

## Induction Process – Current Practice

### 1 Introduction

The way that employees are introduced to an organisation can have a long term impact on their performance and the overall organisation. This paper explores current practices that are being adopted when new employees are being introduced to the organisation. In order to get a clearer picture, 286 surveys were emailed and 21 paper surveys were distributed to employees. The survey covers individual who took up a new job during the period 1 December 2013 to 14 July 2014. This could include complete new starts to the organisation or existing employees who had moved jobs. A total of 136 responses were received which was made up of the following:

Number of online surveys completed – 119

Number of paper surveys completed – 9

Number of interviews conducted – 8

This paper presents the findings of the experiences of these respondents when they joined the Council.

### 2 The Participants

The table below outlines the number of respondents within each directorate and the period of time they have been in employment with the Council.

Answer Options	Response Percent	Response Count
Corporate Governance	21.5%	29
Education, Culture and Sport	18.5%	25
Enterprise, Planning and Infrastructure	14.1%	19
Housing and Environment	25.2%	34
Office of Chief Executive	0.0%	0
Social Care and Wellbeing	20.7%	28
<i>answered question</i>		<b>135</b>
<i>skipped question</i>		<b>1</b>

Answer Options	Response Percent	Response Count
0-6 months	77.2%	105
6-12 months	22.8%	30
Over 12 months	0.0%	0
<i>answered question</i>		<b>135</b>
<i>skipped question</i>		<b>1</b>

### 3 The Experience - Analysis

Answer Options	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Response Count
I was formally introduced to the organisation by my line manager on my first day at work	61	50	7	6	4	128
During the introduction my role and objectives were clearly explained	48	53	14	8	4	127
From the introduction the organisational behaviours were outlined	42	61	10	9	4	126
During the introduction, it was clear what the values of the organisation are	45	52	19	8	4	128
During the introduction, it was clear what the aims and objectives of my team are, how I contribute to this and how this contributes to the overall goals of the organisation	40	52	21	13	2	128
I was made aware of training and development opportunities when introduced to the organisation	42	48	23	11	4	128
I had ready access to the appropriate resources, equipment, software etc required to carry out my work	38	42	10	27	9	126
An induction checklist was used during the introduction	69	39	6	8	6	128

The table illustrates that the majority of respondents received a formal introduction by their line manager. The introduction clarified the role, organisational behaviours, values of the organisation and any training and development opportunities available. In the majority of cases, the induction checklist was used. However, in terms of having access to the appropriate resources and equipment required to undertake their job, there is a slight dip and a higher number of people indicating that they may not necessarily have been given the required resources to undertake their role at an early enough stage. In addition, the question regarding the clarity of team aims and objectives and how this contributes to the overall goals of the organisation is an area which shows a lower level of agreement in comparison to the other statements.

From the comments gathered it was found that:

- The type of resources that people did not typically have access to includes ID badges, internet, specific software and ICT
- The line manager was not around to conduct the introduction process but they were shown around by other colleagues (3 comments)
- No formal induction was undertaken and the checklist was not used in a small but significant number of instances
- In some instances individuals had to source information on their own
- Much more emphasis was placed on practical areas, such as the use of telephone at work, rather than organisational values
- The time taken to cover the relevant information was felt appropriate since quite a lot of information to take in (2 comments).

Respondents were asked to use one word to describe how their introduction to the organisation made them feel. The table below outlines the words mentioned and the amount of times it was mentioned.

Word	Frequency
Motivated	19 comments
Engaged	18 comments
Welcome	8 comments
Excited	6 comments
Enthusiastic	5 comments
Confused	5 comments
Interested	3 comments
Overwhelmed	3 comments
Valued	3 comments
OK	2 comments
Comfortable	2 comments
Ready	2 comments
Positive	2 comments
Included	2 comments

The delivery of the introduction process also impacts on how respondents view the organisation as a whole.

