

Capgemini’s Virtual Campus Onboarding Experience Helps New Hires Flourish

Capgemini
 Best New Hire Onboarding Program
 January 2023



Company Background



Company-at-a-Glance	
Headquarters	Paris, France
Year Founded	1967
Revenue	€18 billion in revenues with operating margin of 12.9%
Employees	325,000+
Global Scale (Regions that you operate in or provide services to)	North America, Latin America, Middle East & Africa, Europe, and Asia-Pacific (50+ countries with more than 120 nationalities)
Customers/Output, etc. (Key customers and services offered)	Key Services – Strategy & Transformation, Applications & Technology, Engineering, and Operations Key Customers – CONA, FILA, Goldman Sachs, Volvo, etc. (85% of the 200 largest public companies on the Forbes Global 2000 list are our clients)
Industry	Information Technology
Stock Symbol	CGEMY
Website	https://www.capgemini.com/us-en/

Budget and Timeframe

Budget and Timeframe	
Overall budget	\$1000/person
Number of (HR, Learning, Talent) employees involved with the implementation?	7
Number of Operations or Subject Matter Expert employees involved with the implementation?	1
Number of contractors involved with implementation	5
Timeframe to implement	3 days (due to pandemic forcing transition to virtual over the course of one weekend) then constantly iterating since then
Start date of the program	March 16, 2020

Business Conditions and Business Needs

Capgemini NA’s two-week Campus Onboarding Experience was in person, but the pandemic forced the transition of the content and program into a virtual experience. When the pandemic shut down the country around Friday, March 13, 2020, the Learning & Development (L&D) Team only had one weekend to transition the Campus Onboarding Experience to virtual because thirty-five campus hires were joining Capgemini on Monday, March 16, 2020. For that onboarding, the L&D Team presented on all the same content as in person, and many lessons were learned on how to improve the employee experience for campus hires joining virtually. Once that onboarding was complete, to successfully redesign a Virtual Campus Onboarding Experience, the L&D Team gathered requirements from stakeholders, which included previous campus hires, Human Resources, as well as the leaders in the various Business Lines, Business Units and Client Accounts that the campus hires would be joining after onboarding.

Overview

The two-week Campus Onboarding Experience, which is virtually immersive and experiential, focuses on accelerated skill development, fostering a sense of community and prepares new college graduates to flourish in a client-facing environment. In its latest iteration, during a six-day Introduction to Capgemini course, new hires understand Capgemini's company's culture and feel confident guiding internal tools. Without this course, new hires would not feel set up for success or a sense of trust in the organization. The four-day Collaborating with Clients Bootcamp leverages a case study to prepare new hires for their client work and project teams. New hires are placed into small teams of six or less and are designated a coach that provides individualized, constructive feedback following each of six exercise roleplays, which focus on working as a team, running a meeting, gathering and presenting data, managing resistance, and storytelling. To be mindful of our campus hires joining on the west coast and to eliminate screen fatigue, campus hires attend onboarding from approximately 10:00 am to 4:00 pm CT with a mid-day lunch and ample breaks.

As for goals, the Learning, Talent and Culture (LTC) Team set a Key Performance Indicator (KPI) to score a 30 or higher Net Promoter Survey (NPS) score. As of today, Capgemini North America's (NA) Virtual Campus Onboarding Experience has a score of 68, which is greatly exceeding the goal. NPS scores can range from -100 to 100. Bain & Company shares anything above 0 as "good," 20 as "favorable," 50 as "excellent," and 80 as "world-class." The Virtual Campus Onboarding Experience was also designed to be in alignment with and help meet Capgemini's goals. For example, Capgemini NA has a goal of 95% Next, which is our self-guided learning platform, adoption and 100% Agile awareness in the Grade A, or campus hire, population. There are also mandatory learnings all new employees must complete. During Campus Onboarding, a Campus Onboarding Next Plan, which consolidates mandatory trainings and recommended courses, is shared with all new hires, which helps meet our Next adoption and Agile awareness goals and encourages mandatory training completion. Practice Staffing Partners (PSPs) lead a resume and skills profile workshop, which helps meet their key performance indicators (KPIs) around staffing their resources, and Human Resource Business Partners (HRBPs) present on performance management to ensure campus hires understand their career development cycle and expectations at each level of employment. Capgemini's Corporate Social Responsibility (CSR) team presents on Employee Resource Groups (ERGs) to help meet diversity, digital inclusion and environmental sustainability goals. Lastly, campus hires learn about the importance and benefits of filling out Pulse, which is a monthly anonymous survey that allow managers to understand how to improve the employee experience, which helps meet Capgemini's organizational goal of 70% Pulse completion.

