

## Managing Induction

### Why worry about induction?

First impressions last. You've spent time, effort and potentially money on advertising a position, then interviewing candidates and selecting the right person for the job. The ideal outcome is that your chosen candidate accepts the role and goes on to have a successful career with your company. In order to achieve this, the employee needs to be engaged, motivated and committed, and in turn the company needs to show its commitment to the employee's wellbeing and development. This starts from the moment you select the candidate. We've heard stories of new starters arriving at 9am on Monday, and not coming back from lunch break at 1pm, we've heard of managers who greet their new team member with "oh, you're starting today? I'll try and catch up with you after my meeting.." that's a serious investment wasted. To avoid disengaging your new team members on their first day, read through our guide on managing induction, and make sure you get it right. On their first day.

### The benefits of a great induction

A well planned, well executed induction will have some serious benefits for your business as a new employee will:

- Get up to speed more quickly in their new job and become more productive in less time
- Feel more connected with and understand your business values and culture more quickly
- Tend to become motivated more quickly, as they feel confident in fitting in
- Understand the policies and procedures of your business more quickly
- Be less likely to make mistakes
- Have a great impression of your business as a place to work

### So, what does an induction entail?

You should consider key stages in your new starters employment, perhaps think about it as "onboarding" rather than just induction, as this will help you to think about planning for their first 12 weeks or so, rather than just their first day. It may also be useful to carry out the same programme with employees returning from a prolonged period of leave, or those moving roles internally.

### Before the start date

You need to be well prepared for a new starter if you want to make sure that they feel valued and welcomed into your business and your team. This means having everything set up and ready for when they arrive. Here's a checklist to get you started:

- Request equipment
  - Computer
  - Workstation

- Mobile (if appropriate)
- Car (if appropriate)
- Desk/furniture
- Stationary
- Request access logins and passwords for systems
- Organise any training courses that will be vital when they start
- Plan a schedule of meetings for their first couple of weeks, making sure that you brief the key people that they will need to meet
- Brief your team, and make sure that people in their local office know when they will be starting
- Assign a buddy, brief them and ask them to free up time during the first week
- Clear your diary as much as possible for the first few days if you are their manager
- Put together a welcome pack or a new starter pack, including company and team information – this could be sent out to them before they start, particularly if it's a long time between job offer and start date
- Make sure that the new starter knows where to go, where to park, what time to arrive, the dress code and who to ask for on their first day. It can also be helpful to let them know things like what people tend to do for lunch – e.g. do they need to bring sandwiches or is there a café on site?

### On the first day

- Make sure that you (if you are their line manager) are there to welcome them when they arrive
- If you are unable to do so personally, make sure that their buddy is available to take care of the new starter throughout their first day
- Give them a tour of the office, introducing them to people, making sure they know where to get a drink and where the lavatory is – include information such as if the coffee is free, or if there's a weekly kitty etc
- Make sure that they know where and how to work office equipment such as photocopiers and printers
- Make sure that they are able to use their computer and access any relevant systems (e.g. intranet)
- Take them to lunch (or organise for them to have lunch with someone on the team)
- Get them to keep track of what they've done/learned so that it can be checked off
- Give them a copy of their schedule showing all of the meetings you have organised for their first few weeks
- Ask for feedback at the end of the day – find out how they felt the first day went

It is useful to have a standard induction process, so that any manager can print it off and follow it when they have a new starter. This helps to ensure that no new starter slips through the net and misses out on a great welcome.

## Information to provide during induction

It is useful to provide information that will give the new starter insight on the business, what it does and how they and their team fit into the bigger picture. Try not to give everything to your new starter in written format, as this can lead to them feeling like they have just been sitting for hours trying to digest information on their own.

You (their line manager), can either take time personally or arrange for different team members to talk them through the different things that they need to know. They could also spend time with people from different departments to help them to understand the wider view of the business.

Areas that you may need to cover include:

- Company pension schemes
- Employee handbook
- Information on standard equipment they may be using
- Terms and conditions of employment (this is a legal requirement to receive a written t's & c's statement within 2 months of employment)
- Include administrative information such as working hours, sickness and holiday procedures, disciplinary and grievance procedures
- Health and safety information – you should ask them to sign a statement after they have read your company health and safety policy. This should include fire procedures and anything specific to their role
- Let them know about your smoking policy
- Introduce them to their Human Resources Representative and any staff representative or union representative that is relevant

## What to include in the new starter pack

This should contain information about the business, employment documents and other information. It could either be given on their first day, or you could send it out to them after they have accepted their new role, this is particularly useful if there is a long period between accepting the job and their first day.

- The latest staff newsletter or briefing sheet
- The latest company report
- Organisational charts
- Health and safety information
- Terms and conditions of employment
- Your employee handbook
- Local information such as office facilities/places to eat/location of ATMs and Petrol stations nearby

## Your process and your people

We've provided the basis of a generic induction programme that you could use for all new starters, but it's also important to think about what an individual might need when they start. We recommend that you tailor your induction according to the person and job role, different people will need different levels of understanding in different areas. Use your induction process as the start of a full onboarding programme to ensure that you meet the needs of your new starters, e.g. a sales person may need to work shadow an existing member of staff on various customer appointments, and they will need to learn company presentations and information in more detail, so you should set out a programme covering several weeks.

Make sure that you seek feedback on a regular basis – how are they getting on? Do they feel settled? Do they feel they know what they are doing? What other support do they need?

It's also useful to set some goals in the early days, as this gives purpose to their learning process.