Word Mentioned	Frequency
Positive	17 comments
Good place to work	6 comments
Accepted/welcome into the organisation	6 comments
OK/alright	5 comments
Neutral/no change	5 comments
Good	5 comments
Motivated	5 comments
Confident	4 comments
Not organised	4 comments
It's a professional organisation	3 comments

The majority of the words used have positive connotations indicating that in general most respondents had a positive experience. Nevertheless, some applicants do feel overwhelmed or confused by their induction.

Respondents found that certain things were omitted and it was felt that if included, it would have enhanced the overall introduction experience. These have been categorised as follows:

- **Necessary equipments to carry out the work:** ICT software; ID badge/pass;
- **Corporate information:** Overview of the Council as a whole; HR support; annual leave; employee benefits; flexi time system; training opportunities; map of workplace; guide book
- **Information related to the job:** Job role; written guidance on processes; information about teams and departments
- **A structured induction process**
- **HR Support**

#### 4 Corporate Induction Workshop - Analysis

Did you attend the Corporate Induction Workshop?

Answer Options

Response  
Percent

Response Count

Yes

34.9%

37

No	65.1%	69
<i>answered question</i>		<b>106</b>
<i>skipped question</i>		<b>30</b>

For those who did attend the Corporate Induction workshop, 8 people found that the workshop helped them increased their understanding of the Council as a whole. 4 respondents found the experience very positive and there were 4 comments from respondents stating that it was a good opportunity to meet other colleagues who work for the Council. Only 4 respondents found that this had little impact on them. 9 intimated that they are presently booked onto the workshop and are due to attend.

For those who did not attend the Corporate Induction Workshop, the main reason provided was that they were not aware of the course or were not asked to attend (34 comments). It was also highlighted that the days and times that the workshop is scheduled for may not suit some work patterns.

Surprisingly some people who strongly agreed or agreed that their manager used the induction checklist said that they have not heard of the Corporate Induction workshop. One possible explanation is that the Line Manager themselves were not aware of the Corporate Induction Workshop.

If you are a manager, did you complete the Induction for New Managers programme?		
Answer Options	Response Percent	Response Count
Yes	8.0%	8
No	5.7%	5
Not Applicable	86.4%	83
<i>answered question</i>		<b>96</b>
<i>skipped question</i>		<b>40</b>

If you did complete the programme, how useful did you find it?		
Answer Options	Response Percent	Response Count
Very Useful	5.0%	4
Quite useful	11.25%	9
Not at all useful	2.5%	2
Not Applicable	81.25%	65
<i>answered question</i>		<b>80</b>
<i>skipped question</i>		<b>49</b>

The majority of respondents who completed the survey did not have any line management responsibilities therefore the New Managers programme did not apply to them. For managers who did attend, it was found to be quite useful or very useful. The benefits were that it provided an overview of the leadership behaviours and expectations of the organisation as a whole and it was a good opportunity to meet more senior staff. For those who did not attend the main reason was because they were not aware of it.

Finally, respondents were asked to provide any additional comments or suggestions they have in relation to being introduced to the organisation. A summary of the comments which have not been covered already includes:

- Goals and objectives being well explained
- More emphasis on health and safety
- More formalised introductions
- Having shorter first days
- Tour of Marischal College for new starts
- Meeting senior managers or Councillors
- Allow employees to have more time for introductions
- Having a section on the Zone for new starts so they can gain access to useful information
- Having information packs for each department
- Having one referral process only for accessing all the relevant ICT systems
- A “buddy” system where new start employee buddies with a colleague on informal aspects of work
- Perhaps some form of induction for staff who joined as agency since they may become council staff

<b>5</b>	<b>Summary of Findings</b>
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- The majority of the participants have received some form of structured induction from their line manager. In most cases, the induction checklist was used and participants were provided with the equipment and tools that they required to do their job.
- Participants found that the delivery of the induction can have an impact on their attitude and how they feel about the organisation as a whole. The majority of the words used by participants to describe how they felt had positive connotations such as feeling motivated and engaged. However, some participants did express feelings of confusion and being overwhelmed.
- A high number of participants did not attend the Corporate Induction Workshop. One of the main reasons for this is due to the lack of information provided regarding this. For the participants who did attend, they found it was informative and increased their understanding of the organisation as a whole. It was also felt that it was a good opportunity to meet other colleagues.
- Some of the managers who completed the survey indicated that they did not complete the Induction for New Managers programme. Nevertheless, those who did complete it found it useful in providing an overview of leadership behaviours.

