

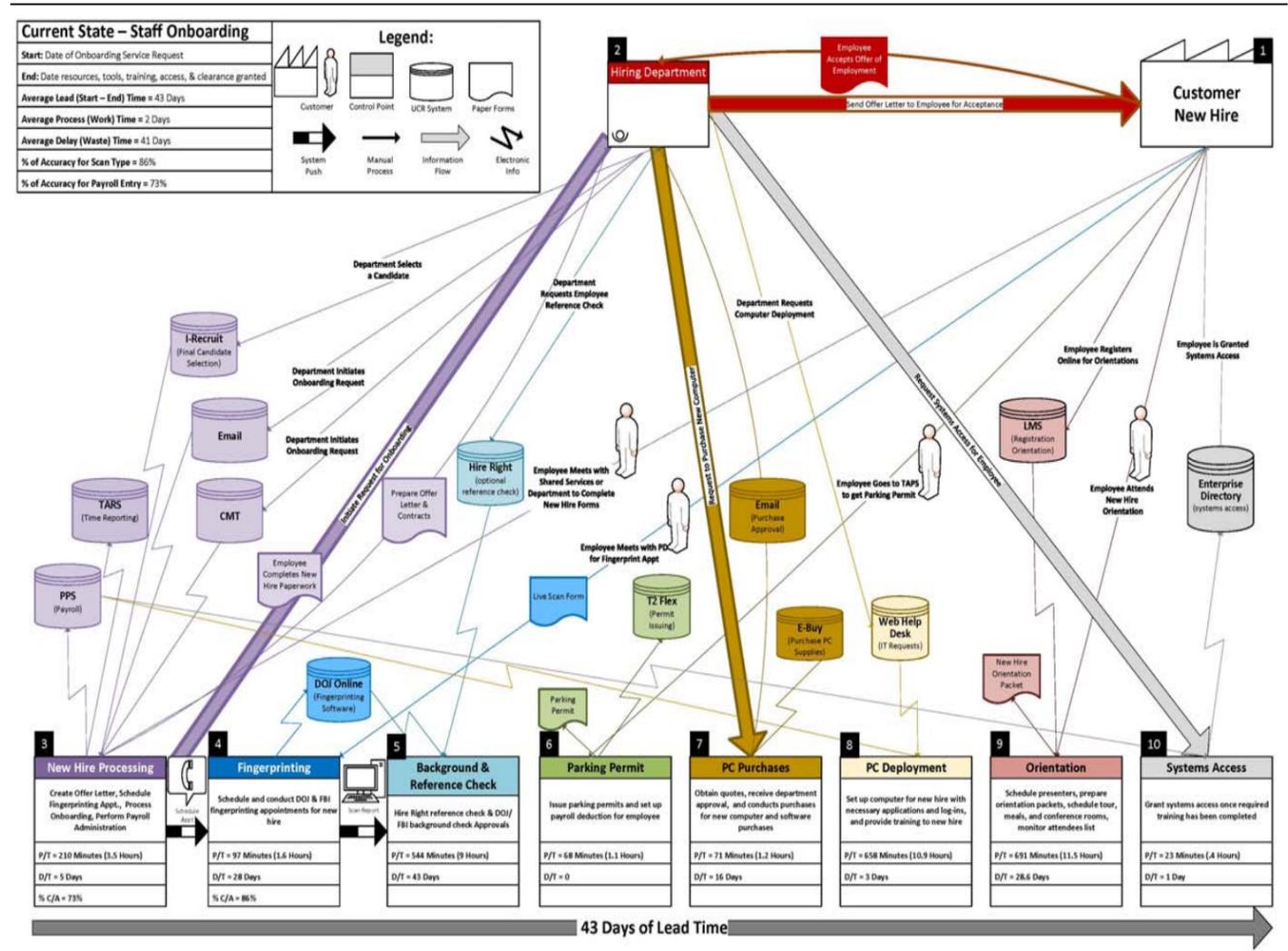
ONBOARDING: The administrative components of the onboarding process is considered complete when a new employee has the required resources, tools, training, systems access, and clearances to effectively perform their job duties.

PROBLEM: Clients in both organizational units report that the onboarding process is time consuming, labor intensive, and inefficient, which results in significant time delays to complete their onboarding process.

