The Lean Process Improvement Initiative

• Align with OSU’s Strategic Plan 3.0
  • Increase productivity and efficiency while mitigating risk
  • Improve services valued by customers
  • Focus on increasing value of University processes
  • Implementation of processes which enhance the student experience
  • Redirect available resources toward academic success

“We must continually strive to push ourselves in new ways that challenge our thinking and past practices.”
- OSU Strategic Plan 3.0
Sponsors support that business centers are required to use the HR and Finance checklists when conducting a new employee orientations. We assume feedback for improvement will be gathered regularly from HRMs and FAMs. We also support that every business center will provide the hiring manager with a copy of Supervisor/Department checklist as a tool for getting employees off to a good start quickly. (This is an important connection with the hiring manager and should be done in-person or via phone call for a more personal customer-centric touch.)

- We always start and end with the customer’s needs in mind
- Collaboration and relationships are keys to success
- Ongoing feedback from all parties will ensure continuous improvement

The Big Picture

**Lean Principals**

- **ID Value Stream**
- **Create Value Flow**
- **Seek Perfection**
- **Establish Pull**

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NEO Lean Team, Stakeholders & Sponsors

• 16-member team from Business Centers, Office of Human Resources, Environmental Health & Safety

• Academic Affairs
• Business Affairs
• General Counsel
• Transportation Services
• Office of Equity & Inclusion
• University Relations & Marketing
• Beta testing with customers across campus

Sponsors:
• Linda Powell, Director, OSU Shared Services
• Dave Blake, Associate VP for Human Resources, Facilities, Risk Mgmt. & Public Safety
• Aaron Howell, Associate VP for Business Affairs / Controller
• Patti Snopkowski, Chief Audit Executive
• Glenn Ford, Vice President for Finance & Administration
NEO Project Initiating Factors

- Results of 2013 campus-wide initiative to increase sense of community
- Dissatisfaction and confusion on the part of new faculty and staff
- Insufficient and inconsistent onboarding experience
- Insufficient training and education for safety and other mandatory employment subjects

“The faster new hires feel welcome and prepared for their jobs, the faster they will be able to successfully contribute to the organization’s mission.”

- SHRM Foundation
Original Process Maps
“Leaned” Process
Key Elements of Enhanced Onboarding Process

• Revised Essential Notice and Welcome Letter
  - Legal notifications and next steps
• Updated ‘Inside OSU’ website for new employees
• ‘Welcome to OSU’ Video
  - Generate excitement about OSU; history, mission, vision, values
• Clearly delineated workflows ensure there are no gaps
• Improved monthly orientations provide mandatory trainings
• Survey for benchmarking and tracking results

“The cost of losing an employee in the first year is estimated to be at least three times the salary.”
- The Wynhurst Group
New Benefits to Employees

- Complimentary 5-day parking pass
- New downloadable safety Emergency Plan App
- Enhanced relocation/moving package website for clarity

“New employees who went through a structured on-boarding program were 58% more likely to be with the organization after three years.”
- The Wynhurst Group
Benefits of Revised NEO Process

- Provide a comprehensive yet flexible roadmap for new employees
- Help create an inclusive and engaged OSU community
- Save time for departments, staff, and supervisors
- Enable new employees to become fully productive more quickly
- Aid employee retention
- Mitigate risk, wait time, wasted effort
**Summary**

**Compliance**
- Teach legal, policies, compliance with CBA, OSHA, Grants, trainings

**Clarification**
- Help employees understand their jobs and the expectations

**Culture**
- Provide insight into OSU’s norms

**Connections**
- Build vital relationships, information & networks
If you want something in your life you've never had, you'll have to do something you've never done.

~ JD Houston