

The
CharityLearning
Consortium

INDUCTION WORKSHOP

13TH NOVEMBER 2015



Facilitated by
Gill Chester

Background

This document summarises the outcomes of an Induction Workshop hosted by the RetailTrust on 13th November 2015 and facilitated by Gill Chester from Little Man Project.

The overall objectives of the day were identified by the group as:

- ✓ Sharing best practice.
- ✓ Standardising the induction process.
- ✓ Creating an induction programme that incorporates staff in a large geographical area.
- ✓ A template for line managers – covering what happens on day 1, week 1 and month 1 etc.
- ✓ Creating an interesting and interactive induction programme to decrease turnover and encourage new staff members to feel included within the organisation.
- ✓ To form an online network/support group from today to continue sharing ideas.
- ✓ To streamline the process so that managers have more time and can concentrate on the role rather than the overall picture.

Personal experiences

On arrival, participants were asked to reflect on their own experiences of induction and write on post-it notes examples of good and bad experiences. This was a great icebreaker but also started the group thinking about things they could incorporate into their thinking during the rest of the day.

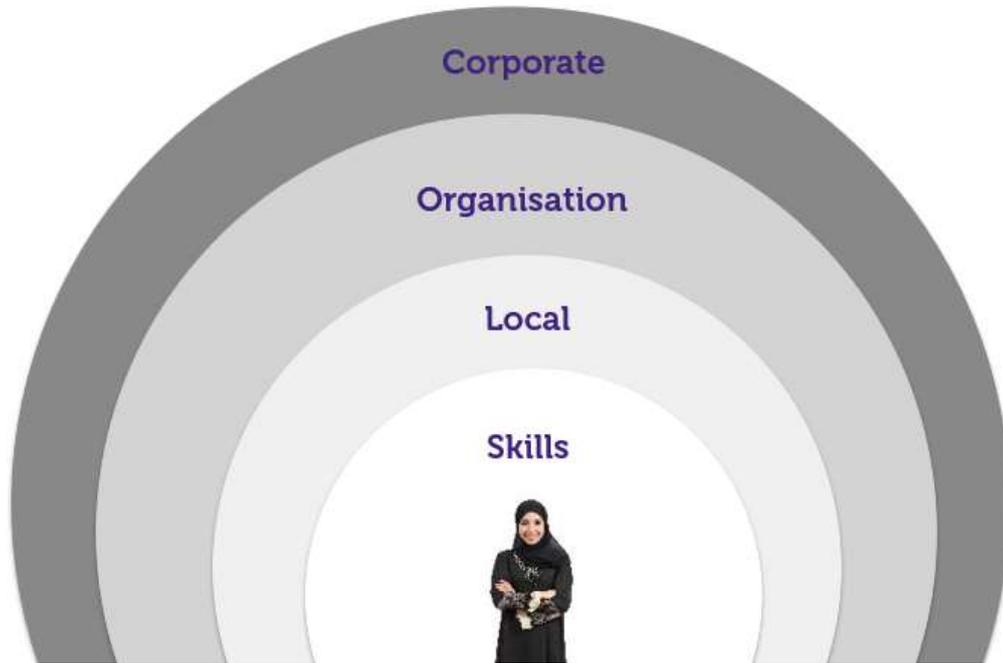
Purpose of an induction

Participants were split into two groups. Each group took a different perspective and sought to identify the purpose of an induction. This section sets out the findings.

What do new starters need?	What does the organisation need?
<p>To feel welcomed before starting their role by receiving a welcome card/text.</p> <p>To be informed about dress code, start time, whether to bring lunch, parking facilities, who to ask for on arrival.</p> <p>For a manager to advise their team that there will be a new starter and to ensure they are welcomed into the team/department.</p> <p>Clarification about what will happen on day one, week one and in the coming months.</p> <p>To be eased in gently – with no tight deadlines on day one! Have enough time to build relationships and have opportunities for social interactions with staff, key stakeholders.</p> <p>To have an engaged and positive buddy/mentor who is not their manager.</p> <p>Be shown all the necessary amenities and that all kit is ordered in time and works.</p> <p>Have the opportunity to shadow other roles, and to get out and about with key stakeholders.</p> <p>To know the bigger expectations of the team.</p> <p>No jargon! Have a relaxed and fun atmosphere.</p>	<p>To do the job from day one.</p> <p>For the new starter to use the pre-start time to gain a sound understanding of the role and organisation. To start to think about what they are going to do and how they are going to interact with their team and the organisation.</p> <p>To set objectives and expectations on day one, this includes examples of three and six month expectations.</p> <p>To be interested in the new starter, ask about what they have done before, what motivates them etc.</p>
<p style="text-align: center;"><u>Conclusion</u></p> <p>It was felt that the needs of both the new starter and the organisation are not 100% realistic.</p> <p>The organisation acknowledges that the new starter should be eased in gently.</p> <p>A new starter may feel ‘excluded’ but that is not the intention of the organisation, it can appear that way due to time constraints of a busy day!</p> <p>The conclusion was therefore that the induction needs to bridge the requirements of both.</p>	

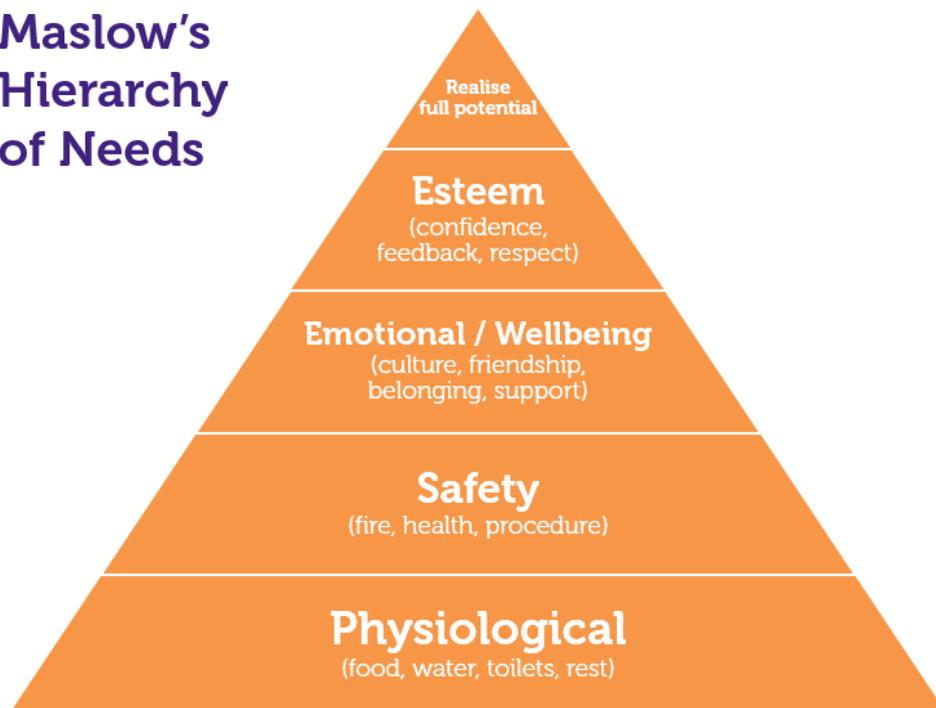
Types of induction

You can break down the different types or requirements of an induction process into a number of ways, but Gill presented it as a hierarchy.



She then asked participants to apply Maslow's Hierarchy of Need to an induction process so they could see how the timing of information is important.

Maslow's Hierarchy of Needs



The group were then separated back into their groups to discuss what topics might be covered at different induction levels.

Corporate Level Background to the organisation	Organisation Level Working at the organisation	Local and Skills Level Your team and role (and the skills you need)
<p>History of the company, why we exist and how we do things.</p> <p>Purpose - what is its organisational niche?</p> <p>Explain the company ethos, aims and strategy.</p> <p>Corporate message/s to be clear and concise.</p> <p>Rational of the Induction - where does the new starter fit in to the corporate strategy.</p> <p>Gill's addition - include case studies of how the company functions e.g. how a service user was assisted.</p>	<p>Make the Induction meaningful and relevant - ideally it shouldn't be a box-ticking exercise.</p> <p>Sell the benefits of compliance and safety training rather than it being 'dry'.</p> <p>Balance F2F sessions with elearning tasks.</p> <p>Ensure responsibility is taken by either the manager or new starter themselves to complete the Induction.</p> <p>Sign posting - direct the new user to where they can find the information they need.</p> <p>Explain compliance and its importance in helping to bridge the gap between nurturing a new starter and corporate legal requirements.</p> <p>Gill's addition - look into an activity lead approach.</p>	<p>Managers to speak with new staff and introduce them to the team.</p> <p>Explanation of the role, responsibilities and methodologies. Also, make the new starter aware of industry associations.</p> <p>Explain the obvious! (Don't go onto auto-pilot and think new starters will know it automatically).</p> <p>Make it known that the new user can start their role from day one - week one should be engaging.</p> <p>Discuss skills gaps in a supportive way and clarify a timescale for relevant training.</p> <p>L&D Team - make sure managers feel competent to engage with new staff.</p> <p>Set out when 1-2-1's will be, what they will involve and when their appraisal will take place. Encourage the new starter to see 1-2-1's/appraisals as positive opportunities to discuss skills matrix.</p> <p>Gill's addition - should new staff make decisions for themselves about the pace and content (chosen from a toolbox) of their Induction?</p>

Gill summarised this discussion with the following topics/content you might want to consider at each induction level.

Corporate Level	Organisation Level	Local and Skills Level
Background to the organisation	Working at the organisation	Your team and role (and the skills you need)
Welcome	Policies and where to find them	What to expect (first week, month)
History	Key compliance information	Your hours
Structure	H&S requirements	Office tour
Key people	HR services	Your desk/hotdesking
Our people	IT systems and support	Team meetings
What we do	Ethnicity, Diversity and inclusion	Fire evacuation
How we are funded	Code of conduct	Finding information and support
Service users and volunteers	Performance Management	Training and development
How we work		Supervision
Our values/ethos		Your role
Culture		1-2-1 meetings
		Managing volunteers/clients
		Carrying out a risk assessment
		Using our CRM

Resource types within an induction

We then started to explore the different ways induction activities can be delivered. The group identified the following methods.

Videos	Welcome Booklets
Podcast	Walkabout
F2F	Peer Support
Webinars	Guided Reading
Managerial Support	Forums
Skype	Coaching
Social Media	'How to' Guides
Elearning	Meetings
Buddy/Mentor	Goodie Bags
Self-Reflection	

Also discussed were ...

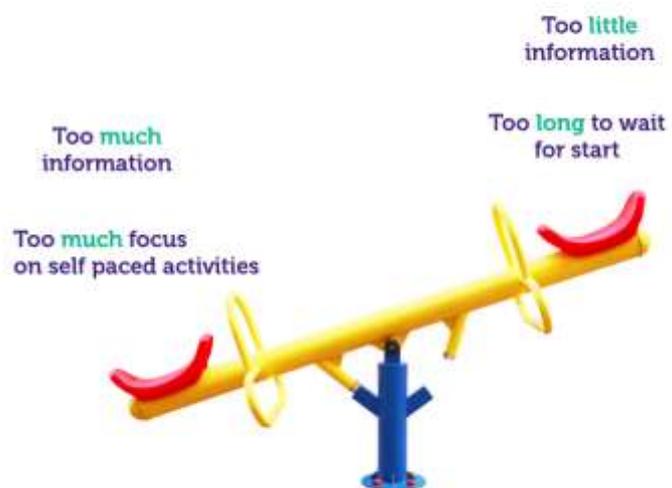
- ✓ Live Games
- ✓ Email
- ✓ Wikipedia
- ✓ Job Aids

Gill summarised these activities and presented her suggestions broken down into scheduled and self-paced activities.

Scheduled	Self Paced
<ul style="list-style-type: none">• Training• Presentations• Live online learning• Webinars• Coaching/mentoring• F2F meeting• Live games	<ul style="list-style-type: none">• Elearning / online games• Documents• Activities• Audio files / podcasts• Videos• Job shadowing• Forums• Social platforms• Intranet• Community of practice• Email• Learning Journal• Blogging• Wiki• Handbook• Job aids

Resource types within an induction

As a group we discussed the timing of induction activities and the need to find the right balance.



The time between a job offer being accepted and the user starting is key and it can be utilised to start the induction process. The quality of the pre- and post- start date induction must be standardised to maintain a new starter's interest, engagement and branding is a powerful element of that.

Shelter use new starters personal email addresses to enrol them onto their LMS before they start so they can complete a 30 minute Induction programme. It is very picture focused to explain what Shelter do. Gill suggested also introducing something about what the new starter can expect in the first week.

However, creating one programme where all the Induction material is located may actually deter a new user from completing the course. An idea is to create a selection of small programmes which include all the elements of the Induction.

The individual groups then added the topics they would like to include on a draft timetable based on its time of need.

Each group used the draft table provided by Gill as shown below:

	Offer Accepted	Day 1	Week 1	Month 1 - 3	Ongoing
Corporate					
Organisation		Start Date			
Local					
Skills					

Resource types within an induction

This table sets out the results of the groups activity.

	Offer Accepted	Day 1	Week 1	Month 1-3	Ongoing
Corporate	<ul style="list-style-type: none"> ➤ Video (CEO Intro) ➤ Invitation to look at website ❖ Medical ❖ Offer letter ❖ Policies – Equality & Diversity ❖ 'Welcome to' Video ❖ Background ❖ Process of Induction 			<ul style="list-style-type: none"> ➤ 'Welcome Induction' 	<ul style="list-style-type: none"> ➤ Maintain a review/update of the organisation – where is it going, what are the changes/new projects? What is the big picture?
Organisation	<ul style="list-style-type: none"> ➤ Welcome pack (hardcopy, PDF) ❖ Welcome pack ❖ Map out journey ❖ Checklist 	<ul style="list-style-type: none"> ➤ F with org. systems, e.g. Intranet ❖ Checklist 	<ul style="list-style-type: none"> ➤ F with policy 'How we do things' 	<ul style="list-style-type: none"> ❖ Personal expectations 	
Local	<ul style="list-style-type: none"> ➤ New starter email from team (info & fun) ➤ Text/email from Manager/Team ❖ New Starter Email – informal ❖ Team Bio's ❖ What to expect on Day 1 	<ul style="list-style-type: none"> ➤ F with facilities/team/health & safety ❖ F with team ❖ Health & Safety ❖ Objectives 	<ul style="list-style-type: none"> ➤ Meetings set-up with others in their team ❖ Key internal and external contacts ❖ Shadowing ❖ Meeting with team 		
Skills			<ul style="list-style-type: none"> ➤ Identifying skills sets (bespoke) 	<ul style="list-style-type: none"> ❖ Identifying skills sets 	<ul style="list-style-type: none"> ➤ Continual monitoring of skills: strengths/gaps ... enhancing and filling the gaps.

F = Familiarization