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Topic 1

Develop recruitment, selection and induction policies and procedures

‘An organisation is only as strong as its people’ is a much-used phrase that is also an accurate observation of a successful business. To have the right people in your organisation is not just a case of good luck; the key to success is skilful recruitment of people with the attributes that your organisation requires.

To understand the type of people you need, you must understand the goals of the organisation and develop a recruitment and selection policy that will help meet those goals. Your policies will need to work within the requirements of relevant legislation and make use of all available avenues to attract the best people to fill your vacant positions.

In this topic you will learn how to:

- 1A Analyse plans to identify relevant policies and objectives
- 1B Develop recruitment, selection and induction policies and procedures
- 1C Review options for technology to improve the recruitment and selection process
- 1D Obtain support from senior management
- 1E Trial forms and documents and make necessary adjustments
- 1F Communicate policies and procedures to staff and provide training

1B

Develop recruitment, selection and induction policies and procedures

Your analysis of your organisation's strategic plans, policies and objectives may have revealed gaps in the employee competency and workforce. Recruitment may be part of your strategy to overcome these shortfalls.

Recruitment involves taking actions, such as advertising, to attract a number or pool of suitable applicants for a vacant position. You need to portray the organisation as a desirable place to work so that job seekers will want to apply.

Selection is the process of choosing the best person for the job from the pool of suitable applicants by utilising various tests and interviews to assess their skills, knowledge, attitude and compatibility with the organisation.



Recruitment policies

Recruitment policies, procedures and strategies should define how and where you recruit staff. The recruitment procedures are a product of your policy. Your procedures will be driven by your policies, legal requirements and the position you're recruiting for. Include procedures for identifying skill and knowledge gaps, analysing job requirements, preparing position descriptions and advertising.

Recruitment policies should always be focused on attracting the best candidate for the job.

Here are aspects that should be included.

Anti-discrimination

You must always follow state-based equal opportunity and anti-discrimination laws and diversity principles to ensure that women, older people, people with disabilities and members of minority groups are treated with equity throughout the recruitment process and the organisation does not overlook quality candidates from diverse circumstances.

Make sure you are familiar with the wording you can and cannot use when advertising a position vacancy.

You may also need to consider the perception of nepotism and decide whether family members and friends should be employed and if so what restrictions, if any, are applied to the positions they are employed to fill.

The need for fairness

Your policies should specify measures that ensure the process is fair. Measures include:

- informing all applicants in advance of tests
- fair, relevant and appropriate testing
- allowing opportunities for applicants to demonstrate skills
- providing feedback on testing
- treating applicants honestly, politely and in a manner that helps them relax
- conducting the process in an inclusive environment

Legal requirements

Your policy will also need to include the legal requirements for selecting staff, including anti-discrimination, access and equity and privacy and confidentiality. Measures will need to be in place to ensure that state and federal laws are complied with.

Selection procedures

Selection policies suggest actions that are set out clearly in selection procedure documents. The selection procedure will vary according to the position being filled, but written documentation should include guidance about particular actions.

Selection procedures specify:

- responsibilities when using an external agency
- arranging a selection panel and its composition
- compiling a short list of applicants (if appropriate)
- contacting candidates
- interviewing procedures and methodologies
- testing procedures
- contacting referees and making reference checks
- developing contracts
- informing people of selection outcomes and offering a position
- probationary periods.

Induction policies and procedures

Organisations invest a substantial amount of time and money in recruiting and selecting a new employee. Inducting them into the organisation is equally important.

The style and type of induction will depend on the nature and size of the organisation; for example, some organisations plan a formal, structured, intensive week-long program while others may provide a day-long program. Others may have an induction that consists of one-hour sessions spread out over a number of weeks.

Here are comparisons of both effective and ineffective inductions.

Organisation websites

If an organisation uses print media to advertise, they generally refer applicants to their organisation's website. By referring people in this way, you can provide minimal information about your organisation in your print advertisement and place comprehensive material on your website.

