

New Hire Onboarding at UST Creates Curiosity About Value, Culture, Growth Plans

UST

New Hire Onboarding Program

January 2023



Company Background

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Company-at-a-Glance	
Headquarters	Aliso Viejo, Orange County, California, USA
Year Founded	1999
Employees	25000 +
Global Scale (Regions that you operate in or provide services to)	25+ countries across APAC, EMEA, Latin America and North America
Customers/Output, etc. (Key customers and services offered)	Fortune 500 clients in various domains including Retail, Financial sector, Healthcare, Engineering, Manufacturing, Telecom, Insurance, etc, Key services: Digital Transformation, Experience Design, Strategy, Implementation & Operations, Products & Platforms and Data Engineering to Insights
Industry	Technology
Website	https://ust.com/

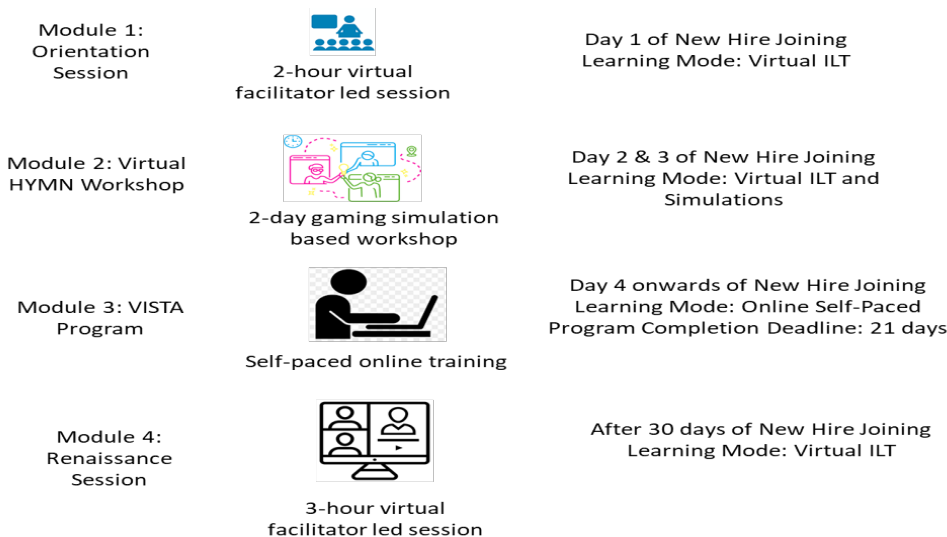
Budget and Timeframe

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Number of (HR, Learning, Talent) employees involved with the implementation?	3
Number of Operations or Subject Matter Expert employees involved with the implementation?	2
Number of contractors involved with implementation	10 (need-based utilization)
Timeframe to implement	Around 3 to 6 months (phased implementation)
Start date of the program	12-Sept-17

Overview

UST's Onboarding Program:

The UST onboarding program is divided into 4 different program modules using different delivery modes., making it a perfect example of a comprehensive and engaging Onboarding program.



- 1. Virtual HR Orientation Session** — This 2-hour facilitator-led HR orientation session, is a welcome session for all new joiners. The new joiners get introduced to UST and learn about the HR systems and Processes which they need to follow at UST. They also learn about the various compliance-related trainings that they

will have to complete as part of their onboarding. This session is facilitated by a HR Representative. All new joiners are required to finish their document signing and submission process online before they can attend the 2-hour virtual orientation session.

During the Virtual HR Orientation Session they are informed about the virtual onboarding program (HYMN) that they are required to attend as part of Onboarding. While attending the orientation program, they also receive their invite for the 2-day intensive onboarding program - **Have You Met Nancy (HYMN)**.

2. **Virtual HYMN — Have You Met Nancy (HYMN)**, UST’s flagship onboarding program, is a 2-day virtual gamified simulation-based program, which focuses on orienting and enabling new joiners through the key theme of doing and experiencing. They have consciously moved away from the traditional model of information dissemination to the radical approach of creating curiosity in the mind of the new joiner to help them know and learn about UST, its values, culture and growth plans. The virtual HYMN program is scheduled on Day 2 and Day 3, after the new hire goes through the Virtual HR Orientation Session.

HYMN is a powerful and unique orientation experience, which covers various aspects of employee onboarding, cultural values and employee lifecycle processes. We use engaging and energized gamified learning activities to introduce new joiners to UST’s values and culture, rich organization history and the leadership team. The program also covers the organization policies and the career roadmap for different roles at UST. HYMN helps new joiners experience live organizational situations and policies through simulations, shares what to expect from the organization and what the organization expects from them.

HYMN moves forward through the central character “Nancy”. The new joiners go through various simulations, activities and games through Nancy’s journey at UST, starting from Day 1(Onboarding) through 2 plus years. During this period the different challenges faced by “Nancy”, provide the basis for the simulations and activities done by the new joiners.

