

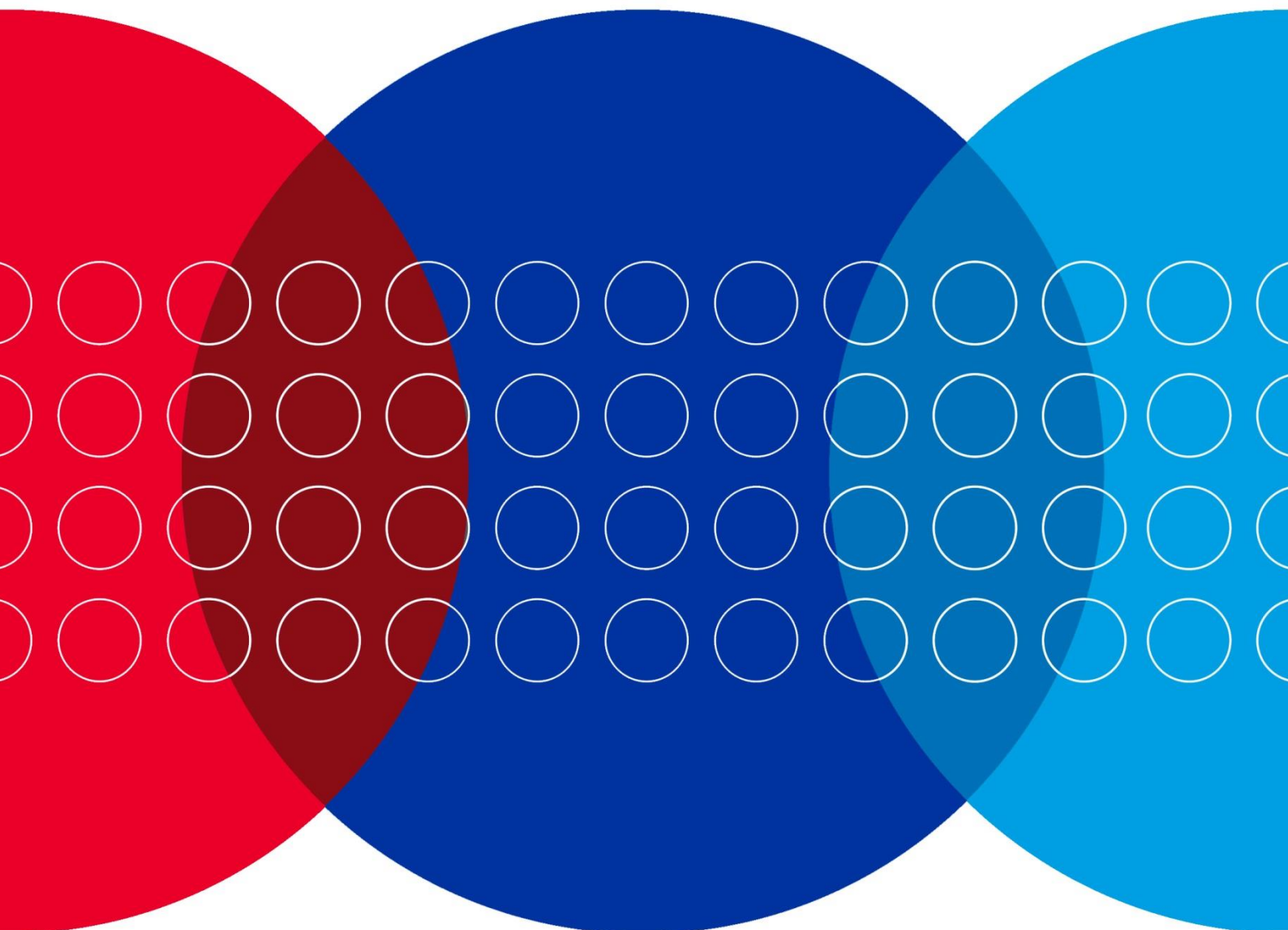


Government
of South Australia

Office for the Public Sector

GUIDELINE OF THE COMMISSIONER FOR PUBLIC SECTOR EMPLOYMENT:

INDUCTION



Guideline of the Commissioner for Public Sector Employment – Induction

Date of Operation 12 December 2016

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Who is covered by this guideline? This Guideline is intended as a Whole of Government Policy for South Australian public sector agencies as defined by the *Public Sector Act 2009* and may be adopted and applied by individual agencies. For further information, see section 3.2 of this document.