Here are five advantages of using your organisation's website in recruitment activities.

Present a positive image

A well-designed website presents a positive image of your organisation and attracts the attention of prospective employees from all around the world. The organisation's objectives, vision, mission, policies, products and services can be presented on the website to give potential applicants comprehensive information about your organisation.

Offer a search function

Setting up a search function or recruitment link will allow potential employees to search for vacant positions. Pages can be posted showing the job specification, required skills, knowledge, attitude and experience to allow applicants to match their abilities to the job requirements.

Cater for candidate's needs

Making the application process less time-consuming and as easy as possible can also create a competitive advantage within the job market. Potential applicants are more likely to make a speculative application if it is a simple process. Recruitment is about attracting as big a pool of suitable applicants as possible. Having application forms and information packs available to download removes the need for the applicant to approach the organisation. This can be an advantage if the person does not want their current employer to know they are actively seeking another position.

Submit application online and pre-test candidates

The internet also allows for application forms to be filled out and submitted online. As part of the online process applicants can submit electronic copies of their résumés and some preliminary testing can be conducted. Applicants can complete a variety of questions to gauge their knowledge, skills and experience. Areas such as numeracy and literacy, cognitive skills and problem-solving can be tested online. For an example, visit IBM's career resource centre on their website at: www-07.ibm.com/employment/au/.

Example: online recruitment tools

For an example of an online recruitment process go to www.miningemployment.com.au and follow the prompts to see how the organisation channels new job applications.

The following steps comprise the process candidates are asked to follow:

1. Select job seekers from the menus across the top header.
2. Choose a skill group.
3. Select any job from the list.
4. Read the job requirements.
5. Complete online application.
6. Upload resume and supporting documentation.
7. Provide your public LinkedIn profile URL.
8. Submit.



Practice task 3

Research online recruitment and testing agencies such as:

- www.hays.com.au/recruiting-now/index.htm
- www.seek.com.au/recruiter
- <http://au.hudson.com>

Briefly describe the tools and techniques each site uses to gather information and how this could be used in your organisation.

continued ...

1E

Trial forms and documents and make necessary adjustments

The use of standard forms in recruitment, selection and induction helps to ensure that the process will be consistent, fair and accountable.

Here are forms commonly used prior to interviews and the information they contain.

Application form

Applicants may be required to complete a job application form. A standard application form ensures that:

- all applicants are informed of the information required to be submitted with the application, such as proof of qualifications, and that they must address the selection criteria, working-with-children checks and specialist licences
- all applicants are made aware of any legislative or union requirements they must comply with
- you will have consistent data on file for all applicants.

Reference check

List the information needed, such as the referee's name, organisation, position title, contact details, questions or statements such as:

- 'Describe the applicant's experience in ...'
- 'Give an example of when the applicant ...'
- 'How well do you think the applicant ...'

Selection panel schedule

Prepare a template for an interview schedule for each panel member. For example:

1. Introduction
2. Overview of how the interview will be conducted
3. Introductory statements
4. Review of the applicant's past jobs and experiences
5. Prepared questions to be asked by panel members
6. Additional questions to be asked by panel members
7. Opportunity for the candidate to show examples of his or her work
8. Opportunity for the candidate to ask questions
9. Test
10. Close

Screening template

When screening or short listing potential candidates, you might want to use a table with the following headings: Key selection criteria; Comments/questions and Score.

Here are further aspects of recruitment, selection and induction that staff may need training or support in understanding.

Recruitment training requirements
The organisation's preferred method of advertising
The breadth of the search
The various forms and checklists available and how to complete them
Personnel responsibilities, such as updating records relating to job specifications; preparing a short list of candidates; informing candidates; storing application forms
Using relevant software

Two way communications

An open two-way communication channel will assist in ensuring the new policies and procedures succeed in both implementation and achieving the organisational outcomes. If you allow employees to provide feedback at every step of the implementation, small unforeseen problems and misconceptions can be fixed before they snowball into large and possibly expensive occurrences.

