

THE INDUCTION POCKETBOOK

3rd Edition

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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.”

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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Use these checklists when designing and implementing your induction programme. There's a checklist for each stage



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How LBC successfully introduced a modular induction programme



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The main points of the book, together with useful mnemonics, summarised under seven headings

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

Ella Wheeler Wilcox



WHY HAVE AN INDUCTION PROGRAMME?

WHY HAVE AN INDUCTION PROGRAMME?

MAIN GOAL: MAINTAIN MOTIVATION



Even though newcomers will be anxious, they will also be feeling enthusiastic and motivated to do a good job. The main goal of induction is to maintain this enthusiasm and motivation for as long as possible. This will result in a more effective performance.

You maintain motivation by providing your newcomer with:

- The right type of support and guidance
- At the right time
- In the right way
- In the right place

Throughout the book the term newcomer is used to include people who are new to a role – they may be a new starter in the company or may have been promoted or transferred from another office.



WHY HAVE AN INDUCTION PROGRAMME?

MASLOW'S THEORY



A newcomer's journey from being nervous and insecure to becoming a confident member of staff who can contribute to the goals of the company, can be compared to the steps in Maslow's Theory of Motivation.

Everyone has needs and Maslow believed that these needs could be arranged in a hierarchy starting off with basic physiological needs and ending with more intellectually demanding needs.

Until a need is satisfied, a person cannot (or is not motivated to) move on to the next level. It is the same with induction: before newcomers can begin to understand the more complicated aspects of their jobs and company, and before they can be fully effective, they need to be comfortable with some basic knowledge.

WHY HAVE AN INDUCTION PROGRAMME?

MASLOW'S HIERARCHY OF NEEDS



To understand the link with induction let's look at the needs:

- **Physiological** - basic biological needs, essential for survival, such as food, shelter and sleep
- **Safety** - includes protection from physical and psychological threats
- **Social** - the need for love, acceptance, friendship and social interaction
- **Ego** - includes a need for self-respect, confidence, recognition, power and competence
- **Self-actualisation** - self-fulfilment, achievement, realisation of potential

WHY HAVE AN INDUCTION PROGRAMME?

THE LINK BETWEEN NEEDS & INDUCTION



WHY HAVE AN INDUCTION PROGRAMME?

THE LINK BETWEEN NEEDS & INDUCTION



- 1 Physiological** Contact before the newcomer starts will alleviate anxiety about the line manager, the work and the team. During the first few days, they only need very basic information in order to feel secure, eg where they will be working, who to contact regarding specific knowledge areas of the company, where things are and people's names
- 2 Safety** Over the next few weeks they establish a routine and are given assignments with clear guidance. They now need to become familiar with the broader picture, eg the structure and aims of the company, the different departments, etc.
- 3 Social** Video-conferencing prior to starting will help ease them into relationships. Once at work, relationships will develop by email if they are working remotely, or through coffee and lunch with colleagues. They begin to get used to the procedures and fit in.
- 4 Ego** As they understand their roles better and attend development programmes, they start to gain self-respect and become more effective.
- 5 Self-actualisation** After 6-12 months, with the right environment, newcomers should be fulfilling their potential within their roles.

WHY HAVE AN INDUCTION PROGRAMME?

OBJECTIVES OF INDUCTION: *COMPANY*



Different organisations have different induction objectives. Before introducing an induction programme you must first be clear about why you are doing it. Objectives mainly fall into three groups: **company-**, **job-** and **newcomer-**related.

Company-related objectives include giving an understanding of:

- **The company:** its culture, the culture of its employees, values, structure, products and clients
- **Policies and procedures:** eg, health and safety, performance management, learning and development, equality and diversity, pay, holidays and leave, discipline and grievance, harassment and bullying
- **Work objectives:** company goals, departmental and individual

WHY HAVE AN INDUCTION PROGRAMME?

OBJECTIVES OF INDUCTION: *JOB*



Induction enables newcomers to understand their roles better by providing an opportunity to:

- Get to know their manager
- Get to know the team they will be working with
- Meet colleagues with whom they may be working, although this needs to be flexible: eg with virtual teams who rarely or never meet and, for the most part, communicate via technology
- Receive development to enable them to carry out their roles
- Understand their job descriptions and how they fit in within the company



WHY HAVE AN INDUCTION PROGRAMME?

OBJECTIVES OF INDUCTION: *NEWCOMER*



- To provide a sincere welcome
- To put the newcomer at ease
- To give a good impression of the company
- To give an introduction to the values and culture of the company
- To integrate the newcomer effectively
- To give the newcomer skills and knowledge to do the job well

Your objectives for an induction programme may cover some or all of the aforementioned. Whatever your objective, a good induction programme will not only benefit the newcomer but will also benefit the company in many ways.

WHY HAVE AN INDUCTION PROGRAMME?



BENEFITS OF INDUCTION

TO THE COMPANY

Financial

Many people leave a job because they are disillusioned, let down or misinformed. A good induction will illustrate to newcomers that the organisation is committed to them and will do everything it can to retain them for as long as possible. This results in reduction of staff turnover and recruitment costs.

Productivity

If newcomers are inducted well they will be able to respond quickly and effectively to the demands of their new roles.

Effect on existing staff

Induction can have two effects on existing staff:

- they become more aware of the company's objectives by contributing or attending, and
- those contributing can improve their skills such as coaching and presentation

WHY HAVE AN INDUCTION PROGRAMME?



BENEFITS OF INDUCTION TO THE NEWCOMER

Motivational

An induction programme should indicate what potential there is for growth and development within the organisation and how to capitalise on it. This will enable newcomers to work towards fulfilling their potential and, therefore, maintain their motivation.

Development

A good induction programme should include learning and development for newcomers, whether that means learning the IT systems or learning English as a second language. It will encourage them to get involved and support development opportunities in the future. It will also make them effective in their roles faster.

Integration

Knowing how things are done in terms of accepted behaviour helps newcomers to integrate into the culture of the company, ensuring they uphold the company's values and, indeed, understand how to behave with other cultures now that work is universally multi-cultural.

WHY HAVE AN INDUCTION PROGRAMME?



ACTION

DEVELOPMENT ACTIVITY

Get a team of volunteers together who can help research, design, develop, implement and monitor your induction programme – ensure different staff levels and locations within the company are represented. That done, decide on what your key objectives are for having your induction programme. Consider:

- When were these objectives last discussed and agreed?
- What has changed since, eg have you been through a merger and/or acquisition?
- Is a 'one-size fits all' induction programme appropriate for the whole organisation or does it need to be tailored to different regions, cultures, countries?
- Are some newcomers and their teams working in a virtual environment?



About the Authors

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Ruth has 20 years HR and OD experience in the public and private sector in the UK. She started her company, Enjoy Work, in 2005 specialising in offering creative leadership development and coaching to a varied portfolio of clients in the UK and internationally. More recently she has been working with global organisations such as UNICEF, Plan International and NGOs, coaching country leaders across the globe and running crosscultural team development programmes in Afghanistan, Belize, India and Kenya.

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