
1. INTRODUCTION

The purpose of this policy is to familiarise new employees with all the aspects of the company. At the end of the induction process it is expected of the new employee to know all the departments/sites, their functionalities as well as general logistics surrounding the respective operations.

Thasasa (Pty) Ltd believes that all new employees must undergo induction training. This training is regarded as a vital part of staff recruitment and integration into the working environment. This policy, associated procedures and guidelines define the Company's commitment to ensure that all staff is supported during the period of induction, to the benefit of the employee and Company alike. It must be ensured that the induction and orientation process will be a positive experience due to the fact that it will promote good will on both sides and lead to a constructive working relationship.

2. PURPOSE OF THE POLICY

It is the aim of the Company to ensure that staff induction is dealt with in an organised and consistent manner, to enable staff to be introduced into a new post and working environment quickly, so that they can contribute effectively as soon as possible. This induction policy, associated procedures and guidelines aim to set out general steps for managers and staff to follow during the induction process. It is expected that all managers and staff will adhere to this policy.

The Company expects that the implementation of good induction practice by managers/supervisors will:

- Enable new employees to settle into the Company quickly and become productive and efficient members of staff within a short period of time.
- Ensure that new employees are highly motivated, and that this motivation is reinforced.
- Assist in reducing staff turnover, lateness, absenteeism and poor performance generally.
- Assist in developing a management style where the emphasis is on leadership.
- Ensure that employees operate in a safe working environment.
- Will reduce costs associated with repeated recruitment, training and lost production.

3. THE COMPANY'S COMMITMENT

The Company Human Resources Department / Head Office will:

- Issue guidelines to familiarise managers and staff with the induction process.
- Maintain and update the Induction Policy.

- Provide a checklist for managers and staff to follow during the induction period.
- Ensure there is effective monitoring of the induction process particularly in the first three months.
- Deal with any problems promptly providing an efficient service for both managers and staff.
- Review all policy, procedure and guideline documents on a regular basis.
- Provide relevant formal training courses necessary to assist the induction process.

4. GUIDELINES FOR MANAGERS / SUPERVISORS

1. GENERAL

Starting a new job is a demanding and often stressful experience. Quite apart from the obvious challenge of tackling new tasks, there is also the need to become accustomed to a new organisation, a new environment and new colleagues. The purpose of induction is to support new employees during this difficult period and to help them become fully integrated into the Company as quickly and as easily as possible.

Induction has benefits for all involved in the process. Employees who settle quickly into the Company will become productive and efficient at an early stage and in turn will experience feelings of worth and satisfaction.

2. INDUCTION CHECKLIST

The Induction checklist is a very useful way of ensuring that all arrangements and preparations have been taken care of before the employee commences service and also for information is imparted to new employees when they are likely to be most receptive. It avoids overloading employees with information during the first weeks whilst ensuring that all areas are covered. Arrangements should also be made for the employee to visit any relevant departments with which they have regular contact in the course of their duties. At the end of the process the induction checklist should be signed by the relevant parties and placed in the member of staff's personnel file.

5. FIRST DAY OF EMPLOYMENT

Preparations should be made for the arrival of the new employee well in advance, for example, arrangements should be made to provide desk, equipment, parking, stationary, connectivity etc. Human Resources should also inform the manager and colleagues when the new employee will be starting.

Most new employees tend to be concerned primarily with two matters:

- a) Whether they can do the job and
- b) How they will get on with their new colleagues.

It is therefore important to **introduce** them to their new workplace and colleagues at the earliest opportunity. An introductory talk will be appropriate at this time and can be combined with the provision of general information and exchanging any necessary documentation. This talk should be as brief as possible, because

the employee is unlikely to be receptive to detailed information at this stage and should be conducted by someone who is well prepared and has sufficient time available. Managers/supervisors should refer to the **Induction Checklist** and use it as a basis for discussion thus ensuring all documentation is complete.

A **tour** of the workplace should be arranged for the new employee allowing the Company / Division to be viewed as a whole and the new employee should see where he/she fits into the organisation.

The new employee will want to get to know his/her colleagues and quickly become part of the team. A **“buddy”** will be appointed for each new employee. This “buddy” will show the new employee where everything is and also make him feel welcome and help him / her so settle in.

6. INDUCTION DAY

By this time the new employee knows the logistics such as where all the departments/sites are, the restrooms, the canteen etc. The purpose of the induction day is to introduce and instil the reason the company exists and how the new employee will fit into that picture. There are various methods of integrating employees.

