“A Case Study in Onboarding” – Q&A
September 7, 2023

Thank you for participating in the "A Case Study in Onboarding" with NC State University. There were some questions/comments in the chat and the evaluations that I wasn't able to cover during the session and I wanted to send responses to some of the themes that bubbled up. If any of you would like to schedule a time to meet and take deeper dives into specific areas of our center, I'm happy to set up a time to meet with you and your teams. Feel free to send me a note at adgrubbs@ncsu.edu or give me a call at 919-513-1353.

Q: Can you share more examples of the department-specific resources?
A: Several of our resources are accessible to the public and can be found on our Department Resources website. The Department Onboarding Guide page is one I'd recommend you review as it is what we send to our supervisors to help guide them through their role in the onboarding process and links them to many resources.

As a side note, I noticed after the webinar that our links to the sample emails and the sample new hire checklist weren't working quite right. I have updated those and you should be able to see them now. There are a few things that are restricted to NC State credentials because it opens up editable/copyable documents. I'm happy to schedule time with anyone or to coordinate another session to take a deeper dive into some of these materials that aren't accessible if that is desired.

Q: What system do you use?
A: We use a variety of systems. Some talk to each other, others don't. We use PeopleSoft (Oracle) as our HRIM system and employee portal and this is where our New Hire Checklist lives and what triggers the auto-generated emails to employees after their campus credentials are created. Employees are able to access their checklist within their employee portal and different items populate for different employees based on certain parameters (employee classification or if they are a supervisor). The checklist items talk to some other systems like our parking permits, training registration, and benefits enrollment platforms. Some of those are true integrations between systems and some are just direct links to the other systems, but take employees directly where they need to go for each action. Employees are able to check off items as they go through the checklist and have progress bars to monitor their completion.

Our 30/60/90 day modules are housed in Moodle and we work with our IT department on a semi-automated process to register employees for these modules at their 30/60/90 day marks. There is some manual manipulation of rosters that we feed to IT on a schedule.

We pull queries daily from PeopleSoft for all of the hires that were approved the prior day. We then upload them to Monday.com where we track our outreach and communications with new employees. Monday.com is also used for a lot of our metrics/reporting.

Q: Can I see your 30/60/90 day modules?
A: There is a breakdown of the components of each session in the slide deck (slide 25) if you want to see what is covered in each. The Onboarding Center (OBC) built the Moodle shell for these and then we collaborated with the content owners/campus partners for the different sections and they had the autonomy to create whatever type of resource they wanted included in the modules. Some of the

partners created videos, some created a handout, and some included a link to a website that includes more information. These are self-paced and employees can spend as much or as little time in each of the different resources as they'd like. One of the nice things about these modules is that they live in the employee's training database of completed "courses" and they can reference back to them as often as they'd like for future reference.

Q: Can I get a copy of your 180-day survey questions?
A: The 180-day questions are attached. We use Qualtrics for our surveys and I didn't do a lot of cleanup of the questions when I pulled them for the attached PDF. There is some logic built into some of the questions so depending on how certain ones are answered, other questions might be triggered. You will see a reference to some of that logic in the attachment and it might not look very pretty but I think it will give you what you are looking for. :)

Q: How do employees get scheduled for New Employee Orientation and Benefits Orientation?
A: The new hire checklist contains action items to register for each session and links them directly to the training system that houses our campus training and they can choose their session and register themselves. However, we find that most employees wait until their 1:1 meeting with the OBC and our Onboarding Specialists enroll them in the sessions they choose during their 1:1 appointment.

Q: How did you get buy-in from leadership?
A: I wish I had a simple answer for this one. Our central HR office had been looking at onboarding processes informally for many years but it never seemed to make it to the top of the priority list for funding and resources. Back in 2011 (ish) the university leadership implemented an initiative that was charged with reviewing lots of different business functions at the university level (travel, accounting, HR, IT, etc.). Part of that initiative was to identify opportunities for efficiencies in these areas and onboarding topics kept coming up (strategically highlighted😏) in those conversations. We were able to make headway as they were looking at creating service centers to help with their goal of creating those efficient business processes. Since leadership was looking at things holistically across the university, it helped with the justification of funding as it was a university initiative and not a specific HR initiative. I also think it helped that many folks on campus were resistant to the idea of centralized service centers (for a variety of reasons) and we used that to our advantage to be the guinea pig for this new approach and show how a service center could be effective on campus. After the Onboarding Center was open for about three years, it was officially moved over to the central HR office on the organization chart.

Q: Can you share your questions from your focus group and listening tour?
A: I did some digging and found the questions we used with our department HR listening tour and with recent hires:

Department listening tour/focus groups:

- What are your Department's challenges when onboarding a new hire?
- What challenges do your new hires encounter?
- What do your new hires need before their first day? Do they need access to any systems before employment? Why?
- What could an onboarding center do to make your job easier and/or more efficient?
- What suggestions can you provide to help the campus have a successful onboarding program and enhance the overall new hire experience?

- In addition to the standard HR activities required of your new hires, what are the other activities and tasks you do?
- Does your department do anything extra or special for your new hires?
- Does your Department have an orientation? If so, what is involved? When offered?
- What are we not thinking about that we should be thinking about?

Recent hire survey:

- What did you need prior to orientation to help you get started in your new position?
- What would help you be successful in your new position?
- In general, what would improve your new employee experience?
- What have you experienced at other organizations that you wish NCSU would also do or provide to new employees?
- Please describe any obstacles or challenges you have encountered as a new employee.
- Please provide any additional feedback that would help us improve your new employee experience.