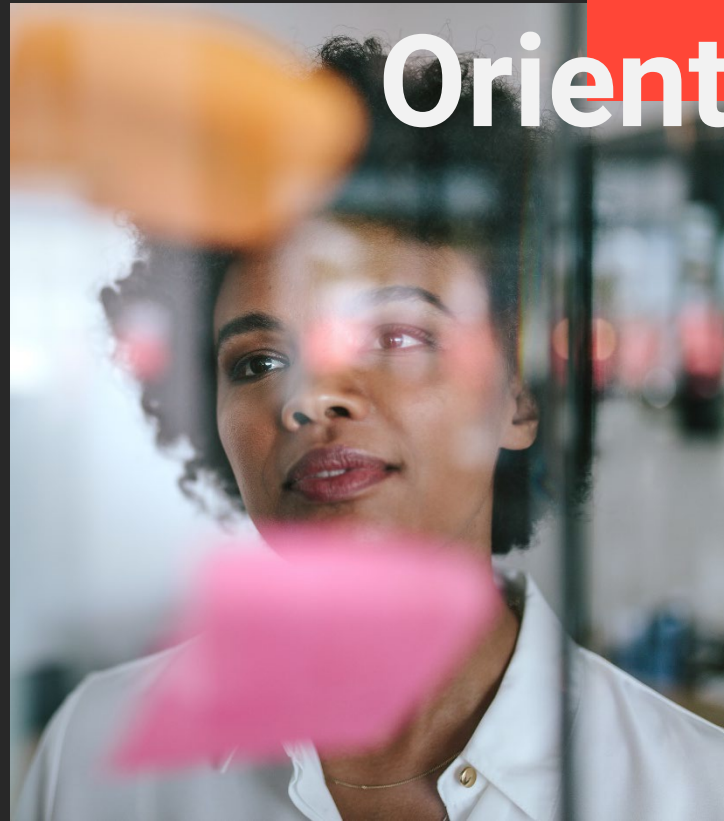




# Reframing Orientation



**Department of Health  
and Human Services**

Digital Orientation



Remember when  
you last joined a  
company?

How did **you feel?**

What did you **care  
about?**

An employees  
experience should  
be personalised,  
compelling,  
and memorable.

## EMPLOYEE EXPERIENCE

Employee experience encapsulates what people encounter, observe or feel throughout their employee journey at an organisation.

A good employee experience can have a positive impact on everything from your customer service to your bottom line.

The benefits are well documented and transparent, yet many organisations are unsure of how to get theirs off the ground when it comes to learning and development.

Onboardings, orientations and inductions represent three of the most significant opportunities to provide a reliable and productive employee experience.

When done well, they get new hires up and running smoothly and can continue to yield positive outcomes throughout their first weeks, months and even their first year on the job.

**So why do so many organisations struggle to do it right?**

Creating a remarkable experience requires a human-centred approach towards its design. This is the only way to get your people and their culture to shine through.

## EMPLOYEE SUCCESS

A great experience enables people to relate, seamlessly engage and learn effectively for their journey ahead.

## CUSTOMER SUCCESS

A great employee experience empowers your people to think, act and see in ways that deliver exceptional service.

## COMPANY SUCCESS

From recruitment efforts to your bottom line, a clear and aligned employee experience sets your people and culture in the right direction so you don't have to.



We want to  
tell a story.

Because  
every story  
has **a hero.**



# Meet your hero

The Department of Health and Human Services aspires for all Victorians to be healthy, safe and able to lead a life they value.

## OUR CLIENT

Our client delivers policies, programs and services that support and enhance the health and wellbeing of all Victorians.

They represent a large and complex state department showcasing leading service and innovation across the health sector.

## OUR USER

Our users represent a diverse collection of people and cultures working on the front lines and behind the scenes.

With over 11,000 employees across four operational divisions, they oversee and coordinate the delivery and funding of services and initiatives across 17 areas of the state.

## OURSELVES

A passionate and experienced agency who believes in what the client stands for and delivers.

Together, we felt privileged to have the opportunity of co-designing with over 50 across the department to deliver something meaningful.

**A core staple of their employee experience.**



THE STORY

They asked for  
an orientation.

We kindly  
asked **why?**

The benefit sits  
not only with  
the learner.

But with the  
organisation.

#### THE BRIEF

When the client first approached us with their needs of an orientation, it became clear that policy, compliance and general information had become the core focus. Often, this is the case for many cultures of learning.

But if we step back and answer *“why are we doing this in the first place?”*, the answer is seldom *“Because they need to know this information”*.

In fact, we often partner with clients to answer the big, and sometimes very complex “why”.

Because clients know, as do everyday people, that information without meaning is just a set of facts, and facts unlike story, are quickly and easily forgotten.

What we needed was a reason for people to care. In turn, this reason to care creates a deep and meaningful learning experience.

An experience that engages learning at its highest potential and creates positive change.

**The question is, which would you choose?**

Far too often learning is based on our assumptions and not the **perspectives and aspirations** of those we design for.

#### NEEDS

The development of a digital orientation experience for all new and existing employees. A unique and innovative solution that actively began to establish and recognise a greater vision of their employee experience lifecycle and culture as a whole.

#### CHALLENGE

The department is a large and complex organisation hosting a dynamic and diverse audience working across multiple sectors.

Bringing everyone into alignment through one experience was the core challenge we set out to achieve.

#### APPROACH

We led a strategic partnership.

We would address many of the needs and challenges by co-designing directly with the people we were designing for. In turn, we would evolve our vision and work across stakeholders to create alignment.



guarantee —see also  
**def·i·nite·ly** /dɛfɪˈni:tli/  
being wrong; certainly: Max  
· *been wrong about Diana.* | “It”  
· *“No, definitely not!”* —see o  
(USAGE)  
**def·i·ni·tion** /,defɪˈnɪʃən/  
that says exactly what a w  
*definition in a dictionary* |  
*with a satisfactory defini*  
**nition** if something has  
· *definition, it must have that*  
· *type have it: A message t*  
*definition, not effective.*  
· *thing such as a pictur*  
**nition** The photograp  
**de·fin·i·tive** /dɪˈfɪnɪtɪv/  
· *definitive book, study*  
· *at ever prod*

THE BRIEF

# What is an orientation anyway?

## ORGANISATIONAL

The action of orienting someone or something relative to the points of a compass or other specified positions.

