

Key Do's and Don'ts for Induction

Encouraged by strong economic growth forecasts, 51% of Australian employers plan to hire in 2011.¹ It is a good time to review the induction process. The induction process is the start of an employee's knowledge learning with your company. It also should be viewed as the first day of the performance management program. Human resources often relegates the task of reaming off the employment regulations to a junior administrative staff member when it should be elevated to the level of strategic performance management. The foundation for many of the key factors that influence an employee's performance and job satisfaction is set during the induction process.

Can you identify the shortcomings in Company B's induction process?...

Company A and B are both in the telecommunications services industry. Company A's human resource manager, an organisational psychologist, manages the induction process. It enjoys a 90% retention rate. Over at Company B, the human resource department's receptionist oversees the induction process. It has a 70% retention rate.

Clearly define roles and responsibilities:

Company A: Items such as roles and responsibilities are approached as a knowledge learning opportunity. Knowledge learning improves self-efficacy and confidence. The process includes discussions on time management and multitasking strategies to better prepare the employee for the position.

Company B: Reads off the job description.

A lack of a clear definition of an employee's role in an organisation is a leading cause of low performance and turnover.



Present the company culture, not the organisational chart:

Company A: Takes a 360-degree approach to introducing the organisation. They introduce the employee to senior leaders, and other staff members. By bringing the organisational chart alive, the employee more rapidly assimilates into the corporate culture.

Company B: Presents an organisational chart and shows employees his/her place, pointing out direct supervisors.

Culture is about people. For Chinese workers adapting to the Australian workplace culture, social support was a leading predecessor of high levels of acculturation. Help the new hire build a social network from day one.²

Align the values and goals of the employee and organisation:

Company A: From day one, works on aligning the employee's objectives with the goals and values of the company. This alignment will increase employee motivation, loyalty and productivity.

Company B: Reads off missions, goals and values. Reads off the anti-discrimination policy.

Discrimination complaints and law suits are on the rise., where the employee could be a perpetrator equally as a victim. Education is the best deterrent.

Make sure you can deliver on every promise you make. The employee will remember everything you promise on day one. If you break a promise, you will break the psychological contract between the employee and employer. Once trust is broken, it will take a lot of effort to rebuild it, not to mention the costs associated with lower employee motivation and productivity.

References

¹ Morgan McKinley. <http://www.morganmckinley.com.au/australia-hiring-trends-2011>

² Ying, L., Samaratunge, R., Hartel, C. (2011). Acculturation strategies among professional Chinese immigrants in the Australian workplace. *Asia Pacific Journal of Human Resources*. 49 (1), 71-87