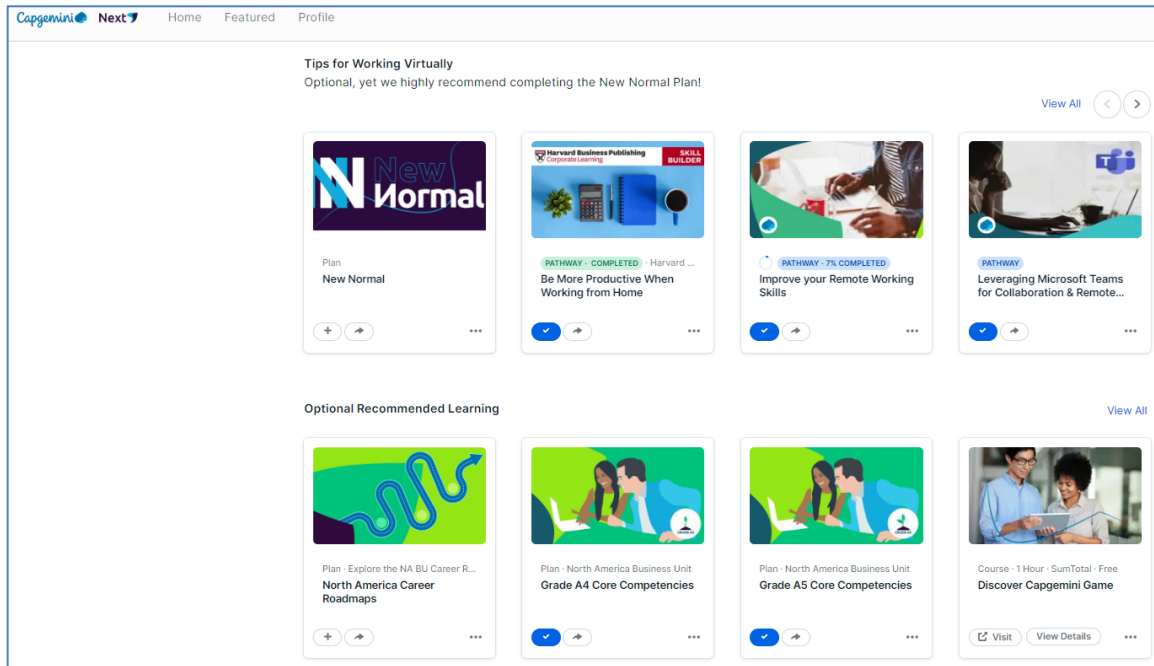
Design and Delivery

To design a Virtual Campus Onboarding Experience, Capgemini's L&D Team held eight requirement-gathering session interviews, each with a specific stakeholder group, where each group was asked for their feedback surrounding campus hires and what their group needed campus hires to do to be successful and meet their KPIs. 342 learning requirements were collected and gathered in a single excel file. Each learning requirement was documented on its own row with the following columns: Requirement Number, Group, Learning Requirement, Category, Prioritized by Q2 For Two-Week Curriculum, Prioritized by Q3 For Two-Week Curriculum, and Module Mapping. These learning requirements were prioritized based on category frequency, which allowed for the L&D Team to determine if the requirement was to be implemented by Q2 or Q3 or not implemented in the two-week Virtual Campus Onboarding Experience curriculum.