## PERSONAL

A person's basic attitude, beliefs, or feelings in relation to a particular subject or issue.



# Why is orientation so pivotal to success?

## THE BRIEF

---

An orientation is a new starter engagement workflow that typically applies to new staff, contractors, students or volunteers before they start in an organisation.

### **TYPICAL ORIENTATION**

Many organisations see the purpose of their orientation as a means to cover the following topics:

- Safety orientation
- Policies and procedures
- Workplace tour
- Meet the team
- Departments overview
- Target operating model
- Values, purpose and vision

### **EXCEPTIONAL ORIENTATION**

Upon completion, employees feel inspired, motivated, and curious. They carry a sound understanding of the cultural expectation and begin to form their own understanding of their new role and how they fit the bigger picture of the organisation.

They feel truly introduced to the company mission and values, and start building relationships and cultural connection from day one.

QUESTION

What's the one thing that makes your **culture** worth talking about?



Putting people at the centre of the business plan is key to the future of work.

There's nothing like an inspirational vision to propel an organisation to greatness.

A demonstrated and authentic message such as *"empowering you with skills and work experience to set you up for success"* can do wonders for getting people aligned.

The challenge comes in designing and delivering compelling touchpoints that deliver on these key messages of the culture, and the quality of the experience that follows for every individual.

These individual touchpoints of experience need to resonate with the audience in a meaningful way or they will be forgotten.

It's not uncommon for key touchpoints to become lost in a sea of information, pushing aside the needs of the audience and the vision of the culture for business as usual.

Perks, benefits and free lunches are great, but what makes a great cultural experience are these intangible things.

**Bringing these to life and overcoming the challenges happens in the process you use to design the experience.**

A great idea is the result of careful and deliberate observation. Great design is the product of that idea.

### TIMING IS EVERYTHING

Connecting people in the right way at the right time is key to a great employee experience.

A day-one experience for an employee should look radically different to day-thirty. To do this well, we must understand the values and perspectives of the audience and design with this in mind at all times.

### RISKS

A good orientation keeps employees engaged and happy with their decision to join an organisation. It's the rope we throw them to succeed in their role.

In a recent Bersin by Deloitte study, 79% of business leaders surveyed said successful new hire programs are an urgent and important priority.

# Powered by people





## THE APPROACH

We co-designed a journey that would enable **their story** to shine through.

# Our journey in simple words.



Learning is governed by what people care about. Our mission was to discover exactly what this was across the organisation and bring it to life.

## CREATING CONNECTION

Gaining the trust and voice of the audience is key to great design. To do this, we deep-dived using empathetic collaboration that would enable us to uncover incredibly valuable human insights that would drive the design.

## SENSE MAKING

From insight to action, we maintained a focus on never losing sight of who we were designing for. Doing this enabled us to sense make our way through a large and complex process of learning, design and culture.

## CREATING MEANING

We revealed the deep perspectives and aspirations of the audience. We then used these to create a collective stance on a design that would carry a message everyone could engage and relate with.

## DISCOVERING WHAT UNITES

We strategically created an environment that would enable everyone to have a voice that mattered. Doing this was the key to gaining a holistic understanding that would go on to inform how we told their story in a meaningful way.

## IMMERSION

As challenges arose, we used the power of focused ideation and problem solving to overcome them. We did this with deliberate thinking and action to empower a great client-focused solution.

## BRINGING IT TO LIFE

Working with the people we were designing for empowered us to design and develop a solution that was native to the client and its audience. Our design process is what enabled this to be a success.



THE INSIGHTS

The best way to have a **good idea** is to have a lot of ideas.

Here are some **core insights** we discovered.



QUESTION

What does it  
**feel like** to  
start a new job?



# New starters **want to know** if they have made the **right choice** and where to find their **future potential**.

← insight

← insight

If we want to create something that works, then we must design not for ourselves. To do this well, we must take the control of the design out of our own hands, and put it in the hands of the people we are designing for.

## METHODS

Empathy is a powerful force. In design, we can use empathy to reveal and sense make many great things that change the stakeholder perspective entirely.

We began this project by using empathy to discover the emotional states and aspirations of new starters using various methods of mapping and inquiry.

