

ESSENTIAL GUIDE TO INDUCTION

A good induction is essential to integrating new employees into the company and enables them to understand how the company works, how they can contribute quickly and perform better and helps to secure their commitment in the long term.

A well planned induction can help employees to feel welcome, allay any fears or misunderstanding, answer any questions and explain the key things they need to know about working for the company. A good induction will help new employees settle in and will provide an understanding of the strategy, aims, values, culture and what's important to the business owners.

Induction isn't just something to leave HR to get on with, or a quick run around the office to meet everyone on day 1, to be effective for both parties it needs some planning and attention in advance.

What should effective induction include?

Induction will include a mix of activities and information which is about the company, the activity the employee will be carrying out, company procedures and on the job training. Typically, it may include the following:

Company level	Department/team level
<ul style="list-style-type: none"> • Strategy and goals • Values • Structure - who's who within the company • Main areas of the business • Customer base • Details of company history, culture and values, and products and services • Clarity on how their role fits with the company's strategy and goals • Company policies and procedures 	<ul style="list-style-type: none"> • What their department contributes to the overall company • An awareness of other functions within the company, and how the department a new employee fits within that • Departmental aims • Department activities • How the new employee fits into the team • Line manager expectations • Unwritten rules or custom and practice e.g. lunchtime cover or taking it in turns to make coffee or wash up
Individual level	General information
<ul style="list-style-type: none"> • A clear outline of the job/role requirements • Performance expectations and objectives • Standards of conduct • Explanation of terms and conditions • Technical training 	<ul style="list-style-type: none"> • Facilities • Health and safety information - this is a legal requirement • HR Policies and procedures <ul style="list-style-type: none"> ○ Staff handbook ○ Sickness absence process ○ Booking holidays etc. ○ Pension arrangements

When should induction happen?

Induction can start before an employee joins and may continue for up to six months, depending on when the probation period is set. Your interactions with the new employee before they join, for example, how you answer any pre-employment questions or how they are greeted and welcomed

at interview, will affect how they feel about the company and their level of commitment. Some parts of induction need to be covered early on (for example time keeping and expectations in the role), other areas can wait weeks if not months as depending on the role, some company policies and procedures may not need to be addressed immediately.

Induction planning

Think about activities you can do at each stage:

Before they start	Keeping in contact, providing the information they need to start, induction pack of useful information, forms etc, invite to team meetings if appropriate
Day 1	Key HSE information, meet immediate colleagues, workstation and system logins, facilities tour
Rest of week 1	Meet wider team, introduction to key elements of the job and role of other departments, company goals and values, HR processes
First Month	Meet clients, essential technical and on the job training, main company procedures, performance objectives and expectations, individual research
First Three Months	Technical training, individual research, wider sector/industry information
Six months, or up to probation	Further training, objectives agreed, pass probation

Planning a range of different activities for the first days/weeks/months will help keep the induction fresh and help the new person remain interested and engaged:

<ul style="list-style-type: none"> • Meetings • Events • Training courses • Reading and research – can help the new employee finding their way around systems, information, people 	<ul style="list-style-type: none"> • On the job training • Shadowing others • Mentoring • Technical training
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Tailor the plan as far as you can, taking account of their previous experience, their knowledge of the industry, are they new into a leadership or management role, do they know the locality well.

Review

Make sure you review how the induction programme is going for the new person. Check in with them informally throughout their first weeks and months and give them the opportunity to ask you questions/ clarify things they have learnt. A short review meeting at the end of week 1, end of month 1 and end of month 3 are useful staging points throughout the process.