As the implementation proceeds, other training requirements may be highlighted.

Human resources staff may need training in:

- interviewing skills
- practical training on meeting legislative requirements
- using more advanced recruitment software functions
- writing recruitment advertisements
- enhancing the website.

Example: communication process for new workplace recruitment

Building contractors Dean Brothers had a staff of eight with most of the work carried out by sub-contracted labourers and tradespeople. As the company grew, the owners decided to hire three permanent tradespeople and consider apprenticeships as a form of long-term staff investment. They asked the administration clerk to draft a policy that stated this and to develop a recruitment plan for tradespeople that they could communicate to their database of sub-contractors and skills development schools.

The policy was brief (which was the intention) and the recruitment process was outlined on a single A4 page.

The owners travel to the company's seven active job sites to disseminate the new policy and to discuss the opportunities with the contractors face-to-face at each site. Additionally, the administration clerk emails the policies to the trade schools and follows up with phone calls to ensure they understand what the policy means and how their apprentices or graduates may benefit.

Identify future staffing needs

Predicting future requirements can be a difficult process, and although some staff movement will be unforeseen and unplanned, it is essential you constantly monitor staffing levels to ensure they match the organisation's strategic plans for its future directions.

The strategic goals and objectives identified in an organisation's core activity plans provide the starting point for identifying future staffing needs and capabilities. Changes in direction, an increase in business or an economic downturn are all catalysts for change in the size and nature of an organisation's workforce, and for a corresponding change in the type of skills, knowledge and expertise required.

Consider the impact on staffing needs of advances in technology (may mean a need for more IT staff) and moving into new ventures (may mean different knowledge and skills are required). Identifying those who plan to retire in the next two years would help you in succession planning.

Identify future staffing needs in your organisation

When considering the staffing needs of your organisation, making notes on the following issues will help you to determine the level of staffing needed, the type of job roles required and where the most urgent need for new staff lies. Against each of the areas in the following table, make notes on how changes will impact on the organisation's staffing needs.

Area	How changes will impact organisation's staffing needs
Organisational growth and research direction and focus	
Customer-to-staff ratios	
Workload and type of work	
Technology	

Other specifications of position descriptions

Some organisations include specific information such as hours of work, work conditions and salary into the employee's contract of employment instead of in the job description. Some organisations prefer the person specifications and selection criteria to be included as a separate document.

Whether reviewing existing positions or writing a new job position, make sure managers use the organisation's job description format to ensure consistency and maintain the organisation's image. Effective position descriptions enable prospective applicants to assess themselves for the job. Check that all job descriptions are clear and unambiguous. Further check that they use plain English, are written in the present tense and each sentence commences with a verb.

Be wary of including too much detail. For example, don't include too many task details as these may change over time; refer people to a WHS manual rather than including each WHS responsibility in the position description.

Complex or senior positions require more detailed position descriptions.

Include the following in senior positions:

- Key results areas
- Challenges
- A more detailed description of the organisation and job context

Ensure currency

All job descriptions and person specifications must be assessed for currency to ensure that the details are accurate, they contain the essential criteria required and that corporate standards are followed. In particular, details about wages and employment conditions are covered by government legislation and, if the information is out of date, it may mean that you are contravening the law. Currently, the pay rate of an award and agreement free employee must be at least equal to the minimum wage and casual workers on a minimum wage are entitled to a 25% loading.

Make sure that all managers are aware of the type of information they must update regularly, in order to ensure the job descriptions for positions within their section are accurate when the job becomes vacant and they have to advertise it.

When you're liaising with team managers and supervisors when preparing a job specification, a good strategy is to ask questions as prompts. Here are examples of topics that could be addressed in your investigation of how the position may have changed.

Organisational changes

- Structure of organisation
- New legislation impacting on terms and conditions of employment
- New work patterns, technology or new products impacting on position
- Restructuring resulting in job being combined with another
- The organisation's needs changing in ways that impacts the job (for example, as a result of economic circumstances, a part-time position may be more appropriate).