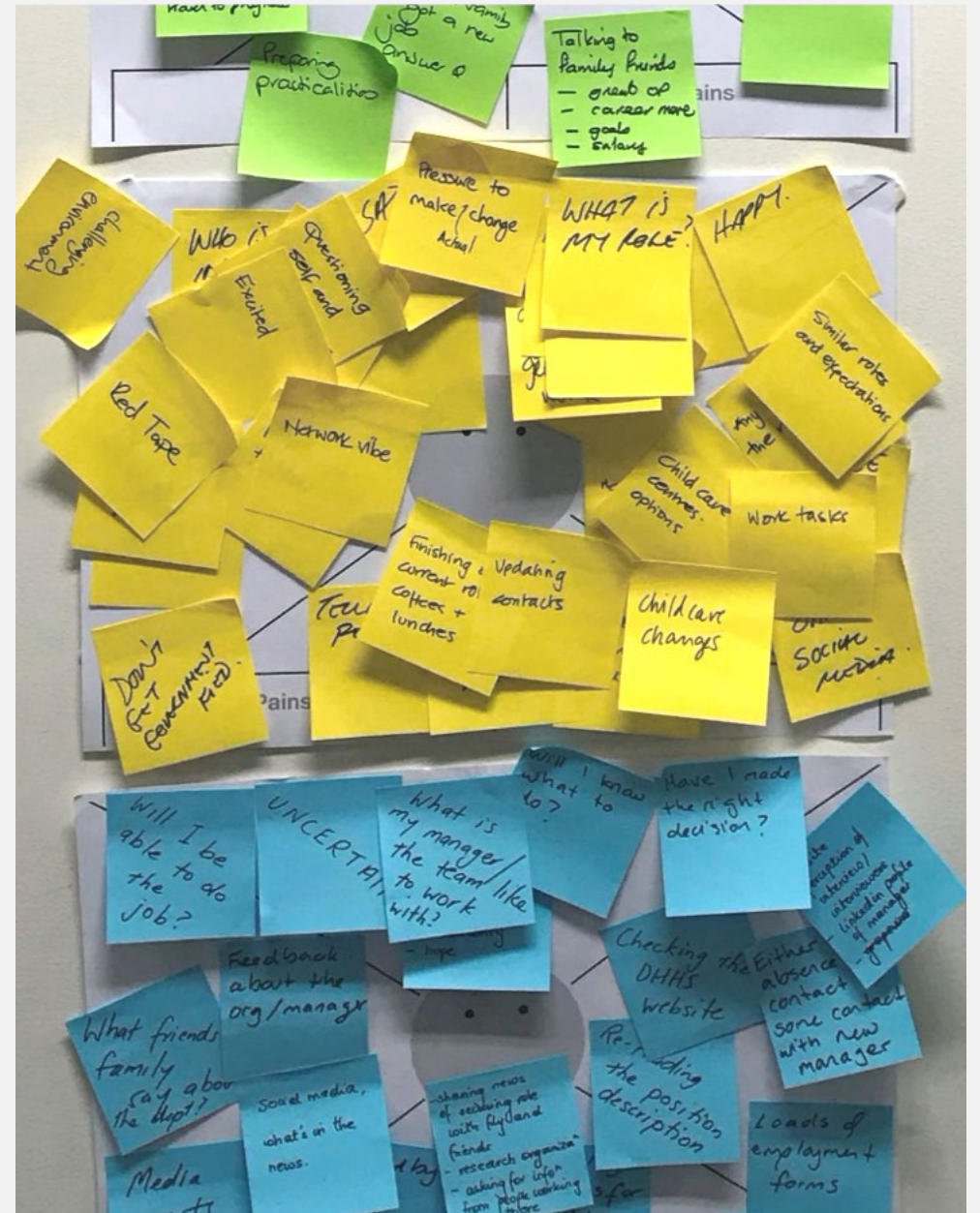
We then used these insights to frame a deeper understanding of what really mattered to the people we would go on to design for.

## INSIGHT

The biggest thing occupying the hearts and minds of new starters were emotional challenges stemming from the unknown.

This included their unanswered questions of social and cultural connecting such as *"fitting in"*, and *"will my new boss like me?"*.

Moreover, the vast majority were uncertain if they were *up to the task of their new role*, while dealing with the *transitional stresses* of life and change.





QUESTION

How might we  
create **great**  
**outcomes** for all?





# Thriving <sup>insight</sup> in a new culture is a process of evolving one's **own identity** to be in **alignment**. <sup>insights</sup>

When organisations push values and culture, people seldom connect and know what to do with what was given to them. Instead, we should be opening the doors for people to discover and inspire their own story.

## METHODS

Defining what a great orientation looks like for a wide and diverse audience may seem like an insurmountable task.

But when we take the time to communicate with the people we are designing for, we can quickly unlock the common insights that lead to success.

To do this, we asked people to develop several personas of what great looked for them.

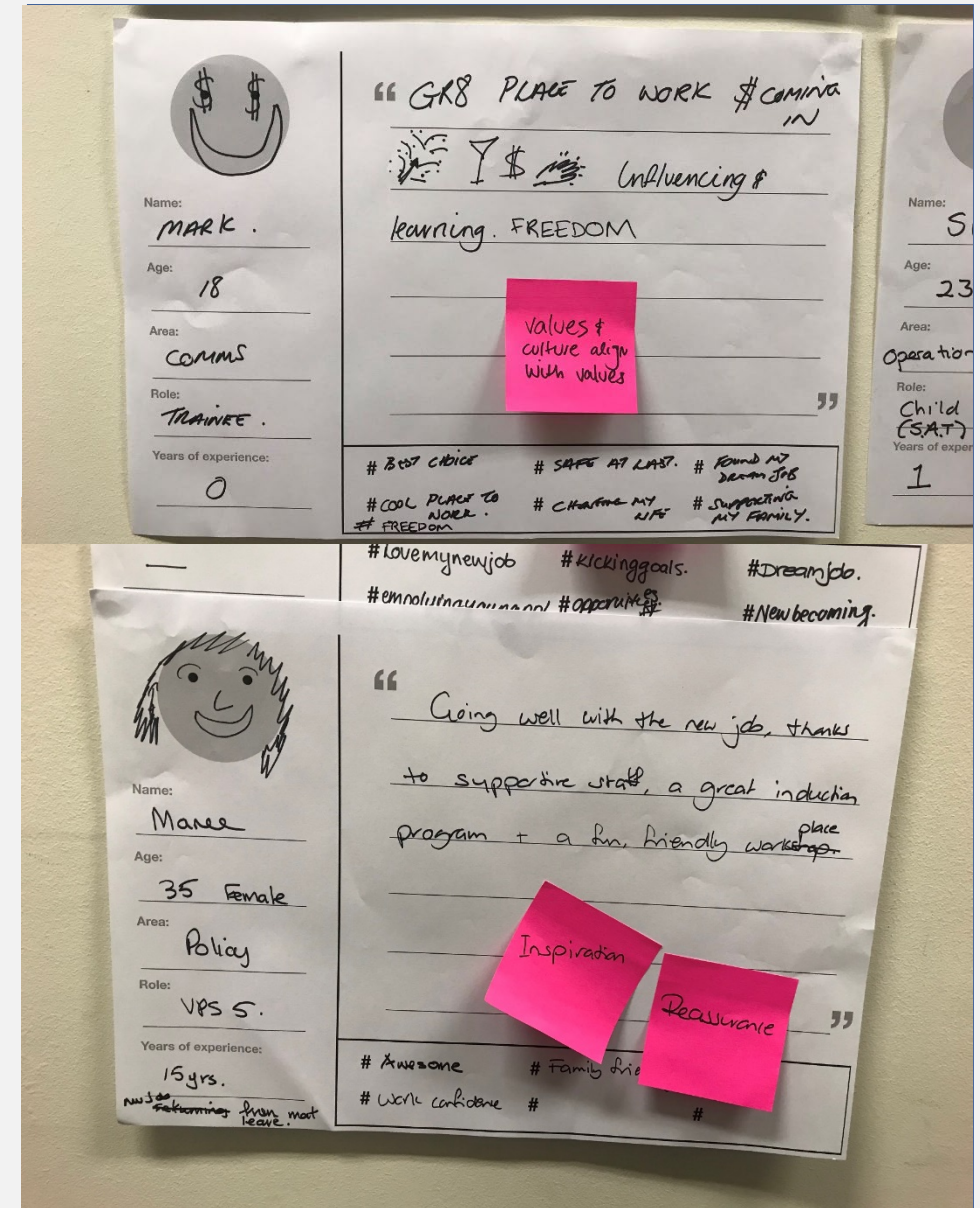
We then used these insights to define the common factors and principles of success through their eyes.

