

INDUCTION Pocketbook

3rd Edition

A pocketful of tips on introducing an induction programme at all levels, that increases motivation and productivity and creates a strong sense of belonging

**Ruth Sangale &
Philippa Webster**



“Clear, concise, thought provoking and captures the essence and essential ingredients of a sound induction process. Although a small book, it is full of useful tips, which if followed will ensure there are minimal problems during the process.”

Head of HR

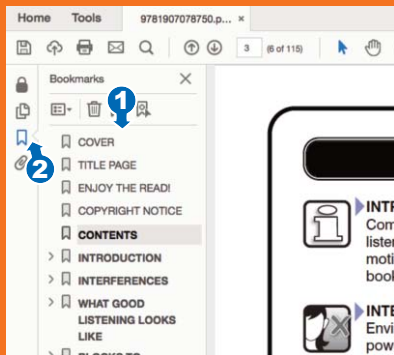
“A delightfully succinct handbook packed with easily-digestible and jargon-free advice and practical checklists, while reflecting the diverse nature of work and workforces, latest technology and long-term approach to employee engagement.”

HR Manager

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INDUCTION

Pocketbook



Enjoy the read!

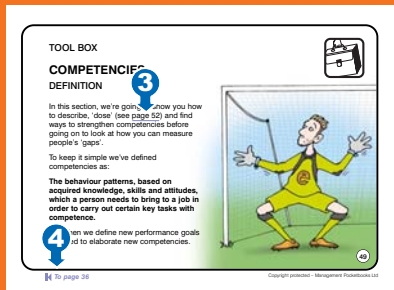
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**"There is
new strength,
repose of mind
and inspiration in
fresh apparel"**

Ella Wheeler Wilcox



INTRODUCTION

INTRODUCTION

ONBOARDING & INDUCTION



The words *onboarding*, a term that has taken hold in recent years, and *induction* can mean different things to different organisations. In this book we have taken the context to mean that onboarding is an on-going, long-term event that commences prior to the newcomer starting work and may end several months or even years later.

It means giving the newcomer all the information necessary to 'hit the ground running'. This may include pre-start video-conferencing, a pre-joiner portal, spending time with the team, and having access to work documentation. It is about continuous improvement with an understanding of high performance; relationship building schemes such as buddying and mentoring; and long-term goals aligned with the company's goals and intent.

Induction, on the other hand, is a one-off programme that may be modular and is intended to give the practicalities to the newcomer, for example the contract, the form-filling, the geography of the building(s), meeting colleagues, and ensuring correct personal data.

For ease of reading, we use the term *induction* throughout the book but it is intended to cover both aspects. No two organisations do this process the same and you will be able to adapt the content to your culture.

INTRODUCTION

FIRST IMPRESSIONS



Katrina Brown was offered a research post in microbiology at the University of Fantastic. The month before she started, she was:

- Contacted by her line manager for a videoconference chat about the research, and their expectations of her on joining
- Sent a link to the pre-joiner portal where she could access the research documentation to date and background information about the University
- Sent a hard copy of her written statement, terms of employment and the staff handbook

On day one, she:

- Discussed and agreed her objectives for the next three months with her line manager
- Had time with each of the team to discuss where they were with the research
- Met with HR to review the pre-start documentation and check her personal details

Her impression? A really exciting research university to work for. The pre-employment chat and portal were great and had given her good insight into her future work and helped her get to know her manager a little before commencing work.

INTRODUCTION

NEW BEGINNINGS



At work today, with technology constantly changing the ways we communicate, the expansion of global working and the increasing mix of cultures working together, anyone can feel anxious when facing a new job. How you, the employer, communicate their start date, welcome and inform them and help them to integrate with new colleagues will have an effect on the rest of their working time with the company. The better the introduction pre-start, the easier it will be for the newcomer to settle in, understand their goals and identify the appropriate behaviour for success.

A good induction should present you with a **TWIN** for your newcomer by:

Telling them about their work, sending information, and outlining job expectations pre-start

Welcoming them to their new job, company and colleagues

Integrating them into the culture of the company

Navigating them around the company both physically and strategically

This book will guide you through the process by exploring the **why, who, what, how, when** and **where** of induction, providing you with practical tips and examples of good practice.

INTRODUCTION

YOUR GAME PLAN



Whenever you are going to introduce a new procedure or process to an organisation, there are four things to think about at the planning stage:

- G**oal What is the objective for this new process? Is it to inform, sell or persuade? What is the desired outcome?
- A**udience Who are your audience? What are their needs, previous experience, are they newcomers, etc? Where are they: head office, a regional office, working from home, or somewhere else on the globe?
- M**edia What is the most appropriate method of communicating this process – talks, staff packs on a pre-joiner portal, video-conferencing? Consider the location of the newcomer to ensure you use the right medium.
- E**xpression Once a decision has been made about the medium, consider the best way of expressing the message – formal/informal, use of graphics, visual aids, use of online quizzes, treasure hunts, team competitions, or a mix of all these?

INTRODUCTION

TECHNOLOGY



The use of technology is increasingly important in the successful implementation of induction programmes. With the expansion of the global workforce, increased working from home and hot-desking, newcomers may find themselves:

- Working with colleagues at a distance, be it at home or abroad
- Working in either a traditional face-to-face team or a virtual or remote team
- Being managed from a distance, only meeting their manager annually

When considering what to include in your induction programme (and how, when and where to implement it) the use of technology is key. It may include:

- Placing company information on the intranet, a company app or pre-joiner portal
- Making use of video-conferencing, webinars, online document sharing
- Greater use of email, messaging, hand-held devices
- Interactive remote learning

There are now IT packages and online tools that allow high quality remote learning and communication.