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1 INTRODUCTION

A strong public sector is vital to delivering the strategic and operational priorities of the South Australian (SA) Government. To be successful, employees who are new to the Public Sector, or new to a role, need to have a clear understanding of expectations, priorities and their responsibilities as public sector employees.

Induction provides a positive foundation for the relationship between public sector agencies and their employees, by ensuring that employees are welcomed, oriented, educated and supported to be productive in their roles. For employees who are new to the Public Sector, it is also a critical point to communicate, clarify expectations, and demonstrate the SA Public Sector Values. Investment in an appropriate, structured induction program demonstrates that agencies respect their employees and are invested in preparing new employees to succeed.

It is important that all public sector agencies undertake a strategic approach to on-boarding, which starts before the first day of employment, includes induction and orientation, and supports new employees to become fully engaged, culturally aware and productive members of the workforce. A variety of research studies have demonstrated that organisations that implement formal, structured induction programs for new employees to teach them what their roles are, what the organisation norms are and how they are to behave, are more effective than those that do not ¹.

This Guideline establishes the foundation for good practice induction in the SA Public Sector, specifically as related to the design, structure and administration of employee induction systems. The Guideline provides a basis for each agency to develop its own approach to best suit its own context and people and to integrate with existing people management systems.

The Guideline also provides a basis for a standard online SA public sector induction that complements any online or face-to-face processes in place within agencies. Irrespective of an employee's role, location or agency, it is essential that all SA public sector employees have a line-of-sight to who they serve, and a clear understanding of the purpose and functions of government, priorities, and responsibilities as public sector employees.

Under Section 14(1)(d) of the *Public Sector Act 2009* (PS Act) the Commissioner for Public Sector Employment may issue Guidelines relating to public sector employment matters.

This Guideline should also be read in conjunction with the *Premier's Direction: Induction* issued pursuant to Section 10 of the PS Act which prescribes minimum standards SA public sector agencies must follow².

¹ Bauer, Bodner, Erdogan, Truxillo & Tucker, 2007

² With the exception of the Courts Administration Authority, the Legal Services Commission, the Independent Commissioner Against Corruption and Office for Public Integrity.

2 WHAT IS INDUCTION?

"Induction" refers to a formal, structured approach used to welcome employees. It is an essential step in building the relationship between an employee and their agency, and to ensuring that new employees are best positioned to promptly be effective in their roles.

Induction involves structured orientation, training and coaching of employees who are new to the Public Sector, an agency or a role. It provides a process and program for formally introducing and integrating an employee into the culture of an agency, and ensuring that employees develop a clear understanding of roles, structures, responsibilities, policies, procedures, priorities, key stakeholders and deliverables. It also provides the opportunity to address other practical considerations for new employees, such as ensuring familiarity with the physical work environment and introductions to work groups.

It is essential that all new employees to the Public Sector undertake an induction. There are, however, many other points in time when it would be appropriate for employees to participate in a form of structured induction. These "transition points" include:

- When an employee transfers to another SA public sector agency;
- When an employee moves roles within an agency;
- Employees who are new to a line management or expanded management role;
- Employees who are new to an executive or chief executive role.

It is a core responsibility of line managers to ensure that new or transferred employees complete an induction. There may be a variety of contributors who additionally participate in the delivery of the various components of a formal induction program or process.

2.1 Why is induction important?

A new employee's first contact with their working environment is important to establishing expectations for their performance and relationship with an organisation. Induction provides a positive approach to managing employees who are new to an organisation and/or role, improving the likelihood that the employee can perform well and achieve their potential.

In the short-term, effective employee induction can support³:

- Role clarity - ensuring the new employee understands their role and expectations;

³ Bauer, et.al., 2007

- Self-efficacy or self-confidence – improving the likelihood that a new employee will feel motivated and confident in doing the job well;
- Social integration – maximising the opportunity for the new employee to feel socially comfortable and establish effective working relationships.

In addition to ensuring early adjustment of employees in a new role, effective induction can support⁴:

- Shorter timeframes before a new employee can become fully productive and effective in their role;
- High levels of employee engagement, commitment and job satisfaction;
- Improved employee retention rates;
- Improved morale, performance, and discretionary effort.

