



Eshet Children and Youth Development Organization
(ECYDO)

New Employees Induction Protocol

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1. Introduction

ECYDO has embarked on an Organizational Effectiveness endeavor since February, 2015. One of the key undertakings in its initiatives is improving its operational systems. While ECYDO has been employing and deploying staff in the past and has been making the possible out of their services and capacities, the organization would further like to enhance its efficiency in hiring, familiarizing and utilizing its human resources. One such measure is to produce and put into use an induction protocol (IP) for new staff at any level of employment.

ECYDO is committed to ensuring that every new employee is given induction which it regards as vital for the integration of new employees into the working environment of the organization. This IP is prepared in alignment with the Human Resources policy and manuals as well as other relevant documents and administrative and policy directions of our organization. Since the level of employment and positions of staff may vary, we believe that not every item or section of this IP is applicable to each and every position in our organization. While the different parts may better fit differ staff positions, our assumption is that most of the contents of the IP is directly relevant to most ECYDO positions.

To make the best out of this IP, it is expected that directors/supervisors will add or adapt some of the contents to best fit the positions for which new employees are assigned. It is also believed that this Protocol will be improved from time to time as deemed necessary to best serve the purpose of the organization and the interest and need of new employees.

2. Purposes of the Induction Protocol

This IP aims at setting out general steps for directors/supervisors and employees to follow during induction processes. It also helps in making sure that new employees are given all the help and guidance they need for them to do their job to the required standard as soon as possible. All supervisors and employees are expected to adhere to these procedures.

ECYDO has issued this induction guideline to familiarize leaders and staff with the induction process and ensure its implementation. Formal orientation will be provided to ensure that the induction process is sufficiently understood and effectively practiced.

ECYDO recognizes that preparing and providing an organized induction program is an important and necessary activity. We acknowledge that an induction program which is well planned and conducted will create a great first impression of our organization and will enable our new staff member to effectively learn about ECYDO, its culture and the requirements of their role. We also know that our new staff member will feel welcome and positive about The Organization

their new workplace more quickly and will therefore settle into and become quickly productive in their role.

3. Importance/benefits of Induction

Organizational effectiveness experts often advise on the benefits of conducting systematic induction procedures for new staff and caution on the possible problems of not doing it. If organization don't plan and undertake systematic induction for their new employees, there could be risks that new staff will gain only a limited understanding of the organization and their role in it; they may also fail to grasp what's actually expected of them. Lack of an effective induction program could result in one or more of the following:

- Lack of engagement with the organization (in this case ECYDO);
- Poor relationships with work colleagues,
- Possibility for resigning out of frustration of unfamiliarity or being dismissed which in turn incurs additional recruitment cost, wastage of time, lowering of morale for the remaining staff and damage to the image of the organization and the employee that leaves.
- Poor quality of work due to lack of clarity.

On the other hand, a well-organized and executed induction process has a number of advantages such as the following:

- New employee will feel welcome and have sufficient familiarity with their working environment to help them to settle into their work;
- He/she will settle quickly and will also experience a feeling of worth and satisfaction
- He/she will be provided with an overview of ECYDO's values and strategic plan so that they understand the contribution of their role and;
- He/she will understand any legal and administrative requirements beforehand and also where to find information on policies, procedures, work practices, available services, etc.
- He/she will appreciate that the organization has established systems and procedures of doing business;
- Her/his motivation and excitement in joining a new organization could be reinforced thorough induction.
- He/she will know what to expect from the organization; e.g. training and development opportunities etc.

- ECYDO will meet its obligations to its staff by providing appropriate information to ensure a safe and healthy working environment is maintained.

4. Induction Program and phases

4.1. The induction program

As the purpose of ECYDO's Induction Program to ensure that new employees receive the necessary information and guidance ahead of time with a view to enable them to quickly become familiar with the organizational environment and culture of ECYDO and become motivated, effective and productive, the Induction program will follow simple but systematic procedures.

