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

Begin with Customer

Value

Create Value Flow

Seek Perfection

Establish Pull

ID Value Stream
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
“Leaned” Process
Streamlined Essential Notice (required technical/legal notifications) and New Welcome Letter with personalized contact and step-by-step process for new employees.

Dear [Candidate First Name],

Welcome to Oregon State University! We are happy you’ve chosen to join Beaver Nation. This letter will explain your next steps in becoming a member of the OSU community.

The [Business Center Name] was created to help better serve the financial, accounting, human resources, and administrative needs of Oregon State University’s [units you cover] units. As the Human Resources Consultant serving the [new employee’s department], I am your first point of contact for any questions you may have. If you need information about something unrelated to Human Resources, I can refer you to one of the many experts on campus to who will best meet your needs. My contact information is:

[Replace with your own contact information:]
Shannon Kelly
Human Resources Consultant 1
Shannon.Kelly@oregonstate.edu
Phone: 541.737.6227
Fax: 541.713.6708

You will soon receive an Essential Notice at your personal email account. The Essential Notice contains important information and resources that will enable you to get set up in our systems and assist you in getting off to a great start at Oregon State University. We encourage you to complete both the required and optional steps, so your transition to the university is smooth. Once you receive the Essential Notice, please feel free to contact me with any questions you may have.

Next Steps
After you complete the requirements outlined in the Essential Notice, please take the following actions:

1. Sign up at our website for your OSU Network Identification (ONID), once you have been assigned an employee ID number (found in the Essential Notices that you will receive from me). The ONID account is a free email service for OSU students and employees, and it
Updated ‘Inside OSU’ Website

- New Employee Resources
- Benefits Overview
- Life Balance
- Programs & Services
- Safety & Worker’s Compensation
- OSU Professional Development Resources
- Tools & Resources for Supervisors
Welcome to OSU Video

Generate excitement to be a part of Oregon State University

- OSU’s Vision and Mission
- History of OSU
  Land-grant
  Sea-grant
  Space-grant
  Sun-grant
- Public Service in Higher Education
- Goals of Strategic Plan 3.0
Clearly Delineated Workflows

- Supervisor/Department
- Business Center HR
- Business Center Finance and Accounting
- Office of Human Resources

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

- Employment, Salary and Leave information
- Performance Evaluations
- Benefits
- OSU Business Centers
- Being Proactive in Your Start at OSU
- Collective Bargaining Information
- Workplace Safety, Anti-Harassment, Mandatory Reporting trainings
- Policy Information
Follow-Up Survey

• Ensure all new hires get off to an optimum start. Evaluate NEO program to identify where it can be improved

• Benchmark – all 2014 hires will be invited to take a Qualtrics survey regarding their onboarding experience

• Going forward, survey will be sent to new employees hired within the past 90-120 days

• Quarterly meetings with sponsors, HRMs, and NEO survey committee members to review results and discuss changes/improvements to NEO process
New Benefits to Employees

• Complimentary 3-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
More details about the New Employee Onboarding Lean Project, including the “Talking Points” Flyer are available on the website http://fa.oregonstate.edu/lean/lean-projects/new-employee-onboarding

*Lean*ing Forward at OSU website has details about other current projects http://fa.oregonstate.edu/lean

“*L*eaning Forward at OSU is an opportunity for stakeholders to understand the full process from all perspectives, improve the process together, and build community”

**LEAN OSU**
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