At Thasasa(Pty) Ltd the following process is followed:

The very first Monday of the month are allocated for an Induction day. During this day the following will be discussed:

- Introduction and welcoming by the CEO / MD / Member;
- Introduction to the Mission, Vision and Values. This will be inclusive of the Company Culture as well.
- Introduction of all the departmental heads / managers regarding their respective departments and how they fit into each other. During this session the employee can now identify with his / her respective department.
- **Lunch with Management. This social gathering gives the employees an opportunity to meet with their management on a social level.**
- Induction Pack. The pack will consist of the Induction manual, the most important policies etc. (See induction Index.)

7. INDUCTION PROGRAMS

Induction programmes must be geared to the individual’s needs. Some of the more obvious new members of staff requiring special attention are as follows:

School Leavers

For most new employees, induction is concerned with getting accustomed to a new job. For school leavers, however, it is about adjusting to a whole new way of life - the world of work. Consequently, school leavers are likely to need more support than other groups. Wherever possible, induction and subsequent training should relate to knowledge and skills which go beyond the employee's own particular job. School leavers will need guidance on wider issues, such as career planning, acquiring qualifications, coping with the routine and discipline of work and managing money.

It would also be helpful for school leavers to be introduced to an approachable person to whom they could take any queries they might have.

Graduates

Graduates tend to have a high-level knowledge but may not have the skills relevant to the job. They will want to feel that they are making a contribution from early on and to understand the organisation of the Company and their role within it. Also, they will want to have a clear picture of future career prospects and to gain broad experience with this in mind. The company should provide the graduate recruit with an adviser - such as a senior manager - who can organise the necessary breadth of experience and offer advice and support in relation to career progression.

Managers

Whilst many of the points in the checklist apply equally to all new managerial staff, in most cases individual induction programmes will be necessary. These should be drawn up in consultation with new managers, taking into account their backgrounds and experience and the nature of their new roles. Priority should be given to helping new managers establish and maintain relationships with management colleagues and opportunities should be provided for them to spend time in other relevant departments to facilitate this process. This will help managers quickly to gain an understanding of the Company's philosophies, strategic plans and business plans.

Ethnic Minorities

In some cases, it may be necessary to design induction programmes with the special needs of ethnic minorities in mind. Language problems and attitudes amongst existing staff may be areas requiring particular attention. This is preparation that should be completed before any member of staff joins the Company. The Company will not tolerate racist or prejudiced behaviour in any form.

Long-term Unemployed

Previously long-term unemployed people who have been recruited may have been absent from the working environment for some time so it will be helpful to recap on some of the issues relating to school leavers. These should, of course, be adapted to suit older workers, who may need to build up confidence and the induction process can be used to update knowledge of basic office technology (photocopiers, fax machines, telephone systems, etc. as well as computers).

Other Groups

Other groups that may need particular consideration include disabled employees and women returning to work after having raised a family.

These groups will also require the induction procedure as women returning to work may, like the long-term unemployed, be out of touch and lacking in confidence. Disabled employees may have all or a combination of induction needs, but these needs may be compounded by their disabilities. Part of the induction process for disabled employees will involve checking such things as wheelchair access to parts of the workplace, toilets and lifts etc. The necessary reasonable adjustments to the workplace required to accommodate the disabled individual should be completed prior to them commencing and carried out in discussion with the individual or their adviser.

8. COMPLETING THE INDUCTION PROCESS

Induction can be said to end when the individual become fully integrated into the organisation. Of course, there is no set timescale within which this will happen and follow up is essential. Giving new employees the opportunity to ask questions several weeks into employment can be useful, and the induction checklist will provide this opportunity. In some areas, such as understanding wider aspects of the organisation, follow up after a few months may be appropriate.

9. MONITORING

Monitoring is one of the most important phases of Induction. The reason is that the employer need to have feedback from the people undergoing the

Process. Methods in obtaining the information are the following:

- Follow – up interviews,
- Informal feedback and
- Performance reviews

10. INDUCTION PITFALLS

Be careful of the following Pitfalls:

- Do not give to many information on the first day (information Overload)
- Do not give to Little information as they might get the wrong impression
- Make sure that you follow the checklist in order not to forget anything

- Have dedicated employees responsible for the process ensuring a structured well-planned process.

11. SIGNATURES

CEO

Date

INDUCTION PROGRAM:

The induction program lists suggested activities to be covered from day one through to the end of probation.

Guidance Note

This is a checklist of information for Induction which supervisors should use with new staff as part of their induction programme within the first few days, and certainly within the first two weeks of employment. Health

and Safety items should be identified immediately. The new employee should be asked to initial and date each subject as he/she has been informed about it and sign the end of the form.

