

HEALTH & SAFETY NOTICE



HSN-12 ISSUE 06 MARCH 2005

SAFETY INDUCTION PROCEDURES NEW, PROMOTED OR REDEPLOYED EMPLOYEES

This Health and Safety Notice must be read and understood by all appropriate employees of Vacman Cleaning Ltd. It should be brought to the attention of all new employees.

Induction

Induction is the process for introducing a new employee to their work environment whether as a new employee, through promotion or redeployment. It extends from the moment the prospective employee reads the advertisement for the position and fuses with their training and development as a part of the organisation.

Why do we need an induction procedure?

A proper induction will give both the employees and the company the following benefits:

(1) It improves the motivation of new employees by helping them (2) quickly assimilate the workplace culture, as well as (3) their knowledge of the products/services provided by the organisation and the systems in place. This in turn (4) boosts confidence and improves (5) work quality and productivity, as well as helping to (6) reduce incidences of early leaving, which can be extremely costly to the organisation. (7) As induction involves other staff other than the inductee, the process can also be useful in developing the skills of existing staff.

As well as these benefits induction can ensure that (8) health and safety rules are properly disseminated to all staff and a good induction will help with an (9) Investment in People accreditation which Vacman has held for more than 8 years.

How do we put together an Induction procedure?

A successful induction process has three Goals -

1. Helps new employees settle in;
2. Helps new employees understand their responsibilities and what is expected of them;
3. Ensures the employer receives the benefit of the new employee as quickly as possible.

Who should attend an induction process?

An induction process is not simply for new employees. The same benefits can be received by staff who have been promoted or transferred or those who have returned from a long period of absence. Furthermore you should be careful to include against long term temporary staff, who are entitled to the same training and development as permanent staff members. To not do so could harm the company and may be considered discriminatory.

What should we put in an Induction process?

An induction process should have three themes running through it. It should be;

1. Flexible and interesting;
2. Employee centred;
3. Meets equal opportunities requirements.

Objectives of induction

Despite its particular term, induction is simply another part of the training process that organisations invest in their staff. Like any form of training it should have the objective of developing the relevant skills, knowledge and behaviour of employees that their posts require. Such training should be SMART (Specific, Measurable, Action orientated, Relevant, Time bound)

Roles of other people in induction

It is not sufficient to simply present a new staff member with a file of information and told to get on with it. An induction process should involve other employees, helping build relationships within your organisation. The following people may well be involved in the process.

The employee's *Line Manager* has the primary responsibility to identify the needs of the inductee and assess their learning styles as well as ensuring that the programme is followed through.

Whoever is responsible for training, needs to advise line managers, ensure training is provided, manage group events and oversee delivery of the programme.

Senior Managers, should be available to set out the vision of the company to new employees. Their involvement can help to motivate inductees by demonstrating the company's concern that new employees feel they are an important part of the organisation. It will also help inductees see the 'big picture' in which their work takes place.

Specialists can provide specialist information on topics such as Health and Safety, quality measures, union representation etc.

Nominated peer/buddy can provide informal support and accelerate assimilation into the team/department by offering advice and information as needed.

Meeting *Customers/suppliers/distributors* can help the inductee understand his/her role in relation to these outside groups and the importance of their own role in linking with them.

Stages of induction

Induction does not simply begin and end on an employee's first day at work. Proper induction starts from the moment the need for recruitment is identified and carries on throughout the first year, blending into the organisation's programme of staff training and development.

Job advert – The advert should be realistic, with a design and copy that reflects the culture of the organisation. The emphasis for the advert should be on the aspects of the work that current employees find satisfying and it must be accurate about pay, conditions and any special conditions that apply. A proper job advertisement will begin the selection procedure to ensure the most suitable person is chosen.

Application pack – This should provide literature about the organisation (Q&A's, who we are, what we have achieved, what it is like to work here, where we are, local facilities), a suitable job description and a brief outline of the terms and conditions. Where there are conditions that are not part of the contract, i.e. a no-smoking policy, then these should be properly marked.

Pre-employment handbook – This can take the form of an actual handbook, or simply an introductory letter to the successful candidate. The important points are that it should be friendly and jargon free. It should set out the arrangements for the first day-

- The time and place the employee should arrive,
- Parking/transport arrangements at site
- The name of the person who will meet them/whom they should ask for
- What type of clothing should be worn (dress code, safety clothing etc)

- Any specific security arrangements they should be aware of
- The catering facilities that are on site/near by,
- A list of the documents they will need to bring on the first day
- An outline of the work of the first day.

The pre-employment pack/letter should enable the employee to predict exactly what will happen on their first day, which in turn will do a great deal to reassure and overcome apprehension. If an inductee can go home at the end of the first day and say that the day was as expected, the pre-employment material will have been successful.

Primary induction- This is the first face-to-face induction the inductee will have as an employee of the company.

It should address both the inductee's and the employer's immediate needs and priorities such as;

1. Health and Safety,
2. Conveniences,
3. Personal details- the following is a list of information that may be needed
 - a. P45
 - b. Driving license
 - c. Car insurance
 - d. Birth certificate
 - e. Passport
 - f. Previous pension details
 - g. 1st aid certificate
 - h. Medical documents if a health check is to be carried out
4. Details of the next of kin, General Practitioner, etc
5. Important documents the employee needs to receive from the organisation-
 - a. Employee handbook
 - b. ID
 - c. Safety rules
 - d. Clocking in card
 - e. Locker key
 - f. Vending/restaurant tokens
 - g. Car park entry
 - h. Authority to draw protective clothing
 - i. Documents for company car.