## INSIGHT

We discovered that we could align people more effectively by providing an experience that enabled them to explore the culture openly.

The key to success was not forcing users to retain excessive amounts of information, but rather empowering their self-agency by guiding them on where to find information and support when they would need it.

In turn, this would free up our experience time to focus in on the real human challenges ahead.



QUESTION

How might deliver a **great learning** experience for all?





# Getting **clear** on everything a new starter needs to learn is a process of **reflection** and **prioritisation**.

insights

When we have a deep understanding and connection with who we are designing for, we immediately begin to make better decisions which have a positive impact on the organisation as a whole.

## METHODS

Defining the order in which all learning and experience needs to happen is a process. To do this we used a method of affinity mapping to first brain dump everything into a giant pile of unordered lists.

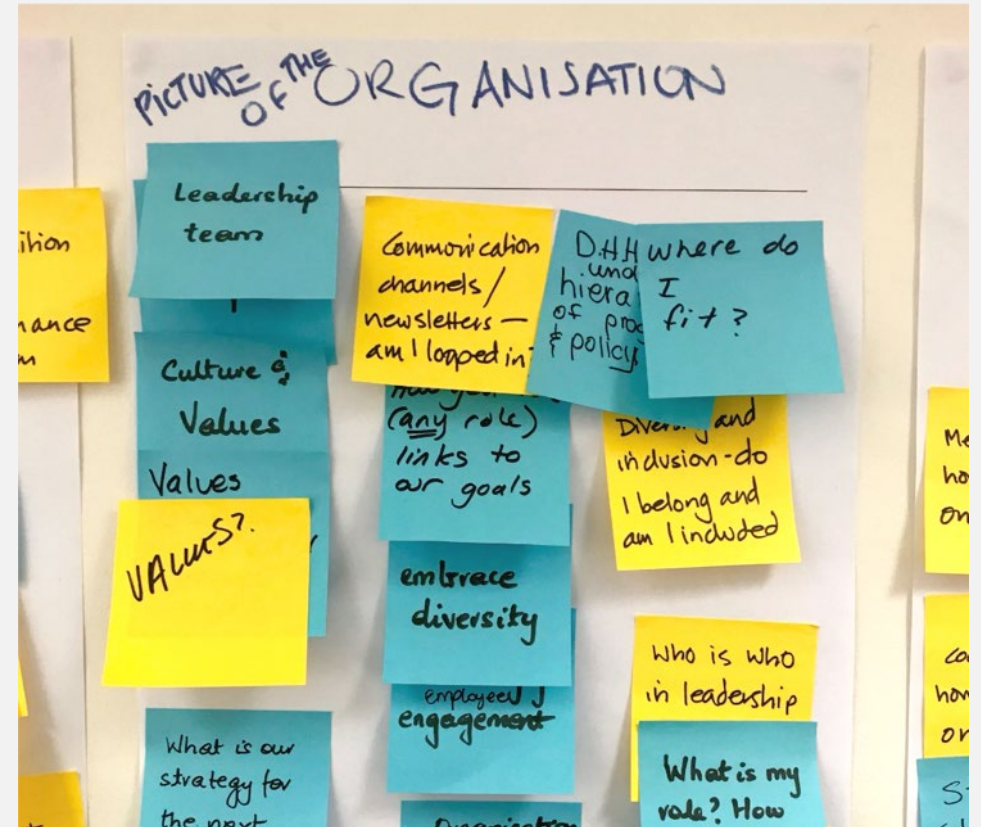
We then proceeded to find the common themes and form them into categories such as community, culture, housekeeping and support.

We then began a process of prioritisation before selecting the mission-critical topics of learning based on everything we'd learnt about who we were designing for.

## INSIGHT

We found that items such as compliance, housekeeping and technical systems were instantly deprioritised for what really matters on day one.

Secondly, this process enabled us to identify many of the existing back channels already in place. Had we not completed this process, we would have delivered an experience that, bombarded people with an excess amount of information in an impersonal and ineffective way. **Getting clear on this is key.**



QUESTION

Behind every  
honest picture is  
a **story worth  
telling.**





**Together** we have every **opportunity** to make a positive impact for **social change.**

Nobody cares how much you know, until they know how much you care. Many organisations forget to show this in their learning. If we want learners to engage, we best give them an authentic reason to care.

