

DRAFT POLICY – INDUCTION OF NEW STAFF

Dated March 2022

Introduction

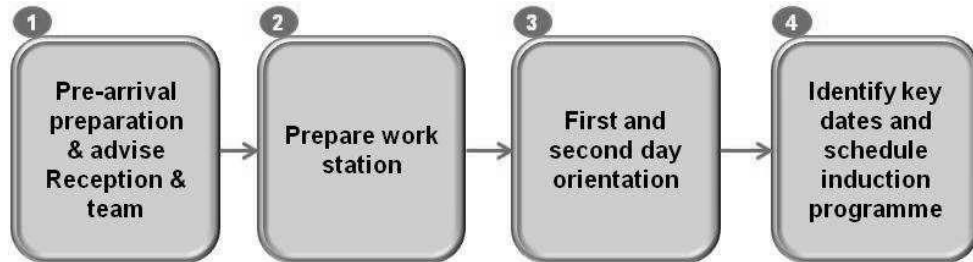
1. (1) The induction of staff is critical to ensuring—
 - (a) the comprehensive introduction of newly hired staff members to the operations, ethos and culture of a municipality; and
 - (b) the speedy integration and long-term retention of staff members.
- (2) Induction is an important component of the municipality's recruitment and selection, capacity building and retention of staff strategies and procedures.

Principles and purpose

2. (1) The importance of consistent induction requires all new municipal staff members to attend a standardised induction programme within a month of commencing employment.
- (2) Induction programmes should result in new staff members having a clear understanding of the operations of the municipality, as well as its structure, strategy, objectives and culture.
- (3) Municipalities should use induction programmes to:
 - (a) welcome new employees in a constructive way that projects a positive image of the municipality;
 - (b) introduce the staff member to the working environment and his or her colleagues;
 - (c) facilitate integration into the job functions, the department, team and the municipality as a whole;
 - (d) provide the new staff member with comprehensive information about the municipality's policies, health and safety requirements, procedures, facilities, and services;
 - (e) highlight and introduce performance standards, expectations and required behaviour patterns for effective job performance;
 - (f) establish a solid foundation for the staff member to embrace the challenges of the post and to build commitment to the municipality; and
 - (g) open effective communication channels.

Induction procedure guidelines

3. (1) The following steps are provided as a guideline for any induction programme:



- (2) **Step 1:** Pre-arrival preparation and advise reception and the team:

- (a) Prepare an information pack for the new staff member prior to arrival containing at least the following information:
 - (i) Welcome letter from the municipal manager and departmental head;
 - (ii) Offer letter and details of package;
 - (iii) Overview of benefits;
 - (iv) Code of conduct;
 - (v) Job description;
 - (vi) Start date, where and whom to report to;
- (b) One week prior to starting date, the supervisor should give the new staff member a courtesy call.
- (c) Prior to the arrival of the new staff member (i.e., a day or two before the new staff member commences employment), the supervisor should inform reception and the relevant team that the new staff member will be joining and provide information regarding the staff member's arrival in order to ensure a welcoming first day. The supervisor should ensure that reception knows that the new staff member will be arriving, and can direct the staff member to his or her new work station.

- (3) **Step 2:** Prepare work station: Ensure that the work area or desk is free and clean and provide some stationery. If the staff member requires a personal computer, arrange one and facilitate password access. Also organise parking and appropriate access cards, if necessary and applicable.

- (4) **Step 3:** First and second day orientation: This should be arranged and managed by Human Resources and the relevant supervisor. The orientation should entail at least the following:

- (a) Provide a workplace tour: Provide a guided tour of the municipality's work areas with which the staff member will have most contact, as well as staff and office facilities. Introduce the staff member to colleagues.
- (b) Support provided for general administration (personnel file created, payroll record created, benefits explained and finalised, uniform and work tools assigned, computer and e-mail address set up, telephone activated, keys and access cards provided, stationery and business cards issued, parking assigned), if and where applicable.
- (c) The staff member must receive the employment contract as well as copies of the municipality's applicable policies and be requested to sign the employment contract and a copy of it which he or she may keep.

- (d) Arrangements should be made for the staff member to meet supervisor for detailed discussion of—

- (i) expectations (for example, KPAs);
- (ii) work timetable and tasks for the following two weeks;
- (iii) accountability framework (meetings and reporting lines).
- (iv) information on the department that he or she will be joining. This will include the organisational structure of the department, the role of the department and how it fits into the larger organisational structure, as well as its strategic drivers. The supervisor must also discuss the new staff member's role and how it fits into the municipality, provide him or her with specific tasks for the weeks ahead, identify any courses or events that the new staff member should attend and make the required bookings.

- (5) **Step 4:** Schedule and run an induction programme: The induction programme should at least be a one-day session at the beginning of the month in which the employee commences employment to—

- (a) understand the municipality and its integrated development plan;
- (b) understand the structures of the municipality;
- (c) understand the vision and strategy of the municipality;
- (d) acquire insight into and understand the municipality's culture – "the way we do things" –and the municipality's values through messages from senior managers;
- (e) obtain an overview of policies and the staff member's rights and obligations;
- (f) meet peers from other departments; and
- (g) discuss performance and reward management and how it affects the staff member.

- (6) For staff members who are at middle management levels in the municipality, the municipality should customise the orientation to include—

- (a) meeting with the senior manager to agree on a written performance agreement with clear and realistic goals so that he or she has an early sense of what is expected of him or her and to negotiate realistic timeframes for the new staff member to assume responsibility;
- (b) providing guidance on managing relationships and coming to grips with the challenges and requirements of the new environment; and