BACKGROUND AND PROCESS OVERVIEW

The process of onboarding new staff employees is decentralized across the campus. Each organizational unit provides oversight for the administrative process, in accordance with campus policies. Staff onboarding includes the completion of payroll forms, fingerprint/background clearances, requisition and deployment of new computers and equipment, issuance of parking passes, job related training, and granting of systems access. A combination of manual processes, systems, and tools are used to complete components of the service request. Service providers include department or Shared Services payroll, systems administrators, and IT personnel, Police, Transportation and Parking Services, C&C, HR and Labor Relations. Onboarding was identified by the campus as an area for improvement during the first Organizational Excellence series, which aim to directly support [UCR's 2020 Strategic Plan](#), organizational excellence goals, and cultural transformation initiatives. Specifically, process improvements will enable the University to quickly and efficiently hire and onboard staff into critical positions and increase administrative efficiency and effectiveness.

CURRENT STATE: STAFF ONBOARDING PROCESS PERFORMANCE VALUE STREAM MAP (VSM)



GOALS FOR PROCESS IMPROVEMENT

Improve the client's onboarding experience, by offering timely, integrated, and efficient value added services. Improve communication and collaboration between service providers by ensuring visibility into each other's processes. Minimize waste producing activities to reduce the 43-day lead time, free up the demand of resources, and redirect them to value creating activities.

ROOT-CAUSE ANALYSIS

Problem	Why is the problem occurring?
Overproduction of materials.	<ul style="list-style-type: none"> Up to 126 steps and decision points in the process causes bottlenecks and delays. Approximately 50+ manual forms to complete with duplicative information.
Waiting: Onboarding a single employee takes on average 40 days.	<ul style="list-style-type: none"> Average delay of 19 days between hire and fingerprint appointment. There is one fingerprint machine in UCRPD, which is a grant from the county and was not intended for campus-wide use. 14% of 80 weekly fingerprint appointments are no shows, which reduces access for others.
Waiting: Limited availability for new hire orientation and training.	<ul style="list-style-type: none"> Up to 2-month waitlists for staff new hire orientation - class size limited to 18 people. Limited resources to complete staff orientation.
Movement: New hires must visit multiple locations to complete onboarding process.	<ul style="list-style-type: none"> Service providers are dispersed across the campus and not organized. 12 non-integrated systems are utilized to complete service requests. No campus wide strategy for managing client expectations or requirements.
Defects: Errors in scan type based on position.	<ul style="list-style-type: none"> 86% accuracy in the background check scan type that is requested by the department. For example, employees in critical positions do not always receive both DOJ and FBI scans as required by policy based on their position. Lack of training, awareness, or cost may impact level of scan requested.
Over-processing Information: Client request service multiples times from service providers.	<ul style="list-style-type: none"> Information disconnects between the customer, systems, and service providers. Information managed by email, phone, manually, and in 12 segregated systems. No common or standard process to manage information flow. No campus protocol for the standardization of processes and integration of related systems. No visibility by service providers to see services in other provider's queue to plan and anticipate resource requirements.

PROBLEM ELIMINATION COUNTERMEASURES: VOICE OF THE CUSTOMER – FY 14/15 NEW HIRES

What do our clients value?	What are our client's specific requirements?
Seamless and welcoming "one stop" onboarding experience.	Centralize onboarding service providers or bring activities directly to the customer to reduce travel time (waste). Focus activities on welcoming new hires to UCR vs. administration.
Fingerprint and background checks prior to start date.	Conduct fingerprint and background checks earlier in the recruitment and selection process. If a negative clearance is returned, it can result in a release from employment during probationary status, equating to waste time and resources required to recruit the position.
Automated parking options.	Develop an automated process for permit delivery and payment and eliminate in-person permit application and payment authorization.
Systems access upon hire.	Schedule job related training for completion during orientation process. Employee cannot receive system access without completing training requirements.
UCRNetID and Password upon hire.	Eliminate 24-hour delay due to PPS systems update requirements. Update PPS System Software with the ability to grant immediate access.
New Hire Orientation 1st month of hire.	Eliminate 2-month waitlists for orientation due to seating limitations. Increase capacity to accommodate more new hires and/or offer it more frequently. Reduce 8 hour in person staff training, by placing some modules online.
Standardized and transparent onboarding process.	Create standard inventory of activities and steps to complete the onboarding process, to ensure accuracy and consistency in information flow to customers. Reduce number of forms.

IMPLEMENTATION PROPOSAL FOR PROCESS IMPROVEMENT

- Organize a 5-day 'Kaizen - Improvement' event to include a broader cross-campus group of stakeholders, clients, and service providers; and immediately plan for the future state of the onboarding process. Develop a campus communication and implementation strategy. Evaluate connections to other services, such as recruitment and off-boarding.
- Conduct a resource analysis to understand the demand on resources imposed by the current state process and understand how these resources may be freed up and redirected to value creating activities.