2C

Provide access to training and support to relevant staff

The personnel involved in the recruitment and selection process are usually those who will have an interest or stake in who is being employed. They may be human resource personnel, department heads, section leaders, managers or qualified persons (if the employment involves apprentices or traineeships).

When they are first involved in the recruitment and selection process they may have had little or no experience in the area. It is important that they are provided with adequate training and resources to enable them to make informed decisions, carry out procedures correctly and understand any ethical considerations and legislative requirements.

Training to equip people with the appropriate knowledge, skills and attitudes to help them in the recruiting and selection process ensures that the right candidate gets the position. If the recruiter understands what the organisation is looking for in an employee then the recruiter will be in a better position to provide it.



Training required

Training can range from a basic understanding of the entire recruitment and selection process, and who is responsible for each stage, to specific aspects.

The following are common areas for training.

Pre-interview

- How to write job descriptions that are clear and unambiguous
- How to maintain currency of documentation
- How to write recruitment advertisements, including writing techniques and legislative requirements that should be addressed such as anti-discrimination and access and equity policy requirements
- Understanding résumés
- How to prepare a short list of candidates

Interview

- Responsibilities of the selection panel
- Interview techniques

Testing

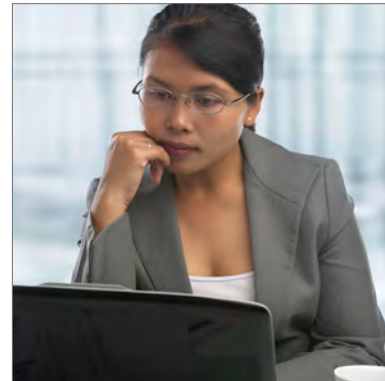
How to administer psychometric testing and evaluate the information learned from them. For examples of downloadable psychometric tests, go to: www.psychometric-success.com/downloads/download-practice-tests.htm. These may be adapted for use in most workplaces.

2D

Ensure advertising of vacant positions complies with requirements

Once the decision has been made that there is a need for a position to be created or filled, the next step is to decide how you will advertise the vacancy. There is a variety of methods available including internet, internal channels and recruitment agencies.

The style of the advertisement will be governed by the medium chosen. Whichever medium you decide to use to advertise your vacancy you must ensure that you get the message across without offending not only the potential candidates but also the public in general. Your aim is to design effective, non-discriminatory advertisements that attract attention, develop interest and desire, encourage action and provide the necessary information for potential candidates to decide whether they should apply.



Comply with organisational policies

The medium chosen will depend on the nature and size of the organisation, the type of appointment and the organisation's budget. Regardless of the way you choose to advertise, you need to make sure you follow organisational policies for writing and placing the advertisement. Here are examples.

Language

- Wording must be plain English, unambiguous, not offensive and comply with anti-discrimination requirements.
- Use appropriate key words in your web-based advertisement. Search engine protocols pick out words rather than their meanings, so you may find that potential candidates miss your vacancy when searching if you choose poor key words.
- When writing print-based advertisements, use abbreviations such as 'neg.' for negotiable and 'min.' for 'minimum' to reduce space and costs.

Security checks

Agencies specialising in security checks can provide a variety of services.

Here are services grouped into three broad categories.

Security clearances

Some security firms offer Commonwealth security clearances to private sector organisations. These checks involve extensive interviews and careful scrutiny of a candidate's background.

The use of technology to forge documents and identities is increasingly becoming a hazard to organisations so managers are more frequently relying on security services to verify the candidate's identity.

Pre-employment screening

Many security firms have an assortment of professional security screening services that are available to private enterprise, including pre-employment and post-employment security screening and services. Depending on the security level of the role, these checks can be basic police history checks or complex background checks.

