Trinity College Dublin
Coláiste na Tríonóide, Baile Átha Cliath
The University of Dublin

Induction Guidelines for Managers
May 2015

Introduction

This document is designed to be used by managers as an aid when carrying out an induction meeting with a new staff member.

Induction is a process of assisting an employee to adapt to a new work situation and provide them with the information necessary to contribute effectively to the work of the School or Area and to the University as a whole.

The induction process should cover information about the University and its structures, the School or Discipline, Faculty and about the new staff member's specific post.

Policy Statement

It is the responsibility of Trinity as an employer of best practice to ensure that all new, promoted or transferred employees receive an appropriate Induction programme on commencement of employment or transfer to a new work area, in line with guidelines set out in this document.

What is Induction?

Induction is a process by which employees are received and welcomed into the University. It is a method of formally introducing the employee to their work location and colleagues. A clear understanding of their job, role and responsibilities and the mission and vision of the University as a whole will be provided. An effective induction process will ensure that the employee is supported in achieving expected performance levels.

The Benefits of Induction

A successful induction process has many benefits for the Manager/Head of Area, the new staff member and the University, including:

- New staff members gain an understanding of the objectives, culture and philosophy of the University.
- New staff members become more effective in a shorter time frame.
- Improves motivation, performance and knowledge.
- Opens the lines of communication between the staff member and manager.
- Clarity in relation to local policies and objectives.
- Gives new staff members a sense of certainty not only in their own job, but also in the overall professional environment.
- Providing the basis for training needs analysis.
- Clarity around performance indicators.
- Clarity in relation to employee relations policies/procedures.
- It can reduce the risk of new staff members leaving the job after a short period of time.

Levels of responsibility

The Manager/Head of Area is responsible for:

- Ensuring all aspects of the Induction process are completed in a timely manner and for progressing through the Induction Checklist with the new staff member.
- Identifying a work colleague/buddy who can assist with relevant queries the staff member may have during induction.
- Reviewing and completing the pre-employment checklist and compiling the necessary materials/resources ahead of the new staff member's arrival. This will include ensuring that appropriate desk space and equipment are in place on the new staff member's first day.
- Ensuring that either the Manager/Head of Area or designated person is available on the first day to meet the new staff member.
- Scheduling appointments in their diary over the first week, first month, 3 months, 6 months to have regular, short meetings with the new staff member. These meetings will be an opportunity to exchange feedback and to ensure the new staff member is settling into their role effectively.
- Releasing new staff for the Induction Day organised by Staff Development.
- Recording details of employees who have completed the Local Induction Checklist and ensuring a scanned copy of the signed Local Induction Checklist is returned to the ASD HR Partner within 1 week of the new staff member starting in their role.
- Arranging all other relevant training identified.

Employee is responsible for:

- Co-operating fully with the Induction process and attending all scheduled training.
- Progressing through the Induction Checklist with the Manager/Head of Area and seeking clarification on any documentation before sign off.

Work Colleague/Buddy is responsible for:

- Welcoming the new staff member into the University and supporting the new staff member with their work environment.

Who should be brought through the Induction process?

All employees new to Trinity College should be brought through the induction process. Where an employee has transferred from one department to another within the University, the Manager/Head of Area should hold an induction meeting and cover the topics which are relevant to the employee (e.g. hours of work, structure of department, duties of the role, etc.).

Who should carry out the induction meeting?

The induction meeting should be carried out by the person to whom the new employee will report into (this should also be the person who will carry out the probation reviews). This may be the Head of School or Area or, for example, the Chief Technician, School Administrator or Principal Investigator in the case of research staff.

When should the induction meeting be carried out?

Ideally, the induction meeting should be carried out on the new employee's first day. If this is not possible, it should be done within the first week. It is the manager's responsibility to schedule this meeting and it is suggested that at least one to two hours should be set aside for the meeting.

What should be covered in the induction meeting?

Please refer to the accompanying Induction Checklist document. It is recommended that all topics on the Induction Checklist be covered (unless they are not applicable to the new employee).

In advance of the induction meeting, the staff member should be given the "Induction Information for New Staff" document to read. The new staff member can then raise any remaining queries they have at the induction meeting.

The Manager/Head of Area should talk through the Local Induction Checklist with the new staff member and tick off the topics as they are discussed.

Where can I get further information?

This document provides basic information and guidance for managers. Further information on specific policies and procedures, as well as contact details, can be found on the Human Resources Office website (www.tcd.ie/hr) or from your Faculty/Area Human Resources Partner.

Additional information can be found in the "Induction Information for New Staff" document.

Following a successful induction process the new staff member should:

- Have a firm understanding of the objectives, culture and philosophy of the University, their Discipline/Area and Faculty
- Have been made aware of the University's policies and procedures.
- Be aware of the duties of his/her role.
- Be aware of key performance objectives and review procedures.
- Have a "buddy" or "go-to" person to clarify or guide if problems arise.
- Be familiar with their new working environment and have been introduced to colleagues.
- Has the necessary information to carry out his/her role and contribute to the School or Area and to the University as a whole.
- Have a forum to ask questions relating to their new role and give feedback to the Line Manager.

Induction Checklist

The Manager/Head of Area should go through all of the topics listed in the accompanying Induction Checklist, unless the topic is not applicable to this staff member. Managers/Heads of Area who are carrying out the Induction should also refer to the accompanying "Information for New Staff Members" document which covers many of the topics in the Local Induction Checklist. While the Manager/Head of Area is not expected to go through these topics in great detail, it is their responsibility to ensure that the new staff member is aware of where to find this information.

The Manager/Head of Area should e-mail the "New Staff Member Induction Pack" when the new staff member starts.

The Manager/Head of Area should go through the items in the accompanying Local Induction Checklist under the following key areas:

- School/Area specific information/resources.
- Health & Safety information/resources.
- Teaching & Research information (if applicable).
- Information relating to the new staff member's specific role.

A typical induction would be structured as follows:

On the first day:

The Line Manager/Head of Area or delegated person introduces the new staff member to colleagues in the department and other key staff in the University relevant to their role. The new staff member should also be introduced to a work colleague who can act as a "go to person" or "buddy" to assist the new staff member with familiarisation with the operations of the department.

The Line Manager/Head of Area provides appropriate information to the new staff member in relation to their role and responsibilities and expected level of performance. The new staff member should receive the "Induction Information for New Staff" document and be talked through the Local Induction Checklist. The new staff member will be given details of any training that has been arranged by the Line Manager/Head of Area.

The first weeks:

It will be necessary to set time aside in the diary for the Line Manager/Head of Area to ensure the new staff member is settling in to their role. This will involve setting objectives, priorities, targets and discussing initial performance or development needs that need to be addressed. The probation process should be discussed with the new employee in the first week.

Within the first months:

Meetings should be arranged in the first few months between the Line Manager and the new staff member to discuss how well the new staff member is performing their duties and to identify what other support is required by the employee if necessary.