to was able to be considered fully productive two months earlier than those whose orientation process was not.

"THE ON-BOARDING PROCEDURE HERE IS THE MOST INCONVENIENT AND COMPLETELY NOT ORGANIZED. IT HAS BEEN SO FRUSTRATING." – NEW HIRE CLASSIFIED STAFF

4. **Develop a formalized onboarding process** at UNLV that integrates onboarding with the hiring process. The onboarding process should be integrated into the overall hiring process and be crafted to adopt a long-term approach. By providing the wide array of information that employees need in order to feel engaged, successful, and connected to the University community, this program will reduce your time spent rehiring and retraining, leading to a reduction in your downtime costs and an increase in your overall productivity.

5. **Develop a university-wide peer orientation program (buddy program)** to help new employees affirm their decision to join UNLV and feel welcome. A buddy is someone who partners with a new employee during his/her first 6 - 12 months of employment. In addition, senior leadership at UNLV will need to support the UNLV buddy program by incentivizing participation in this program through performance systems, traditional and creative compensation methods. According to a 2008 report, 74% of best in class onboarding process leverage a mentor or coach relationship when onboarding new employees. The purpose of assigning a peer (buddy) is to socialize new hires into the organizational culture and understand who the go-to people are as well as organizational dos and dont's.

6. **Create an onboarding advisory committee** to coordinate with the UNLV onboarding coordinator and inform the process according to the needs of the employees at UNLV. Onboarding should not be the sole responsibility of one team member, but rather a group effort. Different onboarding tasks should be undertaken by different team members, including administration staff, the new employee's direct manager, senior management and a buddy or mentor (generally a peer). Each team member should know and understand their role in the onboarding process and should be committed to the process. Involvement of different levels within the organization speeds up the assimilation process and demonstrates that the organization is committed to thorough training and development.

7. **Incorporate technology to enhance UNLV's onboarding process** and seek to automate every component of onboarding including forms management, task management and immersion in the university culture consistent with existing business management systems. Technology can have a dramatic impact on an organization's onboarding initiatives. Not only by automating the collection, management and tracking of new hire forms but also by improving productivity and engagement. Best in class organizations for onboarding leverage technology to improve the process and are 1.6 times more like to use a self-service portal for new hires to access company onboarding files, 14 percent more likely to provide these files before day one, and 2.5 times more likely to track new-hire progress throughout the onboarding process.

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New Employee Onboarding Checklist

This checklist is designed to assist with the department's orientation process. Onboarding is a long-term process that begins before an employee's start date and continues for at least six months. This Checklist is organized chronologically and helps hiring managers prepare for the arrival of new employees. Once an employee starts, he/she can work together with the hiring manager and an onboarding peer* to complete the checklist. The hiring manager may add additional activities that are relevant to the new employee's area. Internal transfer employees may omit items that are not applicable.

*An onboarding peer is a peer to the new employee who can assist in the onboarding process and be a "go-to" person as directed by the manager.

Prior to Start Date

- ☐ Complete the web contract process.
- ☐ Print the New Employee Onboarding Checklist after review and customization.
- ☐ Confirm the offer letter has been sent to the new employee by Human Resources or the Hiring Manager.
- ☐ Call to officially welcome the new employee to UNLV after confirmation of acceptance and provide critical first day information: when to arrive (day and time), where to park and report, what documents to bring, and what the schedule will be like.
- ☐ Provide the new employee with a contact in the event of a question or issue.
- ☐ Set up the new employee's office.
- ☐ Order keys, business cards, and computer; request an email account.
- ☐ Create an onboarding schedule for the new employee.
- ☐ Assign an onboarding peer for the new employee's first two months on the job.
- ☐ Required documents such as I9 & W4 forms must be completed. Required documents can be obtained here: http://www.unlv.edu/hr/contracts/required-hiring-docs
  - o For classified employees, schedule a meeting with Human Resources for required document completion within three days of hire date.
  - o For professional and academic employees, required documents will be completed within the department.
- ☐ Schedule a Benefits Enrollment Class: http://www.unlv.edu/hr/benefits/enrollment-class
  - o Temporary parking permit is obtained at this orientation, which are held on Fridays. Contact the parking office for a temporary parking pass if one is needed before then: http://www.unlv.edu/parking
  - o Other topics covered in the Benefits Enrollment Class include: retirement, health insurance, Rebel Card, payroll (and direct deposit), and the F.A.S.T. clinic.
- ☐ Send an announcement via email to the department announcing the new hire and start date and update any applicable organizational charts.