It is known that induction could be formal or informal. Both types of inductions have their own benefits and caveats if they are made to replace each other. Formal induction gives little room for error while controlling errors informal induction is not easy. On the other hand formal induction is less flexible and the space it provides for building interpersonal relationship is limited compared to that of informal induction. Though ECYDO values the advantages of both types of inductions and tries to guard itself against the shortfalls of each one of them by making them complementary; in this document it gives more focus to the formal approach to induction.

We realize that our induction process begins during the recruitment and selection phases when contact is first made with potential new employees. It is therefore important that the things we do and say before their first day are as well thought through and prepared as those after the candidate takes up the post.

It is also, ECYDO's observation that further assessments should be made of a new person's suitability during this 'settling-in' period (otherwise known as the 'probationary period'), and, if, by the end of this period, they have not reached the standard required, it could be that the job is not for them.

Experiences several organizations show that it is around the three/four-month period that the highest number of resignations takes place. This period, which is commonly referred to as 'the induction crisis' whether the new employee changes their mind about the role or the employer decides that they are not suitable. The 'induction crisis' can be quite demoralizing and upsetting for both parties if not adequately done initially or not done at all. It is to both to make the best out of effective induction process and also to avoid the undesired outcomes of poor induction or doing on induction that the following induction program is adopted by ECYDO.

4.2. The Induction phases

Induction is never a one-time activity. To be effective and productive it has to be done phase by phase and taken through to its conclusion. An induction checklist will also be used to ensure that every step of the process has been followed and implemented. The following are the major phases in ECYDO's induction program

Recruitment

This also includes the selection process where the nature of the job, its role and key responsibilities should be covered in the job description and explained in the selection interview. During recruitment it is important to give some background about the organization and what could be expected by the prospective employee.

Pre-employment

Contact with the selected person should start with a provision of an offer letter. All new employees will receive formal employment contract which contains all the necessary provisions and requirements. New employees will also be advised to visit the web page and other references of ECYDO for additional information on employment. The new employee will be provided with the induction program and joining instructions via email or phone giving such information as where and when to report; who will meet them, location details of ECYDO, etc. and whatever they may have to bring with them.

The design of the induction program

Where there is a general induction content, the contents of individual induction programs will vary according to the needs of the individual and the specific focuses of incumbent's position and the work units in question. The depth and content of the induction program for new employees may fall into one or more groups such as:

- New graduates with no experience of work life.
- Long-term unemployed
- Persons with disabilities or special needs
- Experienced individuals changing jobs either within or from outside the ECYDO

Since each group will have different needs, the design of induction programs should be responsive to such differences. Induction programs for certain jobs or roles should also take into account factors such as health and safety rules and regulations as applicable.

As new employees will have a considerable amount of information to absorb when starting their new role; ECYDO will divide the induction program into subjects or areas of responsibility enabling the individual to build up their knowledge gradually, preventing confusion or overload.

In order to make the induction program smooth and gradual but also focused and accomplishable within a defined timeframe. The induction program is segmented according to the following timeline

Day one activities: Since new employees on the first day will be nervous and even anxious, It is important that they are made to feel welcome and given time to assimilate to their new environment and colleagues. ECYDO will therefore make arrangements for them to be:

- Met and introduced to all the staff and their specific team members
- Given a tour of the premise or workplace, showing all the necessary services and facilities,
- Oriented on their induction program and timetable
- Pleased that all the necessary paperwork has been completed and made available to them
- Comfortable that they can ask for what they want to know and they are part of the team.

Week one: The first week is a time to focus on explaining and discussing the major aspects of the job of the new employee, the goals and objectives of ECYDO and their immediate team and how they in turn contribute to the objectives of the Organization. This will involve them being introduced to members of other teams and/or departments, board of directors, and visits to other offices and/or locations such as key stakeholders including member organization with whom the new employee/s could be working with.

