

## CHAPTER 4: GUIDELINES ON INDUCTION / RE-ORIENTATION

### 4.1 INTRODUCTION

When a new entrant / employee joins an organization, he or she needs time to adapt to the organization, and its culture and practices. There is often a difference between the old and the new work environment. It also applies to the person who starts to work for the first time. The bigger the difference, the more difficult it is for the new work environment, the less productive he or she will become.

The probability that he or she will soon resign is very high. A new job means that the new entrant has to adapt to the new environment, and it is the responsibility of the organization to assist him or her to do so.

It is for this reason that in addition to the Public Service Induction Programme department will have its own induction/re-orientation programme, with internal focus.

### 4.2 MANDATE

According to the white paper on Human Resource Management and Public Service Regulations, Departments are supposed to induct new entrants to their establishments.

### 4.3 BENEFITS OF THE INDUCTION / RE-ORIENTATION

#### 4.3.1. To Promote Productivity

Every employee needs time to learn about the organization and his or her job before becoming fully productive. If relevant information is provided, this period can be shortened and high levels of productivity can be reached soon.

#### 4.3.2. To prevent labour turnover

An effective induction programme provides the relevant information that will assist the new employee to identify quickly with his or her work and the organization. This will give him or her opportunity to demonstrate his or her competence, and prove that he or she was in fact

the best candidate for appointment. Early success in a new job creates a feeling of pride and ownership.

#### **4.3.3. To prevent unnecessary costs**

An unsuccessful induction programme can result in resignation and unnecessary costs. Production is lost during the period the position is vacant, and also placing advertisements and selecting employee also costs money.

#### **4.3.4. To reduce stress and frustration**

A new position in a new environment leads to uncertainty. Lack of information may lead to stress, anxiety and frustration. A proper induction programme reduces stress and frustration and it allows the employee to develop a positive image.

### **4.4 INDUCTION PROCESS**

#### **4.4.1. Planning**

The first day of employment in an organization is the most important part of socialization process. On this day a new employee forms a lasting impression of the organization, his or her job and colleagues. It is imperative that this day be planned in advance, to ensure that all necessary elements are covered. It is important that this process be done during the selection of a new entrant.

#### **4.4.2. Responsibility of the line manager and supervisor**

- (i) The line manager should ensure that the new incumbent has office space, furniture, and telephone, stationary and relevant equipment.
- (ii) The line manager should have an induction plan that should include meeting those people he or she will work closely with, and his or her immediate supervisor.
- (iii) The immediate supervisor should schedule on the job training that must be underpinned by a personal development plan.
- (iv) The immediate supervisor should communicate the job description, work plan and quarterly probation assessment and other written materials related to the job such as manuals or instructions for reference.

- (v) The immediate supervisor should nominate the new entrant within a month of employment to attend the general induction course facilitated by Division: Human Resource Development.

## 4.5 STAKE HOLDERS AND RESPONSIBILITIES

### 4.5.1. Division: Human Resources Development

#### Responsibilities

- (i) Monitor and Evaluate induction / re-orientation and on the job training.
- (ii) Compile and update induction / re-orientation manual.
- (iii) Compile annual induction / re-orientation programme and send it to all directorates.
- (iv) Arrange visits to organization that the Department is responsible for, Regional Offices.
- (v) Liaise with presenters from different directorates.
- (vi) Implement and communicate the induction / re-orientation programme.
- (vii) Re-orientate DEDaT employees reviewed policies and regulations.
- (viii) Track new entrants through Division: HRM and put them on the induction / re-orientation course.
- (ix) Ensure that new entrants to the Department should always within a month of employment be taken through an induction process so that they can feel comfortable and accepted.

### 4.5.2. Human Resources Management

#### Responsibilities

- (i) The Division HRM should inform the division HRD about the new recruits as soon as the new recruit accepts the offer. The information about the new recruit should include the following:
  - (a) Name of employee
  - (b) Title
  - (c) Directorate / division
  - (d) Position
  - (e) Date of assumption of duty

(f) Job Description

(ii) On the first day of the new recruit the HR Official will take the new entrant on rounds of introductions and will inform him/her relevant policies of the department.

#### 4.5.3. Compulsory Induction Programme (CIP)

New entrants to the Public Service will be enrolled on a Compulsory Induction Programme of the Public Service and will be managed and treated in accordance with the Directive on the Implementation of the Compulsory Induction in the Public Service.



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