3 AN INDUCTION SYSTEM FOR SA GOVERNMENT

Induction is a key enabler for public sector performance through the provision of structured orientation, training and coaching of employees who are new to the Public Sector, an agency or role. This Guideline outlines the foundation for a systemic approach to the design and application of induction across the SA Public Sector, based on principles, minimum standards, and providing an overview of key “transition points” in employment where it is desirable for employees to participate in a structured induction.

3.1 Principles

This Guideline recommends an approach to induction based on the following principles:

Clarity of expectations

Induction ensures the new employee understands their role, priorities for delivery and all related expectations. To serve the community and Government, all employees should have a clear line-of-sight between their work and the operational and/or strategic priorities of their agency and government.

Cultural alignment

Induction is one of a range of levers that supports a positive public sector culture. New employees should be introduced to the *Code of Ethics for the South Australian Public Sector* and the Public Sector Values and be provided with a sense of the organisational norms within an agency.

Facilitating connection

Collaboration and engagement are central to creating effective solutions together. New employees should be provided with the opportunity to connect with and establish interpersonal relationships with key stakeholders, potential mentors, and colleagues.

Commitment to compliance

It is essential that new starters gain an understanding of their responsibilities as public sector employees. Employees must be provided with orientation to the work site, and receive training on the basic contextual, safety, legal and policy-related information relevant to the role, agency and the broader public sector.

3.2 Minimum standards

In line with the *Premier’s Direction: Induction*, induction of new employees to the SA Public Sector is a requirement for agencies⁵. SA public sector agencies are to implement an induction system that incorporates, as a minimum, information and education to all new employees in their agency in respect of the following issues:

- overview of the purpose and functions of the SA Public Sector;
- the priorities of the SA Government and the relevant agency;
- *Code of Ethics for the South Australian Public Sector* and the Public Sector Values;
- Independent Commission Against Corruption and the Office for Public Integrity including the *Independent Commissioner Against Corruption Act 2012* and the Directions and Guidelines issued by the Independent Commissioner Against Corruption, and public officer responsibilities;
- work health and safety obligations; and
- working with diversity and disability.

Further, all new South Australian Executive Service (SAES) executives must participate in the SAES Induction Program within the first 12 months of a SAES contract.

All public sector agencies subject to this direction must have regard to and apply the Guidelines of the Commissioner for Public Sector Employment, where practical.

⁵ With the exception of the Courts Administration Authority, the Legal Services Commission, the Independent Commissioner Against Corruption and Office for Public Integrity.

⁴ Bauer, 2010

3.3 Transition points and elements

Agencies should apply a structured approach to employee induction, adopting appropriate processes and methods to deliver induction to employees at various transition points of their employment (see Figure 1).

Broadly, agencies should:

- Develop and provide access to appropriate induction materials and checklists, in a format that meets literacy, cultural, language and learning needs of participants;
- Commit appropriate resources and expertise to support induction;
- Consider a staged approach to induction for new employees. Attachment 2 provides a good practice example of the stages of induction for new employees, including recommended timeframes for completion. These timeframes are a guide and agencies should develop an approach to completion of induction which best suit its own context, people and requirements.
- Ensure alignment of agency induction processes and the requirement for any mandatory training

programs within the agency (e.g. work health and safety training);

- Ensure that a performance management and development plan is in place for each employee within the first 90 days of employment, which will also assist line managers to actively manage the probation period to ensure the employee has the support and tools required to be successful in the role;
- Establish a process for monitoring and recording employee participation in induction;
- Consider mechanisms to ensure line managers and employees are aware of their responsibilities in promoting and completing induction;
- Consider mechanisms for employees to provide feedback on the effectiveness of the induction system, for example, retention rate of new employees over the first 12 months.

Table 1 provides a detailed overview of elements of the induction system, in line with the Premier's *Direction: Induction*.