<b>6</b>	<b>Conclusions and Recommendations</b>
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From the information gathered several conclusions can be drawn. Overall, people receive a positive induction experience. However, this report indicates that not every individual who starts their employment with the organisation receives a structured induction and may not always have access to the required equipment or tools to undertake their work.

The number of people who have completed the Corporate Induction Workshop and Induction for New Managers are relatively low therefore there is a requirement to raise awareness of these courses and providing the information regarding these.

It is recommended that there is a streamlined induction process which begins once a new start has been appointed into the post. They should be clear right from the start what is expected of them and how their role contributes to the overall vision of the organisation. In addition, information that new starts require at the beginning should be signpost to them through e-learning modules or the provision of guides. In addition, support and information should also be provided to line managers so that they have the skills and knowledge to deliver inductions and direct new employees.

YourHR would need to be further developed to ensure that both new start employee and manager can access the relevant materials through the system.

In addition, processes should need to be in place to ensure that new start employees have access to relevant ICT facilities and resources that they require to undertake their job from the day they start their job. Based on these recommendations, the following action plan is developed.



<b>7</b>	<b>Action Plan</b>
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Based on the findings of this report, it is recommended that the following actions should be in place:

<b>To ensure a robust and streamlined Induction process</b>	<ul style="list-style-type: none"><li>• Close the gap between appointment and start date by developing onboarding materials which will inform and enthuse the new start</li><li>• Ensure managers understand the importance of the day 1 welcome and orientation</li><li>• Create sheets for managers with “top tips” which is uploaded to YourHR along with the induction checklist when the new start is added</li><li>• Update and re-promote how to induct new employees e-learning</li></ul>
<b>Ensure that employees are clear from day 1 what is expected of them and how their role contributes to the organisational overall</b>	<ul style="list-style-type: none"><li>• Review job profiles and ensuring that the job purpose reflects outcomes/intended impact of job</li><li>• Reminding managers that it is their responsibility to carry out PR&amp;D with new recruits as part of revised PR&amp;D</li><li>• Monitor through YourHR to see if this is being carried out</li></ul>
<b>Ensure that employees have access to information that they need as well as tools and support that they require to allow them to be effective at an early stage</b>	<ul style="list-style-type: none"><li>• Reinstate and re-brand the former managers and employee handbooks with all the information a new start needs to know. This will be available on the Zone, OIL, disc and .pdf for non-pc users</li><li>• Develop a single OIL module with all the key messages that a new start needs to know and signposting them to where more detailed information can be found that is relevant to their role. Module should be available on disc format for non PC users.</li><li>• Ensure that the corporate workshops and induction information set out the context of transformation and performance culture.</li></ul>
<b>Ensure induction process is streamlined and has impact</b>	<ul style="list-style-type: none"><li>• YourHR to be developed to ensure that it automatically provides new starts and their managers with the induction checklist. The checklist can also be used by managers to review individual employee’s progress</li><li>• Using the reporting function from YourHR to provide council wide evidence of whether service and corporate induction is being carried out</li></ul>



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	<ul style="list-style-type: none"><li>• Ensure that there are reliable mechanisms in place such as new starts having access to ICT from day 1 with the relevant usernames, passwords, email accounts, YourHR and other ICT facilities</li></ul>
<b>Provide tailored induction processes to ensure they are meaningful and relevant to particular groups</b>	<ul style="list-style-type: none"><li>• Monitor attendance at Induction for New Managers and address areas where uptake level is low</li><li>• Rebrand and repromote the managers' handbook</li><li>• Brief DSMs/PA's/HRBPs on the Chief Officer process and eInduction package</li><li>• Ensure the development framework for recently appointed senior managers becomes an automatic part of the induction process at senior level; roll this out for all promoted posts</li><li>• Providing a tailored Corporate induction for Headteachers who has recently been appointed to post.</li></ul>