Participants are divided into virtual teams and each team competes with the other teams, to win maximum points and the award for the Top Team. The fun learning environment with competitive games and activities, promotes a high level of information retention.

This revolutionary program provides a refreshing take on onboarding and entuses the new joiners to take up their new roles with a high level of

motivation, inspiration and passion. At the end of the program, new joiners are extremely charged up to become a part of their teams and experience the UST way of life.

3. **VISTA** — At UST, we believe that successful employee onboarding is an ongoing process which needs to be supported by a sustained learning program.

VISTA is our continued education program for new joiners. This self-paced program comprises of e-learning modules on Mandatory compliance trainings and the geography-based policies and processes at UST. This is a stable program that has been in place for many years now and is often used by the employees as a reference, for any clarifications on policies and processes.

The VISTA program portal is hosted and maintained internally, and the content is reviewed and updated once in 6 months, to keep it current. The new joiners can access the VISTA portal on the 4th Day after joining. The new joiners are given 21 days to complete the VISTA training.

4. **Renaissance** — The Renaissance program is an interactive program to take feedback from new joiners about their experiences of working with UST. This program is conducted every month and new joiners who have completed 30 days at UST are invited, to this interactive forum, to share their feedback with senior leaders and department heads of various functions.

Through this program we continue to fill any gaps in our current onboarding program, based on the feedback received from the new joiner community. These programs are held virtually and new joiners who have completed 30 days with UST are encouraged to participate in this interactive session and share their thoughts and feedback with UST leaders.

Design and Delivery

UST’s Onboarding Program:

At UST, we believe that successful employee onboarding is an ongoing process which needs to be supported by a sustained and comprehensive learning program. The UST onboarding program has several learning modules using different delivery modes, making it a perfect example of a great Onboarding program. The Onboarding program is divided into 4 different program modules:

1. **Virtual HR Orientation Session** – This 2-hour facilitator led HR orientation session, is a welcome session for all new joiners and is scheduled on Joining Day of the New Joiners (Day 1).

Program Design:

2 Hour Virtual ILT session. Facilitated by HR Representative

Welcome Address
Welcome Video by CEO and COO
Overview of HR Policies and Benefits (Location based)
Important Applications access details
Next Steps: Attend 2-Day Virtual HYMN program

2. **Virtual HYMN – Have You Met Nancy (HYMN)** - UST’s flagship onboarding program, is a 2-day gamified simulation-based program, which focuses on orienting and enabling new joiners through the key theme of doing and experiencing. They have consciously moved away from the traditional model of information dissemination to the radical approach of creating curiosity in the mind of the new joiner to help them know and learn about UST, its values, culture and growth plans. The virtual HYMN program is scheduled on Day 2 and Day 3, after the new hire goes through the Virtual HR Orientation Session.

HYMN is a powerful and unique orientation experience, which covers various aspects of employee onboarding, cultural values and employee lifecycle processes. It uses engaging and energized gamified learning activities to introduce new joiners to UST values and culture, its rich organization history and the leadership team.

The program also covers the organization policies and the career roadmap for different roles at UST. HYMN helps new joiners experience live organizational situations and policies through simulations, shares what to expect from the organization and what the organization expects from them. As part of the program, they also have innovation sessions where people come up with new and innovative ideas based on their previous experience e.g., a suggestion on Customer Happiness Index etc.

Participants are divided into virtual teams and each team competes with the other teams, to win maximum points and the award for the Top Team. The fun learning environment with competitive games and activities, promotes a high level of information retention. Every debrief is associated with a simulated game, an activity or task or a case-let discussion.

After the new joiners finish the 2-day HYMN program, they are provided access to the VISTA portal, so that they can move forward to the next step in their Onboarding journey.

3. **VISTA** – VISTA is UST’s continued education program for new joiners. This self-paced program comprises of e-learning modules on Mandatory compliance trainings and the geography-based policies and processes at UST. This is a stable program that has been in place for many years now and is often used by the employees as a reference, for any clarifications on policies and processes.

The VISTA program portal is hosted and maintained internally, and the content is reviewed and updated once in 6 months, to keep it current.

After the new joiners complete the VISTA e-learning programs they are invited for the last part of the Onboarding program at UST – “Renaissance Program”

4. **Renaissance** – The Renaissance program is an interactive program to take feedback from new joiners about their experiences of working with UST. Through this program we continue to fill any gaps in our current onboarding program, based on the feedback received from the new joiner community. These programs are held virtually and new joiners who have completed 30 days with UST are encouraged to participate in this interactive session and share their thoughts and feedback with UST leaders.

Engagement

Being a technology organization, employees and their talent is key to organization and onboarding is the landing platform for all new joiners. Our Onboarding program is designed to transform a new joiner into a UST brand ambassador, ensure high engagement, higher learning retention and a high level of enthusiasm and excitement to start living the UST way of life. The program has received unwavering support from the Executive leadership team as well as the Business leaders at UST. Every new joiner is mandated to complete the Onboarding program and any exception requires Account Director level approval.

UST moved from the traditional classroom delivery model to a blended learning model in phases. The first phase was the creation of innovative and engaging Onboarding program, which focused on orienting and enabling new joiners through the key theme of doing and experiencing. The learning and development team consciously moved away from the traditional model of information dissemination to the radical approach of creating curiosity in the mind of the new joiner to help them know and learn about UST, its values, culture and growth plans.

As the HYMN program was unique, engaging and energizing for the participants, it met with instant success. Morose concepts like organization history, timeline, etc. were presented as gaming tasks, which promoted learning absorption and retention, in a fun and appealing way. HYMN helps new joiners experience live organizational situations and policies through simulations, shares what to expect from the organization and what the organization expects from them. As part of the program, we also have innovation sessions where people come up with new and innovative ideas based on their previous experience e.g., a suggestion on Customer Happiness Index, etc.

The HYMN program was welcomed by the participants and the business and it received great reviews and accolades. There have been multiple instances of new joiners who have been exempt from this program due to unavoidable client pressures, reach out to the learning and development team with a request to attend the HYMN program, as they have heard rave reviews about the program from their peers. This program has been in place since September 2017 and it is still running strong.

There was a very short disruption towards end-April 2020 due to the Pandemic. The learning and development team reacted quickly to this crisis and converted the HYMN program into the virtual delivery mode. The content and activity customization was done in such a way that the program retained its USP. In fact, the pandemic was taken as an opportunity by the learning and development team to create a completely blended Onboarding program with zero resistance from the business or the participants.

Anecdotal participant feedback:

- *“Awesome, Best Real-Time examples from professional life, interaction with colleagues as well. Keep up the same training, it’s really interesting and useful.”*
- *“The program helped us clear our doubts regarding UST by interactive methods opted by the Trainer. It is by far the best onboarding training I have seen.”*
- *“Training is awesome and learnt with fun and games. Learnt about culture, traits, leaders, values of the organization. I have attended onboarding programs in my earlier companies, but this program is really unique and engaging. I didn’t realize that we have already completed a 2-day training.”*
- *“Very useful program and filled with fun. Learnt so many things through this program. Awesome experience. I never knew virtual programs could be so much fun!”*
- *“The training helped to increase my knowledge about UST’s vision, strategy and culture. The tasks and interactive sessions were helpful to remember traits, culture, leadership team, policies etc.”*
- *The learning and development team was conscious about retaining the essence of all the Onboarding program sections (Orientation, HYMN, VISTA and Renaissance), while converting them into a blended delivery mode, to enable a positive learning experience for all participants.*

Currently the HYMN program is only conducted when we have a minimum quorum of 15 new joiners available. There are times when we are not able to extend this program to everyone who joins UST. To address this challenge the learning and development team is already working on creating the Digital version of HYMN which can be made available to everyone who joins UST.

Measurable Benefits

UST's Onboarding program moved to a completed blended delivery approach in June 2020. Here are a few results of the impact of this change:

1. Orientation Sessions were reduced from 1-day in-class sessions to 2-hour virtual ILTs. The entire documentation is now digitized and completed prior to the new hire joining UST. This helped in reducing the number of people assigned to these orientation sessions. Earlier, there was at least one person per location who took care of orientation. However now orientation is managed centrally by a team of 3 to 4 people, as it has become location agnostic. This has resulted in better efficiencies and people utilization.
2. Now HYMN is delivered as a virtual ILT program. This has helped in consolidating the new hires and optimizing the number of programs being delivered. This has led to a **direct cost saving of 50% for UST**.
3. We strongly believe that Attrition leads to increase in costs (from Hiring to Employee exit) and our Onboarding program hence plays key role in impacting the attrition rates. Lesser attrition also would mean greater continuity leading to better customer engagement and higher revenues. To understand the attrition impact, we analysed attrition rates difference between locations where we are running this program and where we have not been able to provide this program. We found the difference is around 10% to 15%.

We also observed the high attendance rates of Renaissance program which emphasizes new joiner's satisfaction with the existing Onboarding program especially our flagship program - HYMN.

Overall

The learning and development team was conscious about retaining the essence of all the Onboarding program sections (Orientation, HYMN, VISTA and Renaissance), while converting them into a blended delivery mode, to enable a positive learning experience for all participants.

6463 new joiners completed this program in 2021 (Jan – Dec 2021) and this constitutes 73% of total new Joiners globally.

Next Steps:

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