Figure 1. Transition points

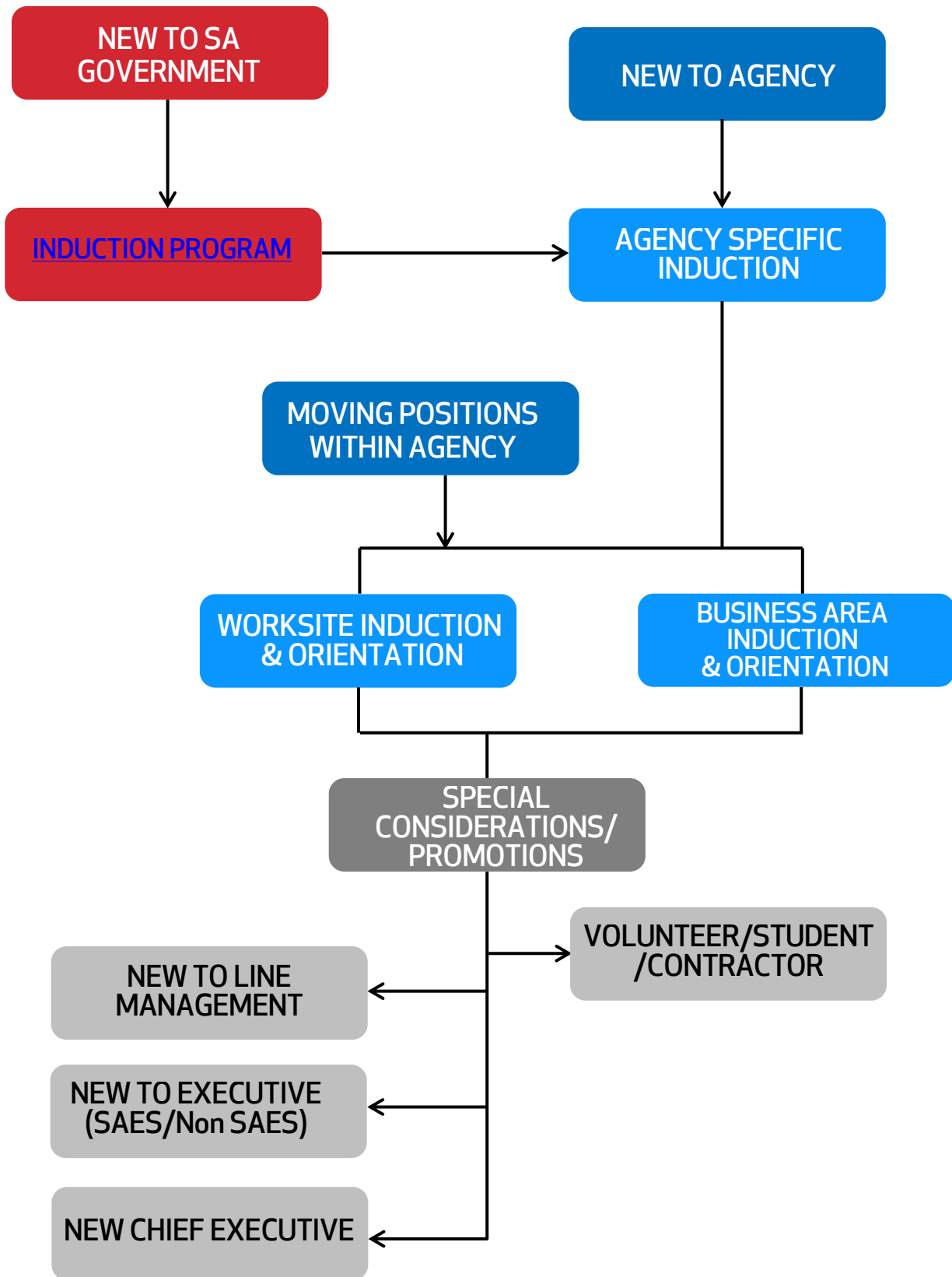


Table 1. Induction transition points and elements

Transition Points	Elements
<p>New to Government</p> <p>Employees new to the SA Public Sector are required to undertake a standard government induction program</p>	<p>A new online induction program will be published and maintained by the Office for the Public Sector.</p> <p>All new public sector employees should complete the induction program within 30 days of commencement. The induction program will contain as a minimum:</p> <ul style="list-style-type: none"> • Overview of the purpose and functions of the SA Public Sector; • Priorities of the South Australian Government; • <i>Code of Ethics for the South Australian Public Sector</i> and the Public Sector Values; • The Independent Commission Against Corruption (ICAC) and the Office for Public Integrity including the <i>Independent Commissioner Against Corruption Act 2012</i> and the Directions and Guidelines issued by the Independent Commissioner Against Corruption, and public officer responsibilities⁶; • Work health and safety obligations; and • Working with diversity and disability.
<p>New to Agency</p> <p>Employees who are new to government or transferring from other SA public sector agencies must complete an agency-specific induction to ensure new starters understand and are familiar with their new environment and role.</p> <p>There are three required components of induction and orientation:</p> <ol style="list-style-type: none"> 1. Agency-specific 2. Business area 3. Worksite 	<p>Agency-specific induction and orientation</p> <p>As a minimum, an agency-specific induction should involve an orientation session delivered face-to-face, online or in an information pack that contains:</p> <ul style="list-style-type: none"> • The mission, vision, priorities, context and remit of the agency; • The organisational structure and organisational charts; • The Minister/s the agency reports to and information on key stakeholders; • Whole-of-agency strategic plans; • Policies, guidelines and standards that are implemented across the entire agency (e.g. human resources, work health and safety, procurement, risk management). <p>Business area induction and orientation</p> <p>As a minimum, the new employee’s business area should provide new employees with:</p> <ul style="list-style-type: none"> • Business area organisational charts and relevant information on reporting relationships; • Key strategies and plans implemented locally; • Policies, procedures, guidelines and standards that are implemented locally; • Areas/work teams/initiatives/policies within the agency that relate

⁶ The Independent Commissioner Against Corruption provides education programs and resources to raise awareness of ICAC’s role and functions.

	<p>to all employees, such as work health and safety, records management, ICT, human resources, diversity policies and programs etc.</p> <ul style="list-style-type: none"> • Information on their specific role and responsibilities; • Information on agency performance management and development processes, and the requirement to establish a performance plan within 90-days of commencement in the role; • Resources, links, documents that an employee may need to access throughout their employment; • Any induction and orientation requirements specific to particular business areas/occupational groups/professions e.g. Nursing and Midwifery Induction program, Police Induction Program, Responding to Abuse and Neglect - Education and Care (RAN-EC) Training.
	<p>Worksite induction and orientation</p> <p>As a minimum, agencies should familiarise new employees with:</p> <ul style="list-style-type: none"> • Their physical worksite, including office layout, floor maps, ICT resources (desktop, printers, phones, intranet, network folders etc.) telephone listings and other useful phone numbers and facilities (bathrooms and kitchen); • The work environment, including organisational cultures, work relationships, structures, systems and resources; • The work health and safety provisions and requirements in the workplace.
<p>Moving positions within Agency</p>	<p>Employees moving to a position in a different business area within the same agency need only undertake the worksite orientation and the business area induction and orientation described above.</p>
<p>Special Considerations</p> <p>Other transition points in employment or special circumstances where induction and orientation should be considered.</p>	<p>In addition to whether the employee is new to the SA Public Sector or new to an agency, there are other special considerations that must be made during the planning and implementation of an induction process for a new starter.</p> <p>A new starter may be a volunteer, student or contractor rather than a new employee and as such different conditions apply and are described below.</p> <p>A new employee may be new to management, new to executive or may be a new chief executive. These situations require special consideration which is detailed below.</p>
<p>Volunteer/Student/ Contractor</p>	<ul style="list-style-type: none"> • While a volunteer/student/contractor is not an employee, their induction is still important to ensure they are productive in a short time and that they feel welcome, safe and enabled to undertake their role. Discussions should still occur around agency expectations of them in their role; however they do not participate in the agency's