Based on the requirements gathered and analyzed, it was determined that the Virtual Campus Onboarding Experience would be ten days total with six days of Introduction to Capgemini and four days of Collaborating with Clients. Introduction to Capgemini introduces campus hires to the organization, provides an overview of the various roles that they may potentially fill on a client site, provides information on internal systems they will use, and provides networking, team-building, presentation and professional development opportunities through a variety of exercises. Campus hires are introduced to their DiSC persona, informed on how to be an Inclusive Leader within the organization, and provided with opportunities to virtually meet with some of Capgemini's Executives and recent campus hires. Collaborating with Clients provides a strong foundation for campus hires as new client-serving team members. Significant time is spent working on their approach to solving business problems with a team through deep-dive exercises that help polish their communication skills and overall professionalism. Theory-based modules on meeting management, gathering data to drive decisions, interacting and presenting with confidence, managing resistance, prototyping, and storyboarding are facilitated before campus hires are then provided the opportunity to practice and present a business case to a mock client played by Capgemini employees. Together, campus hires learn about Capgemini's culture, navigating internal tools, project-specific and client-serving skills, team building, and delivery standards that will set the foundation for their success as a Capgemini-quality Consultant.

For the delivery of Capgemini NA's Virtual Campus Onboarding, the goal is to make the program engaging and inclusive, while focusing on building lasting relationships. Therefore, the ten-day program incorporates a variety of delivery styles. Some modules are facilitated as presentations, while others incorporate break-out activities via Microsoft Teams Break Outs and energizing teach-backs. Lastly, several modules are self-

guided, so campus hires can start to build their autonomy, and recommended learnings are provided as well for campus hires to complete as they have bandwidth.



Engagement

When it comes to running the Virtual Campus Onboarding Experience, the biggest challenge is both facilitator and new employee virtual burnout. Therefore, the LTC Team has constantly iterated the schedule to find a solution. In-person Campus Onboarding was ten days 8 am – 4 pm CT, yet it went by quickly due to the energizing in-person activities. When transitioning to virtual, initially the ten days 8 am – 4 pm CT was implemented, but it soon became clear that eight hours of virtual learning leaves people feeling much more fatigued than eight hours of in-person learning. Therefore, the schedule was cut down to ten days 10 am CT – 4 pm CT, or six hours of virtual learning per day. New campus-hire employees expressed feelings of more energy with this new schedule. However, after ten days of facilitating, even with the two fewer hours per day, facilitators still felt great fatigue, as mornings were now open and spent in meetings, while evenings were spent answering endless new hire questions. Therefore, three additional strategies were put in place to mitigate these challenges and support engagement. First, to reduce redundant questions and time spent answering them, the LTC Team designed a one-stop shop Campus Onboarding Microsoft SharePoint website, where all resources, frequently asked questions (FAQ), and recorded instructional videos are centralized.

Frequently Asked Questions

What are Caggemini's standard working hours?

Caggemini offices are typically open and may have a receptionist available between 8:30am - 5:00pm local time. However, when assigned to a client project, the working hours are in accordance with the project. Each project may vary slightly. Therefore, it is necessary that you contact your team lead or project manager upon assignment to understand project specific expectations.

Who do I contact to resolve technical issues with my Caggemini computer and/or systems?

Please contact the Group IT Service Desk at 1-866-736-3399. For timesheet or project code access issues, please contact the NA Accounting Center at 866-463-1328.

I need to verify my employment information. How do I do that?

Check our [Employment Verification](#) page.

Who is my Performance Reviewer? What is my employee ID?

How do I update my direct deposit, mailing address, and other personal data, such as my name?

To set up Direct Deposit, change your bank account or home address, visit [MyConnect](#) > Personal Information > Data Changes. To change your name, visit [Managing My Personal Data - Name Change](#) for process. Your email display name will change to your new legal name but your actual email address will remain the same, unless you request a change through the [Group IT ServiceCentral](#).

How do I sign up for the Corporate Mobile phone?

Caggemini employees (excluding Financial Services) have the option to join the Corporate Mobile Plan with T-Mobile. You are responsible for the cost of a new device and must use a personal credit card to pay for the device cost. You may also utilize an existing device and number. More information on Mobile Plans can be found [here](#).

