

# “AN ILL-PLANNED INDUCTION RESULTS IN LOW PRODUCTIVITY AND MORALE.”

Your new employees must understand the role they are expected to play in your organization from the very outset.

By Nimmi Parekh

Once you have found the right person for the job, you want them to hit the ground running. The question that enters most entrepreneurs' minds is: why spend time and money on induction? The answer is simple. It costs much more to replace staff than it does to hire them, so you want your employees to stick around.

## QUICK FIX

Employees will work harder for the companies that care about them, where they understand the purpose and goals of the organization and the part they will play within it. There's no quicker way to give a new employee a real sense of belonging to your business than by having a robust induction program in place. It helps new recruits settle into their jobs quicker, boosting motivation levels. An induction also gives you the opportunity to establish your expectations and is your new employee's first impression of your business.

## DUAL BENEFITS

A well-planned induction benefits both the employer and the employee alike, as it also marks the beginning of the employer-employee relationship. Studies have proved that the first few weeks in a new job has a bearing on the longevity of an employee in the job. An ill-planned induction results in low productivity and morale. An orientation program which explains in detail about the company, the various departments within the organization, the products and services, along

with a formal introduction to all the staff and an overview of job roles gives new employees the much-needed boost. Introduce the new employee to the rest of the team and set up meetings with key people or department heads for them to give your new recruit an overview of how all the departments interact with each other, their respective responsibilities and the roles they play in following the objectives of the business. All these go a long way in helping a new employee find his/her feet in a new setup. Also, knowledge of the entire processes in motion to create/supply your product or service should be understood by each and every member of your organization. This helps them realize their own position in the larger scheme of things and ensures better productivity in the long run too.

## COMPANY CULTURE

A meeting with the founder goes a long way in understanding the company's mission, vision and culture. Explain to the existing staff who the new person reports to and what his/her job entails. Try not to overload the employee with too much information during the first few days. Give the employee time to assimilate all the new information he/she has received. Let your employee feel more and more comfortable with each passing day.

Have a follow-up appraisal to sort out any queries that he/she may have. The new recruits should be made to feel welcome and accepted. Integrating newcomers into their working environment quickly makes them productive. It

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makes them feel welcomed and valued, and gives them a positive impression of the organization.

#### **STAFF STRENGTH**

It goes without saying; the performance of your staff has a strong bearing on that of your business. The people who work for you are arguably your biggest assets—unless you offer them the opportunity to learn new skills, further their knowledge base and broaden their experience, they won't be able to develop their skill sets—and in-turn slow the growth of your enterprise too. This is because your employees and the company are very closely intertwined and the growth of one depends on the growth of the other. Business training and development, however, is only effective if it meets a particular need.

#### **TRAINING NEEDED**

An appraisal is a good time in which to raise the question of what training the employee needs. Find out what your customers think of your business as this will give you further indication of any training gaps which are needed to be filled. As your business grows, so too will the need for a different skill set—try and anticipate this by assessing who will be taking on new responsibilities and when. Similarly, those employees who are under-performing or not reaching their targets on a regular basis will need to be tackled too. Everyone needs to fulfill a particular role in your organization and lax productivity should not be usually encouraged or allowed. Assess whether the time and money you invest in the training and development programs will reap the appropriate rewards that you are looking for. Set out a training and development plan at the onset. Use your job and person specifications to identify what skills your employees need now and what skills they will require in the future. Once these have been clearly mapped out, you will be able to create the best training programs for your employees.

#### **EMPLOYEE SUPPORT**

It's essential to get co-operation and understanding from your employees as to why they have to undergo business training and development—simply telling them to do it will not be a

fruitful exercise. There should not be any negative feelings among your employees regarding the training programs; they should understand that this will be for their benefit too.

Involving them from the start gives employees the chance to examine their own training needs too, so the courses can be tailored more easily. Finally, decide how you will measure the effectiveness of your training policy—there's little point in spending time, money and effort on a training and development scheme if you have no idea whether it has worked or not. ■

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