### METHODS

Transforming everyday business objectives into compelling reasons to care requires the people to tell extraordinary stories.

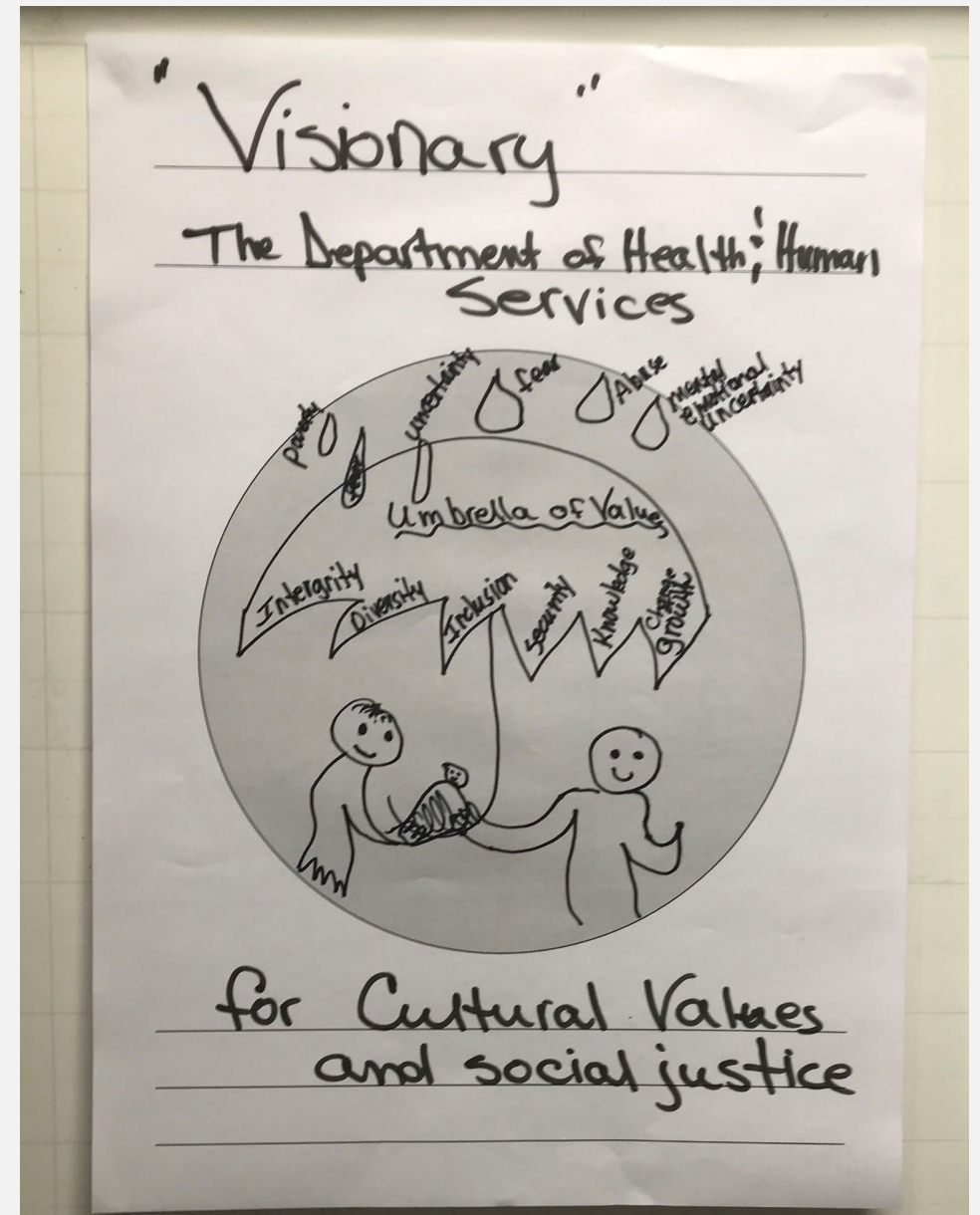
To do this, we used a series of topic-focused posters. We split people into groups and asked them to document their story concerning various topics.

Each member would then present their short story back to the larger group.

### INSIGHT

As participants told their story, we uncovered a series of insights that would go on to inform the stance, tonality and narrative of the design.

In one example, we discovered that at the heart of the department's policies laid an ever-enduring purpose; **to create real opportunities that make a positive impact on social change.** We had successfully given people a reason to care genuinely about policy.





OUR SOLUTION

There is no  
secret to great  
design, **just the  
process** you use  
to make it.

This is what we made.





Say hello!



# Welcome to the DHHS Orientation

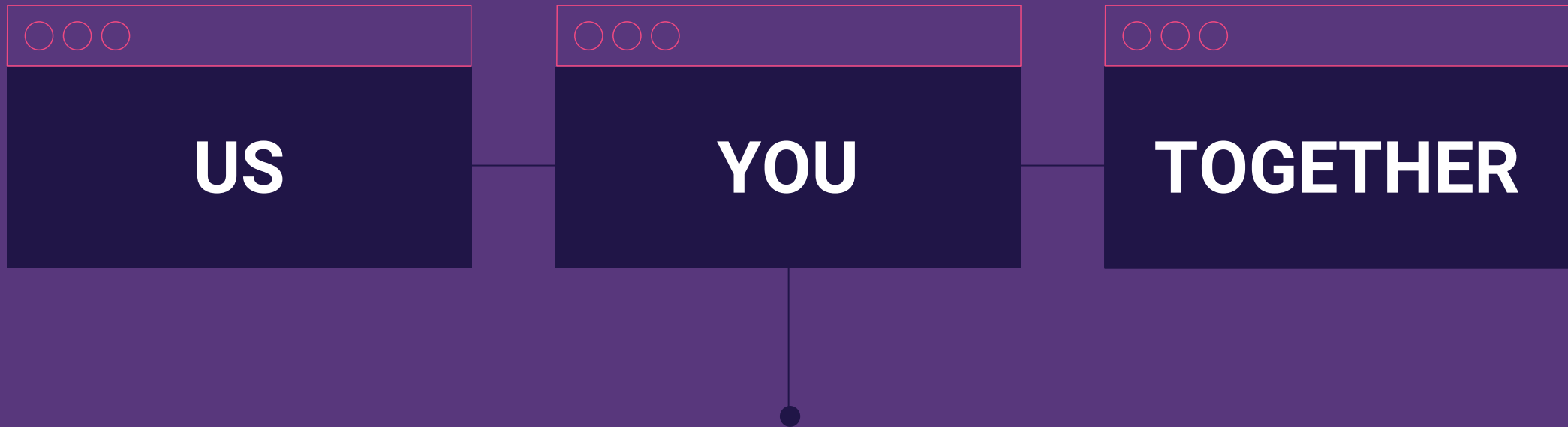
*This module will assist you in becoming familiar with the vision, values and culture of the department.*