The First Day   **Who Initiates**
- ☐ Introduce the new employee to colleagues.   Hiring Manager
- ☐ Provide the new employee with a UNLV folio, complete with   Hiring Manager
  welcome letter and other UNLV related items.
- ☐ Assign a desk, computer, and phone, if applicable.   Hiring Manager
- ☐ Discuss procedures for scheduling time off and unexpected absences. Hiring Manager
- ☐ For classified employees, discussion of the classified handbook and Hiring Manager
  sexual harassment policy will be done by Human Resources.
- ☐ For professional and academic employees, discussion of the NSHE Hiring Manager
  handbook and sexual harassment policy will be done by their
  department.
- ☐ Review work schedule, pay schedule, i-Leave and overtime policy (if Hiring Manager
  applicable).
- ☐ Review Emergency Drill procedures.   Hiring Manager
- ☐ Review appropriate attire for the workplace.   Hiring Manager
- ☐ Go over phones, fax, copier, office supplies, etc.   Peer
- ☐ Provide UNLV computer orientation at desk (computer sign-in,   Peer
  shared network drives, UNLVMail, listserv subscriptions,
  school/department websites, etc.)
- ☐ Discuss mailboxes and procedure for inter-campus mail.   Peer
- ☐ Give a department and building tour.   Peer
- ☐ Obtain a permanent parking permit from the parking   Employee
  office: http://www.unlv.edu/parking
- ☐ Arrange a welcome lunch for the new employee.   Hiring Manager

Within the First Week
- ☐ After HR Employee Contract is approved: Employee
  - o The employee ID number is assigned and can be found by
    calling (702) 895-3504 or through the Employee ID
    Search: http://hrfs.nevada.edu/eis/eidsearch.aspx
  - o The employee's ACE account is created automatically and
    delivered to the email address provided during the application
    process. ACE accounts are used for WebCampus, Campus
    computers, iLeave, Munis, Archibus, UNLVMail, etc.
- ☐ Complete FERPA Tutorial, Security Form, and designated training. Employee
  After completion, the new employee will receive their NSHE ID
  number and password via email.
- ☐ Schedule a time to attend New Faculty & Staff   Employee
  Orientation: http://provost.unlv.edu/nfpso.html
- ☐ After NSHE ID number is received, obtain a Rebel ID Card by   Employee
  bringing in employment contract and valid photo ID to the Rebel
  Card Office in the Student Union.
- ☐ Review job responsibilities, competencies, and expectations.   Hiring Manager
- ☐ Review performance feedback and appraisal process.   Hiring Manager

☐	Review department's mission, strategy, values, functions, and procedures; organization of the department; critical members of the department; departmental staff directory, calendar, confidentiality of information; emergency regulations, health and safety training.	Hiring Manager
☐	Explore the EQUUS Employee Self Service System website: https://mustang.nevada.edu/hrip/unlvlog.htm	Employee
☐	If applicable, arrange a campus tour.	Employee
☐	If applicable, submit the appropriate forms for employee access to Advantage/Data Warehouse or HRMS: https://webapps.oit.unlv.edu/securitywebforms/	Hiring Manager

Within Two Weeks

☐	Schedule a weekly or monthly meeting to touch base with a supervisor.	Hiring Manager
☐	Overview of budget and finance procedures (if applicable).	Hiring Manager
☐	Review the Administrative and Academic Faculty Guidebook: http://www.unlv.edu/sites/default/files/page_files/27/AcademicAdministrativeFacultyReferenceGuide2015-2016.pdf	Employee
☐	Review the State of NV Employee Handbook: http://hr.nv.gov/uploadedFiles/hrnvgov/Content/Resources/Publications/Employee_Handbook.pdf	Employee
☐	Complete OIT training: http://oit.unlv.edu/help/training	Employee

Within the First Month

☐	Review and clarify performance objectives and expectations after the first month.	Hiring Manager
☐	Set up a brief meeting with department's head (Director, Dean, or Vice President)	Hiring Manager

Within Three Months

☐	Review and discuss the staff member's performance objectives	Hiring Manager

Fifth and Sixth Months

☐	Review performance objectives and progress	Hiring Manager
☐	Discuss completed training and training planned for the future	Hiring Manager

Annual Performance Review

☐	Conduct annual performance review	Hiring Manager
☐	Set objectives for the coming year with employee	Hiring Manager

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Once complete, this checklist should be signed by both the staff member and the supervising staff or faculty member. A copy should be provided to the staff member with the original filed in the department staff member's file. Please contact your human resources consultant with any questions.

Staff Member's Name (Please Print) _____

Job Title _____ Hire Date _____

Staff Member's Signature _____ Date _____

Supervising Staff or Faculty Member Signature _____