How can I find out someone else's Performance Reviewer (Manager), email, or

What are the levels at Caggemini?

Caggemini hires all resources into a global grade model consisting of grades A-F. Each grade level has additional sublevels and is aligned with a global competency model that requires specific competencies per grade and role. All campus hires are grade A.

What is the process and structure for helping me plan my career?

All employees have a Performance Reviewer. A Performance Reviewer serves as a career mentor and can offer advice on nearly any aspect of working at Caggemini. The Performance Reviewer also represents you at year-end reviews.

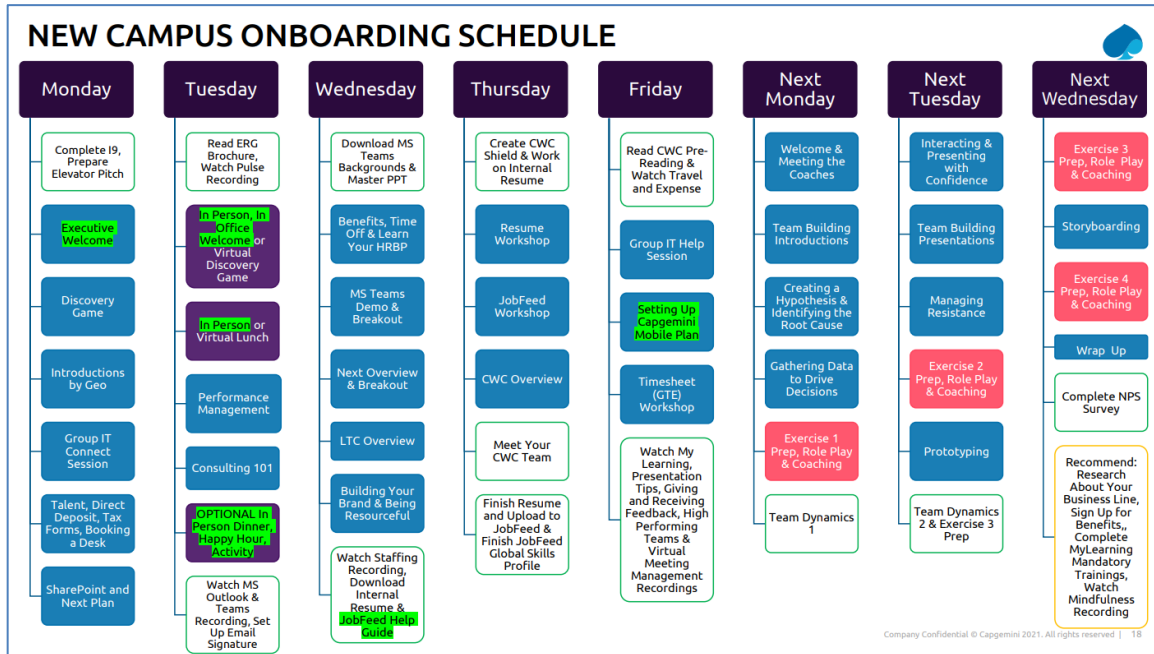
How do I refer a friend to Caggemini?

Employee Referrals are a great way to build our talent pool using genuine recommendations from one of our greatest assets; our employees. For more information on the process and policy guidelines, please visit [The Employee Referral Portal](#) on Talent. You could be eligible for a cash reward!

The grid contains the following video thumbnails:

- GTE Overview**: GTE: Timecard Submission Platform
- MyExpense/Egencia Overview**: MyExpense/Concur: Expense Report Submission Platform; Egencia: Caggemini Travel Agency (Airfare, Hotels, etc.)
- Benefits, Time Off & HRBP Rec...**
- Experienced Hires - How to su...**: Experienced Hires! Watch this video for a walkthrough of how to submit your first week timecard in GTE.
- Next Demo 2022**
- MyLearning Recording**
- Discovery Game Recap Record...**
- Elevator Pitch Recording**
- Staffing & Resume Overview R...**
- MS Outlook Training**
- MS Teams Recording**
- Being Resourceful Recording**

Second, the LTC Team began upskilling others, including Campus Recruiters and previous campus hires, to also facilitate modules. Lastly, starting in the second half of 2022, Campus Onboarding will experiment reducing the program by two days down to eight days total with the schedule as follows.