By the end of day the inductee should know;

1. The location of work site, toilets and facilities,
2. Time-recording procedure,
3. Rest/meal break times,
4. Health and Safety rules,
5. Location of their personal work station,

6. Rules about PC/phone use,
7. Key points of conduct
8. Have been introduced to their immediate supervisors and colleagues.

Taking in all of this information can be very overwhelming on the first day and easy to forget in the coming days and weeks. It is therefore important to present it well and support the inductee. Some ideas on how to do this are;

- Have everything set out on paper, including the names of the people the inductee is to meet, and send the inductee a timetable of the first day, as part of their pre-employment pack.
- Nominate a key person who is responsible for each task that the inductee will have to do and make sure they are prepared and trained to do it.
- Ensure that the people who are to meet the inductee are available, punctual and friendly.
- Don't hold inductions on a Monday, as staff are often busy getting back "up to speed" after the weekend.

Once the primary induction is finished, the employee will still need to be inducted into the culture and systems of the organisation and given training to allow them to complete their work.

Main Induction Process

Ideally this should start in the first week, but again be careful to avoid overload. Rather than seeing induction as happening on one day, see it as a yearlong procedure that merges with your training programme.

When planning the induction programme, you should consider three broad topics with which you want the employee to be familiar;

1. *Work environment*- Health and Safety issues, Employee welfare, work hazards and preventative measures
2. *The organisation*- A structured view of the organisation should be given through providing mission statements and business plans and explaining communication and involvement systems that show;
 - How employees fit in the organisation through organisational charts, accountability charts and meeting people
 - The roles and culture within the organisation through explaining policies and meeting people
3. *Job instruction*- Explained by the line manager through the job description, setting targets and performance measurements and explaining the value and importance of the work, as well as ensuring the inductee receives the relevant training to actually carry out the work.

As with all training it is essential for the employer to review and evaluate the process.

Evaluating Induction

Primary Evaluation - The reaction, learning and behaviour of the inductee and how well these match up to the objectives of the induction.

Secondary Evaluation - The effects of the induction on the organisation in terms of staff retention, attendance, flexibility, equal opportunities, health and safety and customer care.

Induction programmes, as with any training, should be modified according to the results of the evaluation.

Building an induction programme

The key people involved in training and supporting the proposed employee need to meet (i.e the directors/trustees/line managers/personnel department) to discuss exactly what they expect the induction to achieve in light of their expectations having written the job description and person specification.

Some questions that should be asked are;

At the end of the *first week*-

1. What does a new employee need to have known?
2. What key policies and procedure do we need to have conveyed to the new employee?
3. What positive behaviours do we want to have reinforced?
4. What should we have done to help integrate the new employee into the team/department?
5. How can we have given the employee a sense of accomplishment?
6. What feedback will the new employee need?
7. Will we have made ourselves sufficiently accessible?

It is important to design some tasks that the employee can achieve during their first week (see point 5). These should give them the feeling that they have started work (otherwise they may feel bored and detached if they are simply receiving training and information) and also give them a sense of accomplishment, so should have an easily achievable end. This will in turn reinforce their motivation to the organisation and wanting to stay a part of it.

At the end of the *first month*-

1. What additional things does the employee need to have known?
2. What policies/procedures need to have been in place to affect job performance?

3. What impressions or models should we want to have been reinforced in this month?
4. What task can we assign the employee that allows for growth over this month?
5. What can our organisation do to broaden delegation to include the employee?
6. What training objectives do we want the employee and the organisation to meet?

You should have the same points in mind when planning the induction for the *six month* point and should also ask the employee the following questions -

1. What info did you need in the first 6 months that you did not receive?
2. What tools and information were or would be helpful in the first 6 months?
3. What changes would you make to induction?

At *one year*-

1. What additional things does the employee need to know by the end of the 1st year?
2. What policies/procedures need to be in place and aware of to affect job performance?
3. How can we have encouraged the employee to be self-sufficient over the year and in the future?
4. Does the employee have capabilities/skills that aren't being utilised?
5. How well have we met our goals?

When you have answers to these questions you will need to write a checklist that states;

- What task is to be done,
- By whom,
- By when,
- How long will it take to do and a
- A check box for the employee and person responsible to say it has been done.

This checklist should be given to the employee and they should regularly update it accordingly. As it is completed copies can be put in the employee's personnel file. Alternatively, you may wish to have a checklist for the first week which the employee maintains and which is then put on their file, and have the line manager/personnel department keep the longer term plan.

A sample checklist is attached but those responsible for writing the induction programme should attempt their own first and then check it against the sample one.

Employing somebody is a big responsibility and one that should be taken very seriously. As with everything if this is the first time that you are employing

somebody then you have everything to do. Next time it will be much easier. Taking care at the start will also reap benefits that you may never notice, because your preparation has helped reduce the chance on incidents and unhappiness. It is unprepared organisation's that have the most problems and find them the hardest to solve.

Bibliography

"How to design and deliver induction training programmes" Michael Meighan, Practical Trainer Series, Stylus Publisher, 1995, ISBN 074941667

"Induction" Alan Fowler Good Practice, Chartered Institute of Personnel Development, ISBN 0-85292-814-9 (1999)

"Employee Induction" Alan Fowler Developing Skills Chartered Institute of Personnel Development, ISBN 0-85292-645-6 (1996)

"Effective Induction and Training" Larry R Smalley Management Skills Series Practical Guidebook, Richard Chaney Associates, 1995 ISBN 0-7494-1660-2

