



TenStep Supplemental Paper

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Managing New Hires

One of the most important HR elements of staffing is induction. The induction stage provides an opportunity to build up the new employee's confidence in the organization, as well as in him/herself. It is the HR Department's duty to guide the new employee from entry level to meeting (or improving upon) consistent standards through training and one-on-one coaching.

New hires may face difficulties until they are made aware of the organization's policies, procedures and culture. Management should first communicate very clearly to the new hire what he or she is expected to do. A written job description can help in two ways: it tells the new employee what is expected from him/her, and it also tells management what to expect from him/her. For the first three weeks, the manager should meet the new hire at least three times a week to offer guidance.

After ensuring that the employee has at least a minimum amount of knowledge about the job, the next step is formal training. Though the new employee possesses the necessary skills to perform the job he/she was hired for, some fine-tuning is often necessary to suit the needs of the particular company. The formal training process for a new hire consists of three steps:

Uncover: People absorb only the information that they think is necessary to reach their goals. Hence, it is important to understand and clearly state what the new employee needs to know.

Discover: Once the new employees' minds are uncovered, the instructor should explore the job along with them.

Recover: Once the job has been explained and demonstrated, the new employees should put this new information to practical use. Role-play, Case study and Simulation methods can be used to help employees at this stage.

A successful induction process requires a positive atmosphere; one that helps the new hires learn from mistakes and also helps them build on their strengths to overcome their weaknesses. However, once the new employee is on the job, management should take care to guide him/her on a daily basis to overcome any drawbacks.