



TenStep Supplemental Paper

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Why Induction?

Induction is a Human Resources tool that ensures the smooth entry of new employees into their jobs, bringing them to a level of job mastery and independent functioning as quickly as possible.

In a de-regulated labor market with staff on short-term, part-time or temporary contracts, the process of inducting a new employee into the company and into the job is an important activity.

Let us assume that new employees have been recruited/selected effectively - they have the generic competencies and perhaps some job experience. Nevertheless, induction involves costs.

In an organization taking on extra employees during expansion, a whole batch of new employees have to be inducted into the organization. Further briefing on their terms and conditions of employment, company rules and policies, and introductions to their bosses and work colleagues, is necessary.

Many newcomers will feel anxious in their new environment. A lot of information has to be absorbed in a short period of time. Things can be omitted or forgotten, leaving the new employee confused or excluded and more likely to make mistakes.

Effective induction gives new employees the feeling that the organization supports its staff. It is when the newcomer not only learns about the firm but absorbs the expectations and value systems of the organization. In the induction period, new employees pick up the norms and behaviors that are expected by their colleagues.

Impressions of the organization in the recruitment and induction period are likely to be significant.

Who needs induction?

All new employees (anyone starting a new job, whether new to the organization or transferring internally) need an induction. Even experienced employees will need some form of induction. What will the following people need to know?

- Newcomers with little or no experience in your industry or with your products?
- People re-entering employment after a career break?
- Youngsters starting work straight from school or college?
- Employees internally promoted or transferred?
- Experienced employees who are joining the company, say, from a rival?

They need to know the following:

- Workplace geography
- Their duties



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- Their terms and conditions of employment
- Job activities and procedures
- Their colleagues
- Company policies and standards
- Job related procedures and methods

This checklist needs to be put into a timetable (phased over weeks or months).

There needs to be space to let the new employees relax as well as to begin performing some of the tasks they can already do so that a sense of achievement and contribution is forthcoming. Ideally, the new employees need to go home at the end of the first day and feel they have started to make a contribution.