Another big change when transitioning from in-person to virtual was that in-person onboarding was with everyone in one office, where all laptops were shipped to that location with onsite technology support from our Group IT Team. Since campus hires are now partaking in the Campus Onboarding Experience from home, their laptops are shipped to their home address. Initially, this caused great chaos, as the LTC Team and the campus hires did not have visibility into when laptops were arriving at each new hires' home, yet FedEx required a signature of someone over the age of 18. This lack of visibility resulted in campus hires not being home to receive and sign for their laptops, so many laptops shipped back to the sender, Capgemini. Some new hires would not receive their second-attempt laptop for several days, which meant they had to join parts of Campus Onboarding from a personal computer. Many modules of Campus Onboarding require access to a Capgemini laptop, so campus hires without one had a hindered employee experience, which we saw in surveyed feedback. To mitigate this risk, the LTC Team partnered with Capgemini's Group IT and Laptop Provisioning Teams to create a solution. Now, each new hire receives an email with their FedEx tracking information, so they now know when to be home to receive and sign for their laptop. This has greatly reduced the number of new hires without a Capgemini laptop, who were having not as ideal of an onboarding experience.

Lastly, the Campus Onboarding Experience trains new campus hires in eight of Capgemini’s Business Lines, or different groups. Each Business Line has one or more Campus Managers that serve as the stakeholder for that group. Previously, as Campus Managers had questions for the LTC Team, ad hoc sessions were held. However, the LTC Team realized that many of the Campus Managers had similar questions and ideas. To enable consistency, as well as share updates and best practices, the LTC Team in Q4 2021 started hosting a quarterly Campus Manager Showcase, where important information like below is shared.

2022 CAMPUS HIRE BREAK DOWN

193 campus hires were onboarded this year in Q1

20	Onboarding Dates	ABL						GBL	CAN	Cohort Totals
		AMS	CSD	DCX	Oracle	SAP	QET	I&D	Canada Internal	
Q1	January 10 - 21	-	48	-	-	1	-	32	1	82
	February 14 – 15	-	-	24	5	-	11	2	-	42
	March 14 – 25	2	45	2	-	20	-	-	-	69
Q1 2022 Business Line Totals		2	93	26	5	21	11	34	1	193

Measurable Benefits

To measure the return on investment (ROI) and impact of the Campus Onboarding Experience, the Learning, Talent & Culture Team utilizes Net Promoter Score (NPS) Surveys. At the end of the last day of Campus Onboarding, all campus hires are sent a link to take the NPS Survey. The NPS Survey captures overall session rating, what worked or went well, and feedback on ways to improve. The NPS Survey allows the LTC Team to better understand how the Virtual Campus Onboarding Experience is tracking, not only against industry standards but other Capgemini practices as well, and it is a short, user-friendly, and repeatable survey.

Campus New Hire Orientation

1. How would you rate the overall session of Campus New Hire Orientation in Capgemini *

0	1	2	3	4	5	6	7	8	9	10
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*Extremely Poor**Excellent*

2. "One of the main purpose of Capgemini Onboarding is to get to know new colleagues and learn about possibilities in Capgemini"- How do you rate this statement? *

True
 Somewhat true
 Somewhat False
 False

3. How likely are you to recommend this training to a friend or colleague at work? *

0	1	2	3	4	5	6	7	8	9	10
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Not at all likelyExtremely likely