Security awareness and risk management

Many global organisations seek professional risk management services as part of the recruitment package to cover workers in high-risk locations. These may include:

- threat and risk assessments
- security audits
- security policies and procedures
- security training
- crisis management and response plans
- training and awareness programs, for all aspects of physical, personnel and information security.

Vocational psychologists

Organisational psychologists work with organisations, teams and individual employees to improve their performance and increase effectiveness and productivity in the workplace. They also assist in screening and assessing candidates.

Organisational psychologists base their practice on science, drawing on psychological research and tested strategies to influence how people act, think and feel at work. This scientific approach provides confidence that methods produce measurable, replicable and often cost-effective results. Organisational psychology covers a broad range of disciplines including industrial and organisational psychology, work psychology, occupational psychology, personnel psychology, human resource management and development, ergonomics, human factors, vocational psychology, managerial psychology, coaching, and consumer psychology.

Selection criteria

Make sure the selection criteria are accurate and targeted at the specific job role. The selection criteria supply the means by which a selection committee can assess the relative merits of applicants and ensure that the assessment in short-listing, interviewing and reference-checking stages is made on the same basis for all applicants (valid, fair and consistent).

Selection criteria can be categorised in different ways, and often include qualifications and experience in addition to skills and attitudes, knowledge and other work-related qualities.

Here are points that may be covered in your selection criteria, depending on the job role and level of authority.

Skills and abilities

- Ability to work as part of a team
- Ability to work independently
- Ability to work under pressure
- Written communication skills
- Organisational/planning skills
- Supervisory/leadership skills
- Keyboard skills

Knowledge

- Knowledge of the organisation
- Policy and procedures

Work-related qualities and attributes

- Attention to detail
- Flexible and adaptable approach to work
- Problem-solving ability
- Sensitivity
- Initiative
- Ability to maintain confidentiality

Selection procedures

When deciding how you are going to find the right candidate for your vacancy it is important that you understand what techniques are likely to be the most effective in assessing the candidates (on the basis of the key selection criteria). Selection methods include phone interviews, face-to-face interviews, panel interviews, testing, use of references and group exercises.

Here are factors to consider when choosing and putting into action an appropriate selection technique.

Methods used by assessment centres include:

- job-related simulations (used to evaluate applicant behaviours which are relevant to the key competencies of the job)
- interviews
- psychological tests
- work-sample tests
- group discussions.

Choose the best selection method

Although the standard selection panel is regarded as impartial, recent studies suggest that panel interviews are not significantly more valid than individual interviews. Interviews don't suit all applicants. Some may present as 'professional interviewees' while others may open up more in less-pressured situations. Some, for cultural reasons, may be very reluctant to speak up about their abilities and achievements. Sometimes, more dominant members of the panel may guide discussions and decision-making processes, which compromises impartiality. Having an independent member on the panel can minimise the tendency to 'group think' and can add credibility to decisions by reducing the perception of bias or nepotism.

Try using a variety of selection tools and processes. Neither selection panels, nor the single interviewer, may be the most effective or appropriate way of gathering relevant information and by using more than one source you may be able to better judge the candidate's strengths and weaknesses. It is also easier to ensure that testing is fair and valid if more than one method is used.

Keep in mind that in all types of testing, you must ensure that the results are strictly confidential and you must inform the candidates of all their test results.



Example: recruitment consultancy improves recruitment processes

A clothing company was finding it difficult to attract the right applicants for the position of section head they had advertised several times. Two candidates they employed had subsequently proved unsuitable for the job. A recruitment consultancy firm was engaged to examine their advertising style, job descriptions and recruitment process and to develop options/strategies.

They conducted a trial on the position and were able to reduce work-related requirements from 5 to 2 dot-points. These two points were re-written in a friendly, conversational style and included six criteria within the text. Applicants are now asked, 'In no more than three pages, please tell us about yourself in the context stated below'.

Both the advertisement and the dot-points emphasise career development opportunities and the potential to branch out into other areas. The recruitment agency conducts the selection process and the testing is done by an assessment centre using psychometric testing and work tests.