 20 min



**GET STARTED**

We created a Master Theme to tell the story that needed to be told.



We then brought it to life using the human insights gathered from our workshops...

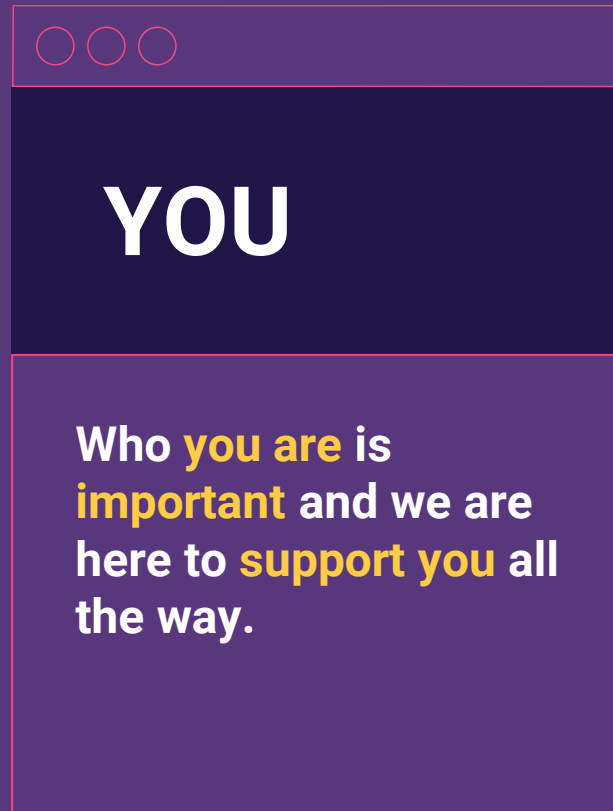


○○○

# US

Discover what **unites us** and **drives us**.

This is a mobile app mockup for the 'US' section. It features a dark purple header with three white circles on the left. Below the header is a dark blue section with the word 'US' in large white letters. The main content area is a lighter purple color and contains the text 'Discover what unites us and drives us.' with 'unites us' and 'drives us' in yellow.

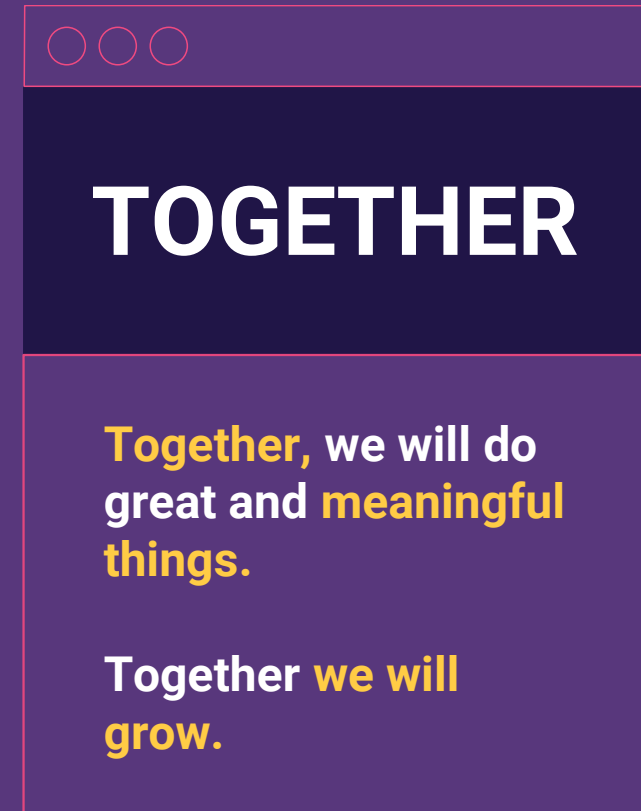


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# YOU

Who **you are** is **important** and we are here to **support you** all the way.

This is a mobile app mockup for the 'YOU' section. It features a dark purple header with three white circles on the left. Below the header is a dark blue section with the word 'YOU' in large white letters. The main content area is a lighter purple color and contains the text 'Who you are is important and we are here to support you all the way.' with 'you are', 'important', and 'support you' in yellow.



○○○

# TOGETHER

**Together**, we will do great and **meaningful things**.

Together **we will grow**.

This is a mobile app mockup for the 'TOGETHER' section. It features a dark purple header with three white circles on the left. Below the header is a dark blue section with the word 'TOGETHER' in large white letters. The main content area is a lighter purple color and contains two lines of text: 'Together, we will do great and meaningful things.' and 'Together we will grow.' with 'Together', 'meaningful things', and 'we will grow' in yellow.



and applied a co-designed content strategy to deliver a meaningful experience.

## US

- Organisation purpose
- Values and culture
- Cultural diversity
- Well-being and support

## YOU

- Mentorship
- Buddy system
- Staff benefits
- L&D career opportunities

## TOGETHER

- Who we serve and how we do it
- Bringing the values to life with short stories
- Social change policy

Together, we moved beyond everyday objectives, and gave people a reason to care.

“They need to know **our policies**”

**Together** we have every **opportunity**  
to make a positive impact for  
**social change.**

insight



insight



insight



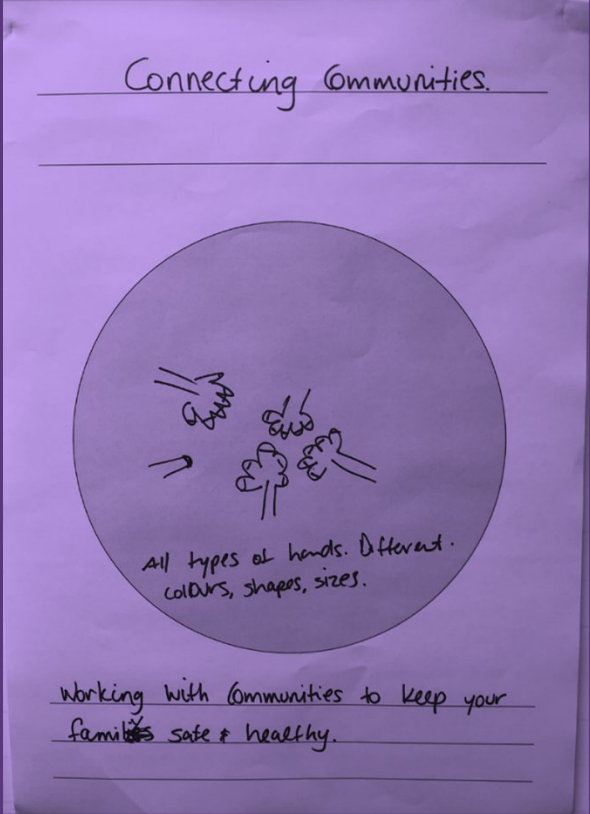
# Connecting Communities



All kinds of hands.  
Different shapes and sizes!

And then hand  
made an experience...

We work with communities to keep  
your families safe and healthy.



Poster from workshop



Multiple elements of personalisation through out the experience.

So it felt like their own...

Stories from the people we're designing for!

Same poster from that workshop!





# TOGETHER



So we've talked about US...

Let's talk about how we work together.

Sounds good! 👍



What values are most important to you?

I think respect and integrity are both really important.

We asked them questions, told stories even kept them company so they never lost their way...



## TOGETHER



So far we've looked at who we are and just some of the exciting opportunities available to you!

As we begin this journey together, there are a number of key things enable us to do great and meaningful work. These are **our Values** and **our Key priorities**.

**Let's get started.**



So we've talked about US ...

... and we've talked a bit about YOU! 😊

Now lets talk about how we work TOGETHER!

Sounds good! 👍

# CULTURAL SAFETY FOR ABORIGINAL VICTORIANS



**We are committed to improving the health, wellbeing and safety of Aboriginal people in Victoria.**

## STRATEGIC PLAN

Korin Korin Balit-Djak, which means 'growing very strong' in the Woi wurrung language is the department's Aboriginal health, wellbeing and safety strategic plan 2021-2023



## POLICY CHANGE

It is important for Aboriginal and Torres Strait Islanders to be part of the frontline workforce in government in order to drive improvements in cultural awareness, cultural practice and to influence positive policy change.

## ABORIGINAL LEADERSHIP

The health sector is the largest employer of Aboriginal people and, with future demand expected to grow; there is an opportunity to increase the Aboriginal workforce and attract more Aboriginal people into key leadership roles across the sector.



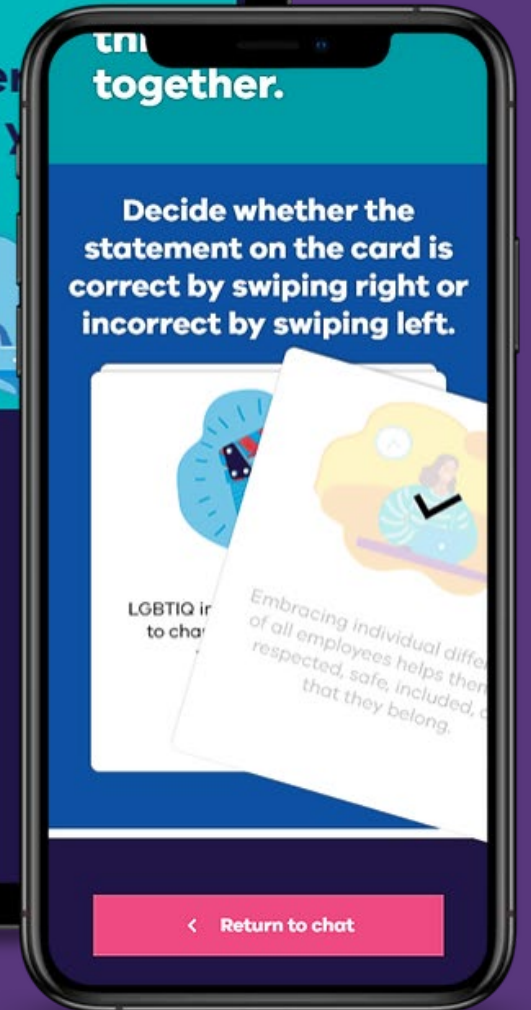
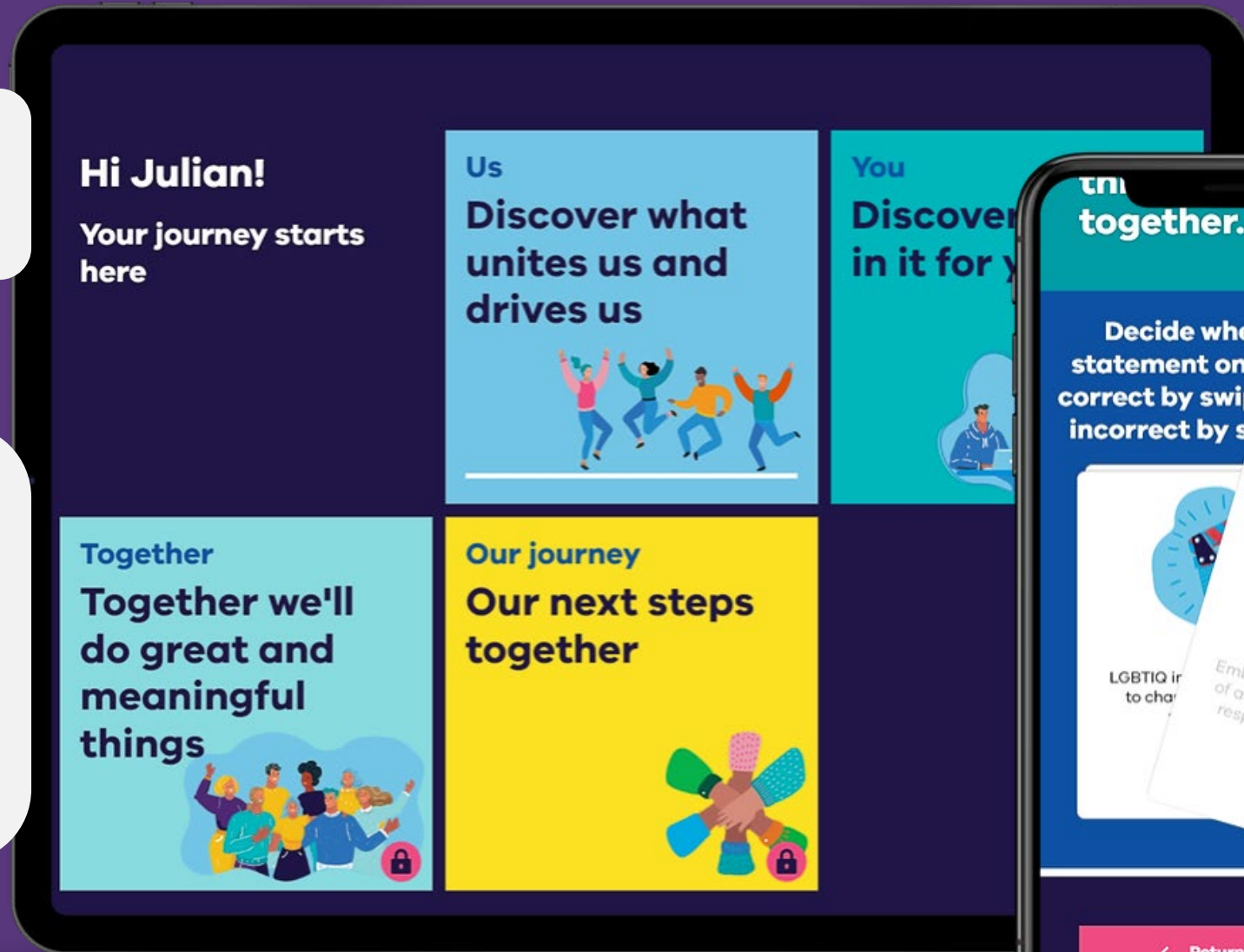
< [Return to chat](#)

and helped them discover bite sized content that would keep them inspired.



In the end...

...we created something they would call their own...



# And we think we hit the mark.

## Client feedback

“You’re right. We should be designing with emotionality first and foremost.”

“The project was received incredibly well by the Board. They are inspired by this design approach and would like to see it used for other projects.”

“Yes it has been a fantastic collaboration effort! It was also our first exposure to co-design and has been a valuable learning experience.”

“Thanks heaps for your fantastic work on this module! It was great working with you 😊.”



HOW IT WAS MADE

The process felt  
like we brought  
an entire  
organisation  
back together.

# Discovering and defining their story.

Using human-centred design, we co-designed a process with our client that brought their people together by provided clarity and delivered an experience that exceeded expectations.

## COMPELLING EVENT

They said, “**we need an orientation with this content**”. We kindly asked “**why**”. Together, we designed a journey that set out to discover what really matters to the audience.

## THE ROLLOUT

With the story defined and connections made, we put our digital craft to the test by building a fully realised digital experience with a narrative for the entire organisation.

## THE GOAL

The client needed a better means of delivering their orientation in order to provide an exceptional employee experience.

## THE GAP

Buried in compliance, housekeeping and systems training, they were unable to get through to their audience with a compelling story about the organisation and their future potential.

## THE GAMBLE

We brought 50+ people from across the entire organisation together to connect and build a shared story of purpose and connection.

## THE GAIN

We delivered an exceptional staple in their employee experience and brought the organisation back together in the process.



## OUR APPROACH

We took a human-centred approach toward the discovery and design of organisational wide employee experience.

We blended the traditional crafts of instructional design, visual design and development with strategic work to move through complex design challenges and deliver meaningful outcomes.

## PROCESS

- 4 X Human-Centred Workshops
- 1 X Design Research Document
- 1 X Rough Concept Document
- 1 X Storyboard (2 revisions)
- 1 X Fully Responsive 20-minute Module

## THE PRODUCT

A 20-minute mobile first orientation experience. Using a chatbot style interactions, the learner is greeted and guided by characters of the department in a conversational format and narrative. They are asked questions and provided with micro-sized content as they progress through their learning experience.

## SERVICES

Strategic Design  
Concept development  
User Experience Design  
Instructional Design  
Illustration / Visual design  
Copywriting  
Development

## PRESS

iDesignX  
L&D Summit  
Two Podcasts  
IMC Global Folio

Made with  
passion and  
dedication.



CLOSE

Let's co-design  
your next employee  
experience.

[im-c.com](https://im-c.com)