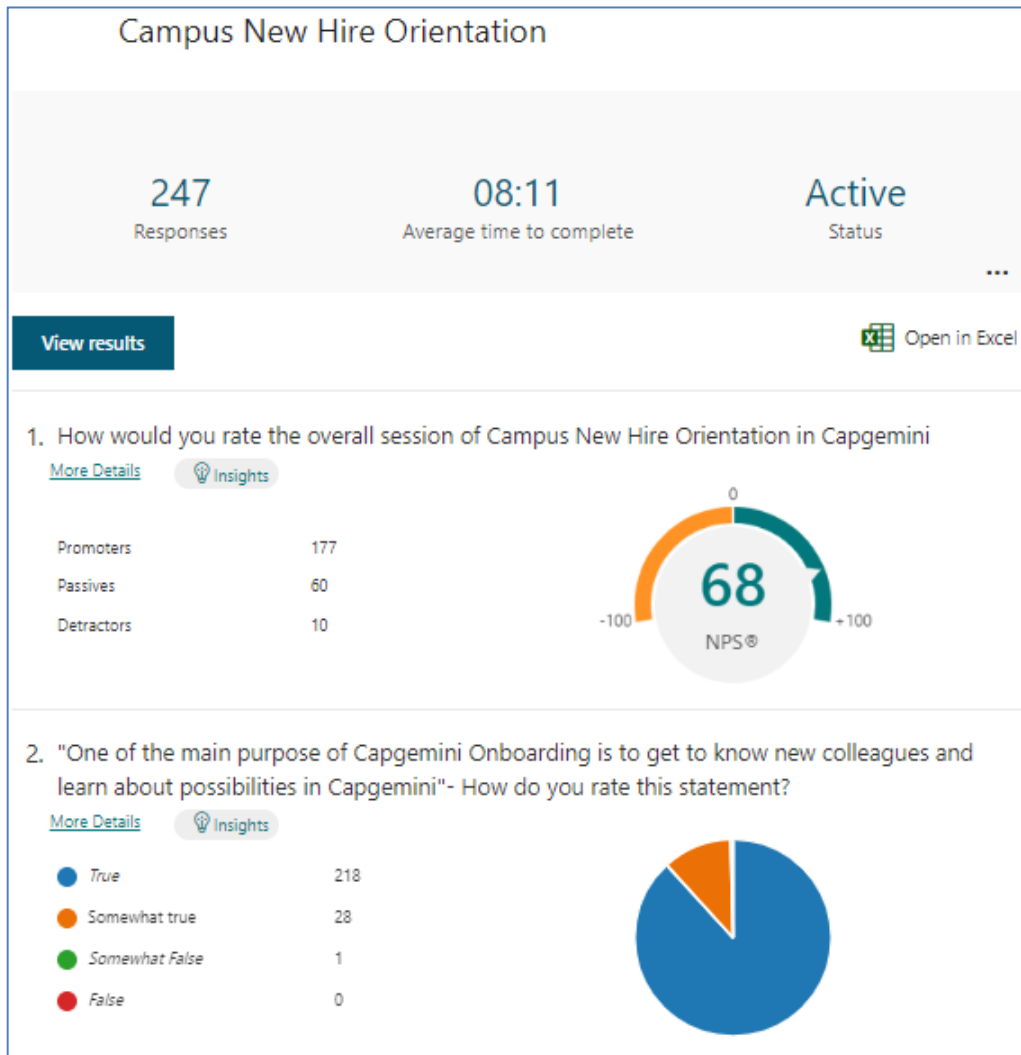
4. What worked or went well?

Enter your answer

5. Please share some feedback on ways to improve. We value your feedback.

Enter your answer

4 mins



After each cohort, the LTC Team reviews the feedback to see what is showing up most consistently and loudly. This allows for prioritization and identifying what is important to iterate. Then, the LTC Team experiments by changing the schedule and content to see how the next cohort receives the changes in their feedback. NPS scores can range from -100 to 100. Bain & Company shares anything above 0 as “good,” 20 as “favorable,” 50 as “excellent,” and 80 as “world-class.” The LTC Team set a KPI to score a 30 or higher NPS score, as that would show that the ROI is strong. As of today, Capgemini North America’s (NA) Virtual Campus Onboarding Experience has a score of 68, which tells us that new employee campus hires going through Campus Onboarding are finding value in the program. After each cohort, the LTC Team looks at the trend of the NPS Score and analyzes the data to find what might have caused an increase or decrease to the score. One great example of this can be explained from the August and October 2021 cohorts. The August 2021 cohort was the first full cohort to receive the NPS Survey, and it rated the Virtual Campus Onboarding Experience as a 53. After the LTC Team analyzed the feedback, they prioritized incorporating five key changes:

1. Updated schedule to start at 10 am CT and consistently end at 4 pm CT with a 1-hour lunch, including time self-guided deliverables take to complete
 - a. Campus hires expressed that they wanted consistency in start and end times, including deliverables, as well as a longer lunch
 - b. Previously started at 9:45 am CT and ended at inconsistent time, as late as 4:15 pm CT with a 45-minute lunch, not including time for deliverables
2. Updated all six days' worth of Introduction to Capgemini slides to new Capgemini branded PowerPoint template
 - a. Campus hires made comments that the slides were previously not modern and a bit disengaging
3. Incorporated Microsoft Teams break out activities and teach backs
 - a. Campus hires shared that they wanted to learn in new ways – not just slides shared by a facilitator
4. Changed first presentation and feedback to be about their Business Line
 - a. After the two-week Virtual Campus Onboarding Experience, campus hires still felt that they did not know enough information about their specific Business Line
 - b. Previously presentation was about one of Capgemini's differentiators
5. Added NA Campus Onboarding Experience branding =
 - a. Campus hires expressed that they did not feel a strong sense of Capgemini's branding during their Campus Onboarding Experience





After incorporating only these five key changes, after the October 2021 cohort completed the NPS Survey, the Virtual Campus Onboarding Experience was rated at a 65, 12 points higher than it was after the last August 2021 cohort. The LTC Team is committed to using data to improve the onboarding experience.

Overall

Since designing the Virtual Campus Onboarding Experience in March 2020, many lessons have been learned. One of the biggest lessons is that when curriculum and content are kept consistent, smaller cohorts of less new employees have a more positive onboarding experience. Therefore, it is ideal to have more, smaller Campus Onboarding Experiences throughout the year. However, there is a balance to avoid facilitator burnout. Cohorts of less than fifty new employees has been the sweet spot based on the data, which also allows for all new hires to be on camera on one screen in Microsoft Teams. Another lesson learned is that campus hires love designated time for them to connect with other employees in their same city. Before connection time was baked into the schedule, campus hires joining virtually shared that they felt isolated and not connected to one another, especially when cohorts were large. Lastly, the LTC Team learned that consistent start and stop times were much appreciated by new employees, as it provided them with clear expectations on how long their days would be. For the Virtual Campus Onboarding Experience, 10 am – 4 pm CT with a 1 – 2 pm CT lunch was the sweet spot, where “Microsoft Teams” fatigue was reduced, according to campus hire feedback. Campus hires also appreciated being told that they could go off camera or listen into a call from a walk, outside, etc., as it also helped reduce their screen time learning fatigue. Also, campus hires love branded swag, and they are excited to represent their organization. Lastly, campus hires really enjoy when previous campus hires are either invited to facilitate or answer questions during a Campus Onboarding module, as these are the people with the most relevant insight and experience.

As for future outlook, Capgemini’s Learning, Talent and Culture Team is constantly analyzing feedback and iterating to make the Campus Onboarding Experience better. Therefore, starting with the second half of 2022, the Campus Onboarding Experience will incorporate an optional in-person, in-office Day Two, where campus hires can meet other previous and new campus hires and leadership in their local office, tour their office, and go out to lunch together. Although this plan is in progress, previous campus hires have shared feedback that they believe this will really engage campus hires and increase retention in the long run. Also, according to Capgemini’s 2021 Great Place to Work survey, 76% of employees leave the organization before making it to their five-year mark. Therefore, to improve retention across the board, it would be ideal to continue the learning and connection journey long after the two-week Campus Onboarding Experience, especially at times where the data shows high turnover. Capgemini is committed to constantly iterating and improving the employee onboarding experience.

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With more than 10,000 clients globally and 30 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.



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