	<p>formal performance management system. (<i>Also see Guideline of the Commissioner for Public Sector Employment – Volunteers</i>).</p> <p>Agencies should:</p> <ul style="list-style-type: none"> • Identify the level of induction and orientation the volunteer/student/contractor is to receive - taking into account the length of service, relevance to the position and duties, level of responsibility and according to the nature and degree of the risks associated with the particular tasks of the position; • Ensure that relevant induction and orientation information is provided to the volunteer/student/contractor and relevant checklists are completed.
<p>New to line management</p>	<p>Agencies should ensure that employees and new employees who are also new to line management are:</p> <ul style="list-style-type: none"> • Provided with a copy of relevant management competency or capability frameworks or performance standards in place within the agency; • Provided with information on relevant policies and procedures and delegation frameworks; • Made aware of performance management and development processes, and establish a new performance agreement within 90-days of commencement in the role; • Connected to any mandatory training associated with the role and made aware of leadership and management development opportunities available through their agency or externally.
<p>New to executive (SAES/Non-SAES)</p>	<p>Agencies should ensure that new executives are:</p> <ul style="list-style-type: none"> • Provided with a copy of the South Australian Executive Service (SAES) Competency Framework when applicable; and relevant performance standards in place within the agency; • Enrolled into the SAES/Executive Induction Program coordinated by the Office for the Public Sector; • Provided with information on relevant policies and procedures and delegation frameworks; • Made aware of performance management and development processes, and establish a new performance agreement within 90-days of commencement in the role; • Connected to any mandatory training associated with the role and made aware of leadership and management development opportunities available through their agency or externally.
<p>New chief executives / agency heads</p>	<p>Chief executives and agency heads have access to the Chief Executive Development Suite provided by the Office for the Public Sector. The range of services available include:</p> <ul style="list-style-type: none"> • FAST START induction program;

	<ul style="list-style-type: none"> • Customised roundtable discussions focused on hot topics identified by chief executives; • Coaching and mentoring; • Chief Executive Forums; • Advice and support to identify, assess and develop their leaders; • Opportunities to share experiences and reflections on public sector leadership; • A tailored, one-on-one advisory service for chief executives.
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4 ROLES AND RESPONSIBILITIES

<p>Commissioner for Public Sector Employment</p>	<ul style="list-style-type: none"> • Collect information to monitor agency application of this Guideline. • Ensure availability of online induction program. • Ensure the SAES Induction Program is provided on a biannual basis. • Ensure the Chief Executive Development Suite is available and resourced.
<p>Chief executives and agency heads</p>	<ul style="list-style-type: none"> • Ensure that an appropriate agency induction procedure is in place in accordance with this Guideline. • Ensure that an induction and orientation process and/or program are available for all employees. • Ensure sufficient resources are available to support induction and orientation within the agency. • Promote and play a visible role in demonstrating commitment to the effective induction, orientation and full on-boarding of employees within the agency.
<p>Line managers/supervisors</p>	<ul style="list-style-type: none"> • Ensure all new employees undertake the induction process and participate in any orientation program (face-to-face or online) irrespective of the level or type of employment e.g. volunteer, casual, temporary, ongoing, executive, contractor. • Determine the depth of an induction and orientation program for volunteers/students/contractors, with specific emphasis on risk (Also see Guideline of the Commissioner for Public Sector Employment – Volunteers). • Ensure the induction process is planned for and start as soon as a new employee commences in a role. • Actively manage the probation period of new employees to ensure the employee has the support and tools required to be successful in the role. • In the event the employee is not performing to the expected standard implement a performance management and improvement program with the support of the agency's HR unit.

	<ul style="list-style-type: none"> • Ensure induction and orientation documentation is completed and forwarded to the appropriate person for filing in personal files or in electronic records. • Assist in identifying gaps in induction and orientation through, but not limited to, employee feedback, evaluation forms, workforce training and assessment activities and risk management activities.
Employees	<p>New employees:</p> <ul style="list-style-type: none"> • Participate in all induction requirements in a timely manner; • Review and familiarise themselves with the information provided to them, such as induction manuals or online resources; • Provide feedback to enable review and evaluation of induction process; • Maintain a record of their induction participation for the purpose of reporting. <p>Existing employees:</p> <ul style="list-style-type: none"> • If appropriate, attend relevant induction and orientation when changing roles and/or locations; • Welcome new employees into the organisation, workplace and team and provide relevant peer support.
Executive or senior manager responsible for human resources	<ul style="list-style-type: none"> • Provide/deliver appropriate induction and orientation resources for new employees and their managers to use. • Regularly review and update induction and orientation materials to reflect/include any changes/priorities within the agency. • Ensure managers are appropriately encouraged and supported to provide induction and orientation to new employees. • Regularly evaluate induction and orientation processes and continuously improve as required.

5 EVALUATION AND REPORTING

The Office for the Public Sector will be responsible for monitoring compliance with the requirement for agencies to implement an agency induction system. Section 19 of the PS Act enables the Commissioner for Public Sector Employment to require agencies to provide statistical reports on public sector employment matters at specified intervals.

Agencies should monitor participation of employees in induction programs and look to identify and address barriers to participation if the need arises.

It is strongly recommended that agencies collect and analyse feedback on employee experiences of induction processes and programs, and that this information is used for evaluation and continuous improvement purposes.

The Office for the Public Sector will monitor implementation of the [induction program](#) via existing data capture processes and data captured through the online program.

The implementation of agency specific induction activities will be monitored through the annual state of the sector survey. Key evaluation criteria will include participation rates and employee feedback on the quality of induction as intended in this guideline.

Data captured through existing sector-wide programs (e.g. SAES Induction and FAST Start) will support the evaluation of these initiatives.

6 USEFUL RESOURCES

Attachment 2 provides a good practice example of induction “stages” for new employees.

The Office for the Public Sector [website](#) provides a range of resources, including:

- Online [induction program](#) for employees who are new to government;
- Online induction for chief executives and agency heads;
- The *Code of Ethics for the South Australian Public Sector* and the SA Public Sector Values.

The Office for the Public Sector further coordinates the delivery of the SAES Induction Program.

The ICAC website provides a range of education programs and resources to raise awareness of ICAC’s roles and functions.

7 SUMMARY

Induction provides a positive foundation for the relationship between public sector agencies and their employees, by ensuring that employees are welcomed, oriented, educated and supported to be effective in

their roles. In line with the *Premier’s Direction: Induction*, induction of new employees to the SA Public Sector is a mandatory requirement for agencies. SA public sector agencies are to implement an induction system that incorporates, as a minimum, information and education to all new employees in their agency. It is further recommended that agencies provide further forms of induction and orientation of employees at various “transition points” of their employment.

8 REFERENCES

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Commissioner for Public Sector Employment (2015). *Code of Ethics for the South Australian Public Sector*. Adelaide: Government of South Australia.

Public Sector Act 2009(SA)

Premier’s Direction: Induction

Attachment 1: Abbreviations and glossary of terms

<i>Induction</i>	A formal, structured process used to introduce the new/transitioning employee, through the provision of information about the organisation, priorities, responsibilities and work environment.
<i>Orientation</i>	A transactional activity that introduces new employees to the organisation, their line manager, fellow employees and facilities.
<i>On-boarding</i>	Also known as organisational socialisation, refers to the process through which new employees acquire the necessary knowledge, skills, and behaviours to become effective organisational members and insiders. On-boarding commences after the new employee reports for work and continue until the new employee has become a fully engaged, culturally aware and productive member of the workforce.
<i>Performance agreement/plan</i>	An agreement between and employee and line manager/supervisor that sets out key tasks, priorities and agreed measures for the performance period, in addition to documented learning and development goals and plan. This may include key competencies and behaviours.
<i>SAES</i>	South Australian Executive Service

Attachment 2: Good practice example – Stages of Induction for New Employees

This attachment comprises an example of how an agency may choose to incorporate “stages of induction” into induction processes for employees who are new to an agency.



Stage 1: Prior to Commencement

There are a number of activities to be completed before the new employee begins. Begin planning their arrival as soon as they have accepted the job.

Agencies should have a pre-commencement checklist to identify the activities that must be completed prior to the new employee commencing work. Such activities include completing the relevant HR forms, sending the employee contract and other relevant paperwork to the employee and organising the employee’s work station and ICT requirements.

TIPS FOR BEST PRACTICE INDUCTION PROCESSES PRIOR TO COMMENCEMENT:

1. **Manage expectations during recruitment.** The management of expectations during the recruitment process is key to the induction process. This includes clear communication about the culture, employment conditions and most importantly the expectations of the role.
2. **Welcome and confirm details.** When the new employee has accepted the offer of employment, managers should express their enthusiasm in them starting and clarify their start date, place and time.
3. **Announce arrival.** Managers or directors of a work area or work team should send an email announcement to their area announcing the new employee’s arrival and their previous experience and their new role. Managers should inform security and/or reception of the employee’s arrival date and time and consider any other employees

who might need to be informed of the employee’s arrival and let them know.