As a result:

- the number of applications increases from 9 to 54
- the quality of applications is high
- the applicant finally selected is highly satisfactory and has now been with the firm for three years.

Here are information requirements for a standard employment contract.

Basic information

- Names and details of employers and employee
- Date of birth of employee
- Job title
- Place of work
- Employment status (for example, full time, part time or casual)
- If the employment is for a fixed term, the start and end dates of the contract
- Who the employee reports to in the organisation

Employment conditions

- Agreed pay rate (must meet minimum conditions of employment and any applicable award/agreement wage rates)
- Superannuation details
- Hours of work, including details of meal breaks and what arrangements apply for additional hours (must comply with hours in any applicable award or agreement)
- Leave entitlements (must meet minimum conditions of employment and any applicable award/agreement leave provisions)

Other conditions

- Arrangements in relation to parking, use of a company vehicle, or transport
- Key job duties and/or standards of performance
- Probationary period/start date
- Family-friendly provisions
- Classification/progression scales
- Uniforms or dress standards
- Allowances

Performance standards

- Job duties
- Rosters/shift work
- Study leave

Training and development

- Safety issues

3A

Provide access to training and ongoing support for people engaged in staff induction

The induction of new staff into an organisation is more than a basic presentation on its history and a tour of the facilities. There are a number of requirements to ensure that the new employee is aware of the legal obligations entailed in their position and administration details that need to be covered.

The induction process will only be as efficient or effective as the people involved in conducting it. In some organisations, the induction may be carried out by one person; in large organisations it may be conducted by a range of people who provide information in their area of expertise. It may be your job to make sure everyone is up to date with current legislation and workplace practices and is comfortable with their induction responsibilities.



While induction processes are often well prepared and implemented for full-time staff, make sure the same integrity and efficiency applies to part-time, temporary and casual staff as well as volunteers.

Understand legal requirements

It is a legislative requirement that new employees are advised of their obligations before they commence work. There are a number of legislative obligations they need to be made aware of. Make sure all staff involved in inducting a new staff member know what legislation to discuss and how it affects the person's job role.

Here are four examples of legislative requirements that need to be understood.

Privacy and confidentiality

Employees engaged in the induction process need to know the particulars of privacy legislation in the territory or state/s that the organisation operates in. This includes the collection, recording and storing of personal information (both internal and external clients), payroll data, contracts and day-to-day dealings. Privacy laws and procedures embedded in the organisation's privacy policy and procedures statement need to be current and written in plain English.

Equal employment opportunity

Your staff must understand principles and requirements of relevant anti-discrimination legislation and how they are embedded in your organisation's policies. An organisation's Equity Officer is the first contact for anyone with an equity or harassment complaint. This officer should have the training to conduct equity and anti-discrimination awareness training.

Staff specifically involved in induction will need to be confident they can explain the legislation and requirements to new employees.

3B

Check induction processes are followed

Your organisation's induction policy and procedures should meet the requirements of the organisation's strategic policies and objectives as well as specific legislation requirements.

As part of the procedure, you should have developed forms and checklists to assist the staff involved to progress through the procedure in an orderly, logical manner. The forms will ensure that the new employee is supplied the information and they need to carry out the tasks required in the role.

All of these measures are only effective if they are followed.

Provide leadership

Motivating the staff to ensure that processes are followed is one of the skills that a manager needs. Communicating with your staff is very important. If they understand the value that a correctly conducted induction has to the operation of the organisation they are more likely to ensure it is completed. A simple yet very effective motivator for your staff is to let them know that their efforts are appreciated. Additional incentives or punitive measures may be applied depending on your organisation's culture and your own management style. The incentive-based approach is always the best.



Good leadership skills and communication skills go hand in hand. Ensuring that staff understand the strategic outcomes and outlining the priorities will help to focus them on the task. Leadership is more than just communication; a good leader needs to be decisive, give direction but allow their staff room to do their job. A common model is the functional leadership model, where a balance between the task, the individual, and the group (or organisation) is required to meet the overall objectives effectively. Too much time spent on any one of the dimensions reduces the effectiveness of your leadership.