The supervisor will also sign the form to confirm the induction process has been completed. This should then be checked by the Department Manager who will also sign off the form when completed.

The completed form will be retained in the employees personnel file.

ACTIVITY	CONTENTS	PERSON RESPONSIBILITY	DURATION PERIOD	SIGNED OFF BY PERSON RESPONSIBLE AND THE NEW EMPLOYEE
<ul style="list-style-type: none"> Welcome to the Team / Introduction to staff members 	<ul style="list-style-type: none"> Go through organisation chart / organogram Discuss roles and responsibilities of staff in general terms. May also want to extend time to allow visits to key contacts out with work area. 	<ul style="list-style-type: none"> Line Manager If the employee is a manager, an HOD member will be responsible 		
<ul style="list-style-type: none"> Set up Office Systems 	<ul style="list-style-type: none"> Email account created Receive laptop Internet Telephone access 	<ul style="list-style-type: none"> Line Manager If the employee is a manager, an HOD member will be responsible 		
<ul style="list-style-type: none"> Tour of the office/site 	<p>Let him/she know where all the important and common areas are. Make sure they know where to find:</p> <ul style="list-style-type: none"> Kitchen/Canteen/Change house Reception Bathroom Their workspace Office (HR, Finance etc.) Their mentor's office Workshop Underground workings 	<ul style="list-style-type: none"> Line Manager If the employee is a manager, an HOD member will be responsible 		
<ul style="list-style-type: none"> Introduction of the company 	<ul style="list-style-type: none"> Mission, Vision and 	<ul style="list-style-type: none"> Line Manager If the employee is a manager, an HOD member 		

		will be responsible		
<ul style="list-style-type: none"> Explain your expectations 	<p>Outline the general areas of knowledge and skills required to ensure your employee is successful in his/her job. Think about:</p> <ul style="list-style-type: none"> What goods and services should the job produce? What impact should the work have on the organization? How do you expect the employee to act with clients, colleagues, and supervisors? What are the organizational values the employee must demonstrate? What are the processes, methods, or means the employee is expected to use? Outline specifics of job role – (job description) Define goals, objectives, and expectations Review probation and performance and development review/ / appraisal process. 	<ul style="list-style-type: none"> Line Manager If the employee is a manager, an HOD member will be responsible 		
<ul style="list-style-type: none"> 		<ul style="list-style-type: none"> HR Manager 		
<ul style="list-style-type: none"> Assign a Mentor 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Line Manager 		
<ul style="list-style-type: none"> Clarification 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> The 		
<ul style="list-style-type: none"> Development and Implementation of Policy <ul style="list-style-type: none"> 	<ul style="list-style-type: none"> LabourNet will develop and implement the mentioned policies according to "Best Practice" and the requirements of the client 	<ul style="list-style-type: none"> The Client will supply Labournet with client specific (of policy) 		
<ul style="list-style-type: none"> Culture 	<ul style="list-style-type: none"> When s/he must arrive at the office or report for work Where s/he must park How s/he will access the building/site 	<ul style="list-style-type: none"> HR Manager 		

	<ul style="list-style-type: none"> • The company's dress code is • Make new start aware of local arrangements regarding hours of work, holiday requests, sickness procedure, after hours working, dress code, lunch arrangements, etc. • Other company procedures e.g. disciplinary, grievances. Appeal not limited to internet and e-mail usage, transportation and parking, etc. • 			
<ul style="list-style-type: none"> • Lunch 	<ul style="list-style-type: none"> • Avoid discussing work during this time, it should be purely about getting to know one another. 	<ul style="list-style-type: none"> • 		
<ul style="list-style-type: none"> • Compliance 	<ul style="list-style-type: none"> • Health and Safety Policy and Procedures • Finance Procedures • HR Procedures 	<ul style="list-style-type: none"> • Line Manager , HSE Manager , Finance Manager and HR Manager 		
<ul style="list-style-type: none"> • Evaluation of Induction 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Line Manager / If the new employee is a manager , an HOD member • 		
1. Health and safety information relevant to the department				
2. Issuing of fire instructions and procedure				
3. Location of fire-fighting equipment				
4. Accident reporting				
5. First aid facilities/pre-employment health screening/role of Occupational Health / Company Doctor				

I have been informed about and understand the above items.

Signature of New Employee:

Date:

I confirm I have completed the above induction programme with the employee

Signature of
Line Manager / HOD Member: Date:

I confirm that I have checked and can verify that the above Induction Programme has been completed for the above member of staff.

Signature of HR Head of Department:

HR Manager: Date: