MANAGERS GUIDE – Induction Process

The aim of this guidance note is to provide line managers with the knowledge and tools required to ensure that every new employees receives a structured and thorough introduction to their role , as well as to the company.

The induction process is the first step to the ongoing performance and development of employees. It is essential that new employees feel part of the team from day one. Induction involves the introduction of a new employee to the people, policies, practices, culture and environment of the business. This involves the co-operation of the entire business team.

The quality of an induction programme is proven to be very influential in determining an individual's commitment and attitude towards the business. As well as being personally beneficial to new employee, a good induction programme will enable them to contribute effectively to the business more rapidly. The time and effort required to devise and implement an effective induction programme will be more than compensated by the benefits it will reap.

Recruitment can be an expensive and time-consuming process, and so continuing the investment of time and effort through to Induction is essential.

The introduction of a new and inexperienced colleague can be a disruptive and unsettling experience for other team members. Please ensure that experienced colleagues are briefed so that the new colleague can shadow them and look to them for day to day support and guidance. You may feel it is appropriate to allocate someone as their mentor or buddy during the early stages to give them some 'peace of mind'.

The Objectives of an Effective Induction are:

- To create the right first impression
- To welcome new employee to the business and the team
- To ensure all new starter administration documents are completed
- To fully explain terms and conditions of employment
- To explain the 'bigger picture' of the business
- To clarify job role and business expectations
- To understand the business culture and team environment
- To identify initial training and development needs

Preparation before the First Day

Prior to your new employee starting you should ensure you have enough time and resource to cover every aspect of the induction and notify any other colleagues who are to be included in the programme. You may wish to delegate some of the induction to other members of your team where appropriate, and include this any Induction Timetable.

A good induction should be more than introductions and paperwork, and the Induction is a tool for you to ensure that the programme is comprehensive and structured. Additionally, it can be reassuring for a new starter to know their schedule in advance for the first few days.

The detail required on the Induction will depend on the individual and their role. To promote the importance of teamwork, each new employee should meet with everyone within their department, as well as key contacts or clients they will be working with regularly.

Whilst the first day few days should be very structured to ensure all compulsory tasks are completed, the remainder of the induction programme and subsequent timescales will be influenced by the role, and the skills of the individual. It is important that all employee within the team and clients that will be introduced are aware of the new starter in advance.

Ensure your Induction programme is reasonable, as it is important to remember that a newcomer can only take in a limited amount of information at a time. If the induction is too intense or rushed it is likely to be ineffective, and in some cases intimidating.

It is important that your new starter has a workstation or base on their first day. Ensure all facilities such as a telephone, computer/laptop, email access, protective clothing, company vehicle, mobile phone, business cards etc are arranged in advance.

First Day Induction

Ideally, you should arrange for the new colleague to start a little later on the first day to allow yourself time to deal with any urgent business or meetings first.

You should refer to the New Employee Induction Checklist for the key tasks to be covered on the first day.

The format of the day should follows:

- General Induction
- On-Line Induction (If appropriate)
- Employment Details and Administration
- Your Department

Further guidance on the points above is as follows:

General (upon arrival)

The aim of this part of the day is to put the individual at ease, and familiarise them with the business, people and local area. They should be introduced to immediate team members and given the names of anyone missing that day to ensure they meet them when they return. There should be an opportunity for them to meet with the General Manager and/or appropriate Director if they are not already involved in the induction process.

You should also settle them at their workstation and ensure all computer access is set up.

On-line Induction

Make sure that access to all required on-line services is set up and take time to navigate the system to provide an overview of the functionality and how any systems work. Do not expect the employee to become an expert on day one and explain that further support and training will be provided as necessary.

Employment Details and Administration

This provides the opportunity to ensure that all administrative requirements are completed, and correctly returned to ensure that the employee will be paid.

In addition, you should provide the opportunity to run through all aspects of the employee's employment. This provides an opportunity to clarify the hours of work, pay dates and general policy guidance (e.g. annual leave, disciplinary and grievance procedures)

Refer to the Induction Checklists in advance to ensure you are prepared.

Departmental Induction

This part of the day should be used to clarify the Company expectations of the colleague, their role and how it fits in to the business. In addition, you should run through organisational charts and reporting lines within your department and who they will be supporting and working with from the client customer interactions. The new employee should be fully aware of reporting procedures and who to speak to when they have a query both internally and, where relevant, outside of the business.

The new colleague will be subject to a 3 or 6 month probationary period, and this part of the day provides an ideal opportunity to begin the process.

You should refer to the Probationary Review Form and clearly outline the immediate and ongoing objectives. The probationary documents should be 'live' for the 3/6 month period and provide clear, ongoing objectives. Good use of the probationary period allows problems to be promptly identified and addressed.

This section will be the starting point for ongoing performance reviews and it is essential to stress how important on going performance reviews are and how they fit in with achieving business objectives as well as individual personal objectives. It is also important to point out that the performance review process encourages two-way communication and a good working relationship.