4. **Plan a welcome activity.** This should occur during the first day, if possible (e.g. a morning tea or lunch).
5. **Collect vital information.** Managers should provide copies of important documents to give to the new employee on arrival (e.g. organisational charts, phone listing, copies of policies and procedures, organisational values, times of team meetings).
6. **Prepare work tasks.** Managers should plan the employee’s first work tasks so they can feel like they are contributing early on in their employment.
7. **Schedule meetings with key stakeholders.** Managers should plan meetings during the new employee’s first few weeks so that the new employee has an early opportunity to meet colleagues, direct reports, leadership team, clients, key contacts etc.

Stage 2: First 30 days

During the first few weeks it is important to get the employee familiar with the agency, workplace, policies, practices, and expectations on them. Managers should commence the induction checklist devised by the agency as well as any local area checklist; undertake the agency induction and orientation activities as well as the online [induction program](#) (if the employee is new to SA Government).

TIPS FOR BEST PRACTICE INDUCTION PROCESSES IN FIRST 30 DAYS:

Clarify

1. **Share culture and values.** Effort should be made to give the new employee an education of the agency's culture. Expose new employees to employees at their level who best embody the culture and values of the agency. The importance of discussing the unwritten expectations and ways of working within the organisation should not be underestimated.
2. **Encourage and answer questions.** Managers should create an atmosphere that will encourage questioning and learning.

Engage

3. **Hold regular meetings.** Managers should debrief regularly with the new employee, even touching base each day to communicate that they support the employee's efforts. Managers should consider arranging regular 'catch-up' meetings during the first month so they can answer any questions that the employee might have and provide feedback.
4. **Encourage networking opportunities.** Induction should also have a focus on helping the new employee build relationships with internal and external stakeholders. Managers should encourage and support the new employee with wider networking opportunities to develop competence in their role.
5. **Mentoring and support.** Managers should connect the employee with a mentor or "buddy" who can be a sounding board for the new employee over the first few months in the role.

Manage performance

6. **Explain performance management system.** Induction should include a clear discussion about the performance management process, expectations and work styles between the manager and new employee. Evidence shows that when employees are given clear expectations they perform better and are more fulfilled in their work.
7. **Explain and assign first task/s.** Explain the expected outcomes of work and the importance. Describe the key features of the task, who else they will be working with, their role and level of authority.
8. **Managing performance during probation.** Extra effort is required to support and monitor employees during the probationary period. This will help employees become productive more quickly and will also help to identify performance gaps which should be documented and addressed. This evidence may be used to support a decision

not to confirm employment at the end of the probationary period.

9. **Provide feedback.** It is important that new employees are provided with feedback from the very beginning. This can address any issues before they become problems.

Stage 3: End of 90 DAYS

By the end of the first 90 days of employment, the induction and orientation process should be completed. The employee should have developed an initial performance plan in partnership with their line manager. The induction checklist should be completed and a copy forwarded to the appropriate person/area for inclusion in the employee's personal file. New employees should be encouraged to complete an evaluation of the induction process for assessment of value and continuous improvement purposes.

TIPS FOR BEST PRACTICE INDUCTION PROCESSES AT END OF 90 DAYS:

Provide support

1. **Discuss opportunities and difficulties.** After about three months managers may wish to make a time with the employee to discuss their experiences of the role and the organisation.
2. **Collect and provide ongoing feedback.** Managers should provide regular informal feedback by having frequent discussions about their objectives set through the performance management process, their productivity and comfort level.

Oversee Learning and Development progress

3. **Ensure completion of mandatory training.** Managers will be responsible for ensuring that the new employee has enrolled and completed any mandatory training within the recommended timeframes (both face-to-face and online).
4. **Ensure completion of technical training.** Managers will be responsible for ensuring that the new employee has completed any technical training that they require to perform in their role.

Plan for the future

5. **Plan development and set objectives.** Managers should discuss and present continued learning opportunities, events or activities. This should involve a review of the objectives managers set with the new employee in their first weeks of employment and discuss their progress and achievement. This should be done as part of the performance management process and include reviews and setting of further objectives.
6. **Celebrate success.** Managers should celebrate the new employee's success over the first 90 days

with recognition of their contributions, perhaps including a congratulatory email from the manager or team leader/director (where appropriate).