Meet induction requirements

The induction checklist should include information that will allow you and others to know that the induction process is being followed correctly.

The form will also be useful for an analysis of the process if the new staff member has difficulties in their first few weeks. For example, it may mean that there was not sufficient time given to the induction; the person who gave the induction was not trained appropriately in the first place; or the information was too brief.

By developing a comprehensive form, the organisation will have a record of the training completed by each person. To make the checklist a legitimate record of the process it should also include the requirement to sign and date as each part of the training is completed.

3D

Obtain feedback on induction process

A policy or process that works today may not meet the organisational objectives of the next twelve months. The business world and the legislation that it works within are in a constant state of change. Review and revision of processes is an ongoing task that should be documented in organisational policies and procedures. When creating policies, you will therefore need to include a method of evaluation.

The starting point for an evaluation is receiving input from everyone who has a stake in the objectives of the induction process.

Obtain feedback from these stakeholders:

- Inductees
- Supervisors
- Workers
- Administration staff
- Managers
- Human resources personnel
- Trainers
- Health and safety personnel

Time of the feedback

Ask for feedback from new inductees during and immediately after the induction process to measure their perception of how relevant and effective the induction was to them. They should be surveyed again after they have been in the workplace for approximately a month to assess the relevance of the induction to the workplace.

Trainers should be asked to complete an evaluation after they have completed delivering the sessions. Their focus should be on the relevance and currency of the material, particularly legislation and how well they believed the information was received by the new employee.

A month after the induction, managers, supervisors and workers should be surveyed. The focus for these personnel is on how well the induction prepared the employee for the workplace. In addition, you should survey administration staff, human resources and health and safety personnel approximately a month after the induction to measure how well the inductee has been trained in those areas.



Methods of obtaining feedback

Regardless of the method you use to obtain feedback, questions will need to be developed that will provide you with the information you want. Your questions need to be concise and easy to understand. Keep the language simple and terminology to a minimum.

A popular form of evaluation uses statements instead of questions and the respondent is asked to indicate on a scale the extent to which they agree or disagree. Space for the respondent to add any comments will allow them to expand on their response if they wish. The advantage of this type of questioning is that statements are usually less likely to be ambiguous.

Approval for adjustments

When the deficiencies require an adjustment of policy it may be necessary to discuss the proposed adjustment with the senior manager who approved the original policy; for example, the period of the induction may be extended to cover two days instead of the current one day; the induction may be carried out by a series of staff with expertise rather than the new employee's manager.

When preparing the brief for senior management you will need to present evidence.

Evidence to provide for proposed changes:

- Justification for making the adjustment
- Results of this and previous evaluations
- Deficiencies in employee performance as a result
- Breakdown in procedures
- Proposed changes to policy and processes
- Anticipated results from the adjustment

Draft adjustments and approval

Once you have received approval in principle from senior management for your proposed adjustments, you are now required to draft the changes to the policy and procedure documents. This may be as easy as changing a couple of words or as complex as writing or rewriting a complete procedure. Any forms or templates associated with the policy will need to be adjusted to incorporate the policy and procedure changes.

Once the adjustments have been written and formatted for the existing policy documents, they should be forwarded to the senior manager for approval to publish them.

All policy and procedure manuals should include an amendment status or version control table in the preliminary pages to record all changes from the originally published document. The table should include the amendment, the date the amendment was published, the affected sections or pages and the name of the person who drafted the amendment (so that queries may be directed to them).

Here is an example of an amendment status table.

Amendment	Date	Areas affected	Drafted by
1.	28 Jan 12	Pages 23 (culture), 24 (personnel), 32 (technology), 51 (follow up)	K. Miller
2.	31 Mar 14	Counselling frequency pg15	K. Miller
3.	2 Jul 16	Section 2	D. Lumberg
4.			