

THE INDUCTION POCKETBOOK

2nd Edition

By Ruth Sangale & Philippa Webster

Drawings by Phil Hailstone

“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.”

Elaine McFarlane, Head of HR, The CBI

“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.”

Elizabeth J Smith, HR Manager, Cafédirect plc

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

Ella Wheeler Wilcox

HOW TO IMPLEMENT INDUCTION

METHOD



To ensure your induction is interesting for the newcomer, use a variety of methods to convey the message.

By doing this, the newcomer will:

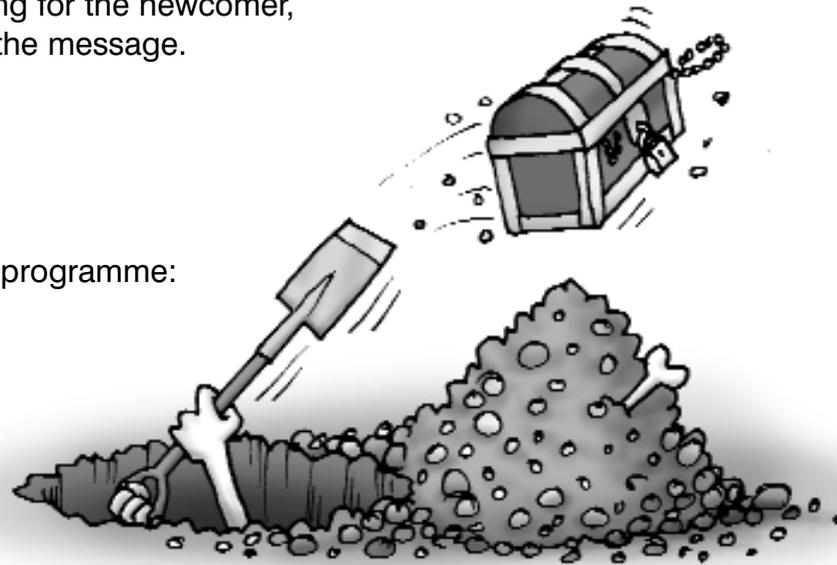
- Learn faster
- Build on their knowledge
- Retain the information

Therefore, include in your induction programme:

- Quizzes
- Treasure hunts (virtual or real!)
- Team competitions

Some companies even have an induction crossword to complete!

Remember, newcomers will learn quicker if the induction process has an element of FUN!



HOW TO IMPLEMENT INDUCTION

METHOD



Written material

This is usually the best method of imparting initial information about the company role and its terms and conditions. Ideally, written information should be issued before the newcomers actually start so that they have time to digest it. If necessary, they can ask for clarification once they start work. Remember:

- Think of the technology to use – is the written material to be sent as a hard paper copy or is it more effective to send a CD-ROM?
- Update regularly
- All information must be expressed in company style
- It must reflect your company culture
- It should be easy to follow and understand
- Use tables, diagrams and charts if these make the information clearer
- All information must be relevant to the newcomer
- Use photos of key people if you can
- Direct the newcomer to your website
- Make it exciting – if you find it boring, so will the newcomer!

HOW TO IMPLEMENT INDUCTION

METHOD



Coaching

Coaching is a day-to-day activity carried out by the line manager. For coaching to be a success there are some points to bear in mind:

- The manager must be committed and see this as part of his or her job
- The manager must have the right combination of knowledge, skill and attributes
- The coaching must be a structured two-way process
- The location of the newcomer must be taken into consideration
- The use and type of technology to aid this coaching needs to be discussed and agreed between the line manager and the newcomer



HOW TO IMPLEMENT INDUCTION

METHOD



Formal training and development

Use this when the newcomer needs to develop skills that are essential for the job. These could include company-specific IT, company writing style and customer care. When deciding what development is relevant, make sure:

- You have identified all skills and knowledge that need to be covered
- You have tailored the development to suit the newcomer's background, culture, experience and location
- You have considered how the development will be delivered and the most suitable timing
- You have considered what technology will be required and checked that it is available
- You have planned how to test the knowledge gained by the newcomer by use of tests, quizzes and so on
- You have decided how the long-term benefits of the development will be assessed

HOW TO IMPLEMENT INDUCTION



METHOD

Group work

This can be useful for integrating newcomers into the teams they are going to work with. Remember, the team may work in the same location or they may be working virtually, in which case some careful thought and planning will be needed. Group work can include activities such as:

- Team briefings on current projects
- Business games
- Case studies
- Role play
- Away days

For all of these activities, ensure that you have a clear objective – ie: why the team is doing the chosen activity – and some kind of follow-up or action plan.

HOW TO IMPLEMENT INDUCTION

METHOD



The newcomer

It helps to include newcomers in implementing induction. After all, they are there to learn and will do so more quickly and remember more information if you can actively engage them in activities and research. Therefore, as well as using quizzes, questionnaires, crosswords, treasure hunts and team competitions, during the induction programme, you should consider using drama.

For example, to illustrate the importance of team work, engage them in putting together a play with other newcomers. Or make the venue into a mock cinema and let the newcomers watch a carefully chosen film – remember the popcorn! The next day revisit the film to draw out management lessons.

Alternatively, you could bring in actors to illustrate key areas or be part of role-play sessions. The important point is that fun and participation will aid learning.

HOW TO IMPLEMENT INDUCTION

METHOD



Visiting different parts of the company

A programme of visits to different departments is useful if it is relevant to the newcomer's job. You must make sure, however, that those being visited are prepared and have a structured programme for the newcomer to follow.

- Explain the objective(s) of the visit
- Explain what the department/office does and how it links with the newcomer's work
- Get the newcomer to shadow a departmental member for a day or two
- Arrange for the newcomer to attend useful meetings or events that demonstrate the work of the department
- Ask the newcomer to write a short follow-up report on the visit

Remember, that this may depend on the location of the newcomer and another option, with today's technology, may be a virtual visit to another office via a company CD-ROM or a video-link, for example.

HOW TO IMPLEMENT INDUCTION

METHOD



Work placement

Some companies organise work placement for 1-2 weeks in different parts of the organisation, to enable the newcomer to understand what each part does and how they all fit together. This is useful in cases where you have:

- A factory
- Regional offices
- Shops
- Press office

The placement should involve some shadowing and some actual work. It is particularly useful for new managers who are going to be responsible for the people working in those parts of the company.



HOW TO IMPLEMENT INDUCTION

METHOD



Buddying

Buddying is a really useful way of imparting *unofficial* information to a newcomer. It is very effective if done carefully and doesn't require a lot of resources in terms of organisation and cost.

A buddy is usually someone doing a similar job or of similar status who volunteers to take care of a newcomer for his or her first few months.

The buddy must:

- Be knowledgeable about the company
- Be willing to put time aside to spend with the newcomer
- Have a sympathetic ear when the newcomer is having difficulties

About the Authors

Ruth Sangale BSc MCIPD

Ruth runs her own HR outsourcing service, The HR Dept Ltd. She has over 15 years' HR experience in a range of industries in both large and SME organisations. Ruth has worked at senior level as an HR generalist gaining a wealth of knowledge and experience in recruitment, employee relations, change management, HR policy and training. Ruth is passionate about enabling people to get the most out of their work. She believes that providing employers with support, information and guidance to get the best out of their staff, can contribute to a company's continued success.



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Philippa is the founder of Interpersonnel (HR) Ltd and is a Director of the company and works as an HR consultant. She specialises in induction, performance management and review, management development and aspects of employment law including terms and conditions, policies and procedures. Philippa works, in the main, at senior level but also provides support to other levels through one-to-one coaching and workshops. She firmly believes that all organisations need HR support and that it should be integral to the core running of any business. Philippa is a prolific writer and has had many articles published. She also contributes to various HR publications.



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