

INDUCTING YOUR NEW STAFF

A GUIDE FOR SUPERVISORS



Discover
what **you** can do when you
work with the **best.**

INDUCTING YOUR NEW STAFF

Induction is a structured and supportive method of introducing a new staff member to their role, their work area and the University.

As a Supervisor at The Australian National University (ANU), you play a vital role in welcoming and introducing new staff to our workplace and providing the necessary information and support.

Accordingly, this Guide has been developed in two parts to assist you with this process:

1. The first section provides guidance on how to induct new staff, as well as a range of information and resources that Supervisors should discuss with their new staff member.
2. The second part is the Induction Checklist. This checklist consists of information that should be provided, and tasks and activities that should be undertaken during Induction. The checklist is grouped by timeframe and activity in order to assist Supervisors with this process.

The Induction Checklist should be completed by the Supervisor and given to the local HR area, or business manager.

If you would like additional information, your local HR staff can provide you with support and guidance in relation to your new staff and induction, and we encourage you to seek their advice.

A range of information to support new staff is also available online:

http://info.anu.edu.au/hr/Recruitment/New_Staff_Information/index.asp



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INDUCTION AT ANU

Why Provide Induction?

Commencing a new job can be a daunting process. There are new people to meet, new systems and culture to understand, and a job to perform. The transition to a new workplace is made easier and more effective for both the individual and ANU if there is a comprehensive induction process in place, which systematically introduces and welcomes the new staff member to our workplace.

ANU is a large and complex organisation. Even if a new staff member has come from another university, all workplaces are different, and roles across universities differ greatly. All new staff need, and deserve to be introduced to their new job, their workplace and the University, in a structured and supportive manner.

Good induction processes contribute to: staff retention, reduced costs associated with staff turnover, job satisfaction and productivity.

What is Induction?

Induction is a structured and supportive method of introducing a new staff member to an organisation.

It should communicate the University's strategic directions, policies and procedures to new staff and include an introduction to their role and their immediate work area. It is also a means by which information and resources are provided to new staff in a timely manner.

Induction at ANU should provide a staff member with:

- a thorough explanation of their role and responsibilities (referring to their role statement)
- an understanding of their supervisor's expectations (using the Supporting our Staff framework)
- an understanding of where their job fits into their immediate work area, their Division/College and the University more broadly
- an explanation of the probation process
- information about relevant ANU orientation and induction programs and events
- access to the University's online learning programs
- occupational health and safety (OHS) information (including identification of any OHS training required for the role)
- an introduction to key colleagues in the work area
- an introduction to colleagues who can provide support and advice (such as first aid officer, administrative staff etc)
- an appreciation of the University's expectations with respect to professional behaviour
- guidance on where to find information about ANU policies, procedures, services and support.

Who Delivers Induction & When?

It is the responsibility of a new staff member's supervisor to ensure that their new staff member is 'inducted' – to their role, to their work area and the University. The supervisor may provide all of the information, or they may have other key people in the College/Division assist with this. However the induction is 'delivered' to the new staff member, the supervisor must monitor and ensure it has been provided.

The Induction Checklist incorporated in this guide provides a time frame for the completion of various stages of induction.

The Supervisor's Role in Probation

Probation is a vital element of the induction process. The purpose of probation is to provide a period at the commencement of employment in which a probationary staff member's suitability to the position, to the University and to the particular workplace can be assessed. During a probation period, the University will offer appropriate support, development opportunities and feedback to assist the probationer to achieve confirmation of employment.

As a Supervisor it is part of your role to understand the probation process, and to follow the probation procedure as it relates to your new staff members: <http://policies.anu.edu.au/procedures/probation/procedure>. You can seek advice on probation matters from your local area HR staff.

Online Induction

A range of online learning programs are available to all ANU Staff via the University's online training site. Several modules under development are specifically for new staff members and will be available in 2009. In addition there are a range of other programs that may be helpful to your new staff member. We expect all new staff to complete the modules relating to the Code of Conduct, Workplace Discrimination and Harassment and Occupational Health and Safety (OHS).

To access Pulse online learning: <http://anu.interactiontraining.net/register.aspx>

Orientation Programs & Events

The central Human Resources (HR) Division coordinates and delivers a range of initiatives to introduce new staff to ANU. Supervisors should let their new staff know about such opportunities and encourage attendance.

