

An Onboarding Program for Rutgers IT Employees

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Project Overview

◆ Problem

- No standardized procedure or set of processes to provide IT employees with basic knowledge and information
- High probability for variation in the quality and quantity of Rutgers technology information provided to employees
- Unequally prepared workforce supporting University community

◆ Problem Significance

- Rutgers Strategic Plan: Foundational Elements
 - Strong core of sciences and humanities
 - Inclusive, diverse, and cohesive culture
 - Effective and efficient infrastructure and staff
 - Financial resources sufficient to fund our aspirations
 - Robust shared governance, academic freedom, and academic freedom
- Rutgers IT strategic priorities

Project Overview (continued)

- ◆ Objective
 - Recommend a model for a structured, formal, and standardized onboarding program for technology (IT) employees at Rutgers University.
- ◆ Sponsor
 - Michele Norin, Senior Vice President of Information Technology and Chief Information Officer
- ◆ Method
 - 3 phases: research, design, development
 - Collaborative, inclusive process
 - iterative feedback
- ◆ Deliverable
 - recommendation report for SVP IT/CIO
 - proof-of-concept

Project Progress

- ◆ 12 months of research, design, and development
 - Surveys
 - Focus groups
 - Presentations
 - Scholarly review
 - Interviews
- ◆ Challenges
 - Scheduling time with collaborators and stakeholders
 - Collecting and verifying information
 - Making sense of current processes
 - Resisting scope creep from external pressures

Project Progress (continued)

◆ Results

- Completed proof-of-concept for online orientation activity
- Completed recommendation report
 1. Implement online orientation activity
 2. Implement face-to-face activity
 3. Create “buddy” program
 4. Create professional development program
 5. Create position to direct and manage organizational effectiveness efforts

◆ Next Steps

- Submission for review and consideration

Leadership Lessons

- ◆ Storytelling is an invaluable skillset
- ◆ Buy-in doesn't always mean commitment (time challenge)
- ◆ Seek feedback early and often (perception management, trust)
- ◆ Evaluate feedback carefully
- ◆ Know when you need help and ask (team player, relatable character)

Questions?