

# Induction Guide

*For Managers, Leaders and anyone responsible for  
induction of new staff*

# INDUCTION

Designing a successful induction programme can be demanding yet ultimately rewarding. It has to provide all the information that the new employee needs, without being overpowering. It can make the difference between an effective and engaged employee and a disenchanted and potential leaver.

The length and content of the induction depends on the nature of the job, the background and experience of the new person. One size does not fit all - a tailored programme is therefore more likely to succeed. For this reason, although a centralised induction event has its place, the main focus of the induction should be local, and it should be custom-made for the individual.

## ***‘What is the point of induction?’***

An induction period is meant to ensure that new members of staff settle into their roles as quickly and effectively as possible. Tailor-made programmes have also been shown to increase staff retention.

A good induction programme:

- Helps the individual understand their role, the department they work in and the university as a whole
- Familiarises them with the physical environment, the culture and the university's procedures and policies
- Makes sure they understand their legal responsibilities

## ***‘Who needs induction?’***

All employees require induction. The character of the induction will vary, but all staff need some form of programme, whether they are in academic, technical, professional or support roles, senior or junior appointments, full or part-time, permanent or on a short-term contract, new to the organisation or an internal appointment. Depending on the situation more or less information will be required.

Often those being promoted within a department will benefit from some form of induction programme when they take on a new role. This is an area which is often neglected.

An induction programme of sorts will also be needed by those returning after career breaks or long-term absence (including maternity leave), even if they are returning to their original role.

## ***‘What happens without an effective induction programme?’***

There is a strong risk that new staff will gain only a limited understanding of the organisation and their role in it; they may also fail to grasp what's actually expected of them.

This can result in:

- Lack of engagement with the university
- Poor relationships with colleagues
- Poor quality of work

In extreme cases, the new employee may end up resigning or being dismissed. This leads to:

- Additional recruitment costs
- Wasted time for the manager
- Lowering of morale for the remaining staff
- Damage to the leaver's employment record
- Damage to the university's reputation

## ***‘Has the employee clear expectations of performance.’***

Particular attention should be given to clearly lay out what expectations of performance you have for the new employee from day one. Many organisations neglect this at the start of an individual’s employment. There is compelling evidence that people who work with clear expectations, perform better and are much more fulfilled in their work.

The list is by no means exhaustive and should be tailored to the specific needs of the individual and the role they are filling.

The checklist should be signed when the activities are completed and a copy sent to HR services for filing on the employee’s personal file.

Further copies of this checklist are also available from the [HR portal](#) (internal website) where you will also find a section specifically targeted at new employees.

## ***‘Induction events’***

Although the induction of a specific employee is the line manager's responsibility, There are events to which all new starters are invited.

These provide:

- An overview of what’s going on in the university within the context of issues facing higher education in general
- Important health and safety messages
- Information about our diversity and equality policies
- Other core messages about the university as a whole

These can be found on the HR Portal and are run regularly throughout the year, and managers should ensure all new starters attend.

Particularly relevant training sessions are organised by

- [The Academic and Quality Standards Office,](#)
- [The Institute for Teaching, Innovation and Learning and](#)
- [HR Learning and Development.](#)

## ***‘What should be included in the induction programme?’***

One of the difficulties many new starters face is that they quickly become overwhelmed with information. There is so much they need to learn, it can be difficult to decide where to start.

When the new starter joins you will receive a checklist to help you design a local induction programme.

This show what might be useful to include at the following stages:

- Before the person starts
- On their first day
- During the first week
- During the first month.

## ***Who can help?***

If you need any further help in putting together a local induction programme, please contact [Staff development](#) .

The most effective induction is the induction carried out locally with managers and colleagues. Local induction is a key factor in helping staff fit into the University and to perform to their best. A well-planned and executed induction should:

- make new members of staff feel welcome
- provide an introduction to the University
- give an insight into other people's jobs
- provide essential background information to assist new members of staff with their own work
- clarify job expectations and initial objectives

The Manager's role is to ensure induction meets these requirements so that every new member of staff has a strong start in their new job and feels part of their team as soon as possible.

The following items are considered to be best practice for all new staff and should be implemented locally, signed on completion and returned to the Human Resources Coordinator for the area.

**Prior to arrival:**

NAME	.....	
ITEM	SIGNATURE	DATE
Ensure that individuals are sent: offer letter	Manager/HR	
letter confirming arrangements for the first day	Manager/HR	
contract of employment	Manager/HR	
Provide opportunity for the individual to meet the team ahead of day one if required.		

**Ensure the work environment is ready and includes:**

ITEM	SIGNATURE	DATE
Access to computer linked to printer with logon and password access		
Furniture including, Telephone – including access to voicemail Desk Chair		

ITEM	SIGNATURE	DATE
Prepare following documentation pack: HR policies/procedures Shuttle bus timetable Fire evacuation procedure Telephone directory		

**Day of arrival:**

ITEM	SIGNATURE	DATE
Welcome to UWL and give welcome pack prepared earlier	Manager	
Introduction to team	Manager	
Role of team and/or department/Faculty	Manager	
Ensure staff member has returned to HR appropriate paperwork e.g.: CRB, bank details, P45, etc. (see offer letter)		
Confirmation of sickness absence reporting procedure, including contact details for reporting sickness absence	Manager	
Discussion on duties and responsibilities and hours of work (provide job specification and job description)	Manager	
Tour of immediate work area to include: Alarms, Fire exits & assembly points Toilets  Coffee/tea area & local protocols Local shops, restaurants, banks, etc Car parking facilities  Collect UWL Smartcard and car registration, if appropriate Processes regarding accidents and incidents/via reception		
Assign mentor Name of mentor:	Manager	

**Within first month:**

<b>ITEM</b>	<b>SIGNATURE</b>	<b>DATE</b>
Discuss short-term training needs and provide time off for core induction	Manager	
Discuss any problems encountered during the first few days & check to see if contract is signed and returned to HR	Manager	
Procedure for absence and absence recording, i.e. annual leave sickness other leave	Manager	
Explain departmental structure, values and objectives and dates of departmental meetings	Manager	
Provide training for use of: Telephone and fax Copiers Other equipment in general use		
Explain how to get stationery supplies		
Tour the campus(s), including the LRC		
Health and safety aspects pertinent to role and responsibilities	Manager	

**Signed Manager:****Date of Completion and  
Returned to HR Co-ordinator:****Signed Staff Member:****Date of Completion:****Must be returned to appropriate HR Co-ordinator within one month of start date.**