At the end of the first week, the immediate supervisor of the new employee and others concerned will determine how new employees are settling in. This could include:

- Reviewing the progress of the induction program and assess the understanding of the information provided up to this point;
- Discussing with the new employ on how much she/he is satisfied with the first week activities;
- Agreeing on how to clarify or revisit any areas where understanding is not clear or inadequate;
- Asking for feedback from the employee on how they are feeling and if they feel they have the right amount of support;

- Ensuring that the new employee has all the necessary documents that she/he needs to have at this stage of the induction; and
- Explaining what is expected in subsequent weeks;

First month: The first week should have set the stage for further progress in the induction process. The following weeks are times when most important parts of the induction are done. By the end of the first month there has to be some visible progress. The employee should have better and clearer directions. Some kind of draft plan to help the employee for personal development plan in areas she/he demonstrated limited knowledge, skills or other elements during selection and induction thus far. It is also time to gather feedback from all involved in the induction process. The feedback would help to assess the progress the new employee made. Any identified concerns regarding the performance of the new employee, ability or other manifestations have to be addressed at this time. The new employees should also be given the opportunity to give any feedback to the organization or immediate supervisor regarding the induction process and other concerns that need further clarity.

Completing the Induction Process: The completion of a formal induction process should have to be aligned with the end of the probation period. Though induction can be said to end when the individual has become fully integrated into the organization there has to be some limited time as there is no set timescale within which full integration may happen. Even if the formal induction has ended new employees will be provided with specific opportunities to ask questions several weeks into employment. Follow up and support after a number of months may also be considered as appropriate.

The completion of the formal induction day will also firmly underpin the new employee's integration into the wider organization as one element of the induction process.

Evaluation of the Induction Process: ECYDO will constantly monitor and evaluate its induction processes and procedures. Those who provide induction have to ask themselves whether the induction program is meeting its objectives and if any adjustments are needed. Feedback should be solicited from the new employee on improvements that could be made to make the induction process more productive. An induction evaluation questionnaire will be completed by the new employee at the end of the first month and given to the HR who will then propose changes/improvements (if necessary) to the program or consult with the immediate supervisor of the new employee as appropriate.

5. Share of responsibilities for the induction programs

The implementation of an induction guideline with full adherence to its contents and requirements is part of a management responsibility. Experience shows that starting a new job is a demanding and at times even a stressful experience. In addition to the obvious challenge of tackling new tasks, there is also the need to become accustomed to a new organization, a new working environment, and new work colleagues. As the purpose of induction is to support new employees during this period and help them become fully integrated into ECYDO as quickly and easily as possible, ECYDO's Board, Management and staff will give due attention to the work and assume their share of responsibilities as appropriate.

Depending on the level of the new employ, responsibilities for leading the induction program will be shared. The Board will ensure that the Induction Protocol is introduced and oversee that it is effectively implemented. It will also assume the lead the induction whenever a new Executive Director is hired. Those next in line to the Executive Director and the rest of the staff will take necessary share of the induction to the Director.

Responsibilities of the Executive Director

- Ensures that an Induction Protocol is in place and is adhered to during all induction programs
- Makes any improvements and adjustments to the IP together with the HR head and line managers
- Makes sure that every employee especially at the management level have gone through all the steps and procedures of the IP
- Ensures that checklist for induction are prepared, improved and used

Responsibilities of the HR Head

- Ensures that the IP is implemented and followed through to the end
- Takes responsibility for making sure that all new employees have undergone a full induction process;
- Makes suggestions for changes and improvements on the IP to the Director and line managers on the basis of feedback collected;
- Makes sure that the IP is constantly assessed and improved or adjusted
- Coordinates induction activities with line managers and facilitates the implementation of unit specific induction activities;
- Leads the preparation, implementation and improvements of induction checklists;
- Ensures that induction programs are reviewed at necessary stages.

Responsibilities of Line Managers

- Ensuring new employees receive the appropriate level of induction that their posts require
- Covering all items/topics in the checklist during the induction period with mandatory items covered in the given timescale
- Adding specific and relevant items onto the checklist
- Ensuring that each topic/item is individually signed
- Signing the completed checklist along with the employee
- Ensuring a copy of the completed checklist is sent to HR section for recording and inclusion in the employee's personal file

Responsibilities of the New Employees

- Agree on the induction schedule with the designated person
- Work with the immediate supervisor on the induction process, review date and other details ;
- Actively taking part in the Learning process;
- Familiarize oneself with the main employment policies identified in the Induction process;
- Recording one's progress through the Induction process and raise any questions and doubts for clarity;
- Participate in the in evaluating the Induction process
- Give feedback to ECYDO on how the induction process and the induction Protocol could be improved for future use.

Though the ultimate responsibility for adherence to the induction protocol and its implementation is that of the Executive Director, the Line Manager and the Head of HR, other staff and work units will take part in preparing specific orientation materials and will also support in the induction process as applicable.

6. New Employee's Induction Checklist

The induction checklist is a way of ensuring that information is imparted to new employees in an organized way and when they are most receptive. Using a checklist avoids overloading employees with information during the first weeks. It ensures that all areas are covered and done step-by-step. The checklist also helps to identify responsibilities according to the nature

and type of induction to be done. Those in leadership position should ensure that the checklist is properly understood and put into practice.

The checklist presented below is a general induction checklist the covers broader aspects of the ECYDO’s induction to new employees. While this will provide the overall induction content, each work unit to which the new employee will be assigned has to develop its own detailed and specific induction content and focuses.

The main items contained in the checklist below are to show the general contents of induction of new entrants into ECYDO. This checklist only gives a general reference with the expectation that each department or unit will tailor the checklist for the inclusion of specific items as deemed relevant

Main induction contents	Responsible body	Timeframe
<p style="text-align: center;">Organizational</p> <ul style="list-style-type: none"> • Organizational vision, mission and values • Governance structure and systems • Major focuses of the organization • Current programs/projects and sources of resource and supports • Key stakeholders and clients • Information on member organizations • Main policies and guidelines 		
<p style="text-align: center;">Specific Department/unit focused</p> <ul style="list-style-type: none"> • Departmental/unit function • Introduction to colleagues • New entrants job • Supervision • Communication systems and facilities • Reporting structures 		
<p style="text-align: center;">Conditions of Employment</p> <ul style="list-style-type: none"> • Hours of work, including breaks and other arrangements • Working time/performance recording • Leave arrangements • Allowances and benefits • Availability and use of equipment, facilities and services 		

<ul style="list-style-type: none"> • Disciplinary code and code of conduct 		
<p style="text-align: center;">Health and Safety</p> <ul style="list-style-type: none"> • Health and safety information • Fire instructions and procedures • Accident and incident reporting • Security of personal effects • Staff ID and other information • Maintaining health and safety at work • Safe disposal of waste and keeping the environmental clean 		
<p style="text-align: center;">Staff Development</p> <ul style="list-style-type: none"> • Staff development provision and procedure • Study-leave arrangements • Career development and opportunities for promotion • Performance review procedures • Personal Development Plan 		
<p style="text-align: center;">Commitment to Quality Service</p> <ul style="list-style-type: none"> • Contributing to team work • Building “customer” relationships • Best use of resources • Adherence to equality 		

At the end of the process the induction checklist should be signed by the relevant parties and passed to the HR/staff development unit for recording on the human resources information system, and for retention for further use as necessary. While completing the induction checklist is an important procedure it doesn't replace the need to assess the new employees training or other development needs. If it is recommended in the checklist that there is a need for training or skill related orientation, this has to be included in the personal development plan of the employee for further consideration by the management of ECYDO.

This induction checklist is expected to be reviewed at certain interval following reviews and collecting feedback to fit the changing organizational environment and staff needs.