These initiatives are complemented by College/Division induction processes (also known as 'local area induction'). Supervisors should check with their local HR area as to induction processes or activities in their College/Division.

The following events and programs are scheduled throughout the year, and we invite all new staff to register and participate in these:

ANU Induction Program

This program is scheduled every two months and is open to all staff members, academic and general.

It provides a broad range of information to help staff understand the University context and to settle in to their new roles, working as part of the ANU Community. The event includes presentations from various guest speakers, refreshments, and a guided tour of the campus (by bus).

To register for this event, go to: <http://training.anu.edu.au/>

Formal Welcome from the Vice-Chancellor

In March and September each year, new members of staff are invited to attend the Vice-Chancellor's Welcome to New Staff. As part of this event, the Vice-Chancellor will formally welcome participants to the University and provide an overview of the bigger issues affecting our University. In addition, participants will hear from other new members of staff (academic and general), as they share their personal perspectives, tips and advice on being a new member of ANU staff. Participants will also be given the opportunity to meet with other new staff over morning tea and to network in groups.

To register for this event, go to: <http://training.anu.edu.au/>

Senior Leader Induction (participation by nomination process)

This program is an introduction and orientation for new senior* academic and general staff – either new to ANU and commencing in a senior role, or new to a senior role at ANU. The program is conducted as a series of small group meetings.

Senior Leader Induction aims to support and assist new senior staff to ensure they are confident about the administrative/management requirements of their position, gain awareness about key contacts during the early phase of their new role, and learn from the experience of others. In particular, the program covers the role and responsibilities of senior staff in the ANU context with an emphasis on key knowledge areas around people, finance and budgets. It provides opportunities to meet other senior staff, establish relationships across the campus, and have more ready access to key information and people to support new senior staff in their role.

*Senior roles vary across ANU. This program targets senior Academic or General staff with significant management or leadership responsibilities who are new to ANU; or are new to their senior role (having previously worked at ANU); and are in roles such as – College Dean, Division Director, Associate Dean, Head of School, College General Manager, Division Executive Officer, or similar level senior roles within your College or Division.

Participation is via a nomination process: nominations are sought from each College/Division twice per year.

Interested staff should speak with their local HR staff or HR Manager.

New Heads of Academic Areas

Support for staff new to these roles is under development and will be available late in 2009 through new online resources.

CAREER DEVELOPMENT AT ANU

ANU is committed to the development of its staff and encourages every employee to take advantage of the range of training and development opportunities on offer, and to be actively engaged in their own career management.

Some essential components of successful and healthy careers are:

- ensuring your job aligns with your values and interests
- supervisors and staff members having regular career conversations
- supervisors and staff members discussing and managing workloads effectively
- focussing on improvement and innovation
- fostering good relationships with co-workers and identifying, and working towards goals.

To help foster this, (in addition to a discussion about the new staff member's position and work area), as a supervisor you should initiate a discussion with your new staff member which:

- clearly articulates the work expectations for the new staff member - this is particularly important for a successful introduction to their position and career at ANU
- provides an opportunity to share ideas for development to achieve these work expectations as well as to assist the individual work towards their career goals.

A range of career and professional development services and activities are available for both general and academic staff at ANU, and are provided by many different areas across the University.

Please see the following link for details.

Training Providers at ANU:

<http://training.anu.edu.au/providers.asp>

For information about:

- Performance and Progression
- Staff Development
- Recognition and Promotions
- Post graduate study scholarships at ANU
- Study leave

and more...

Please visit: http://info.anu.edu.au/hr/_My_Career_Index.asp



HEALTH & WELLBEING AT ANU

Occupational Health & Safety

ANU aims to be an influential leader in the fields of occupational health and safety (OHS) and injury management. The University's Strategic Plan: ANU by 2010 commits ANU to provide a work and study environment that is attractive, well maintained, accessible and safe.

ANU is committed to providing staff, students, contractors and visitors with a safe and healthy environment. ANU strives, through a process of continuous improvement, to fully integrate health and safety into all aspects of its activities.

Induction is a vital opportunity to ensure that your new staff member has the necessary information and training relating to Occupational Health and Safety in their new role at ANU.

During induction, OHS should be given special consideration. The University **Health and Safety Management Arrangements** provide guidance about responsibilities, OHS management and operation. It is important that the staff member is made aware of the importance of hazard and incident reporting, and is encouraged to openly discuss OHS concerns and helps to constructively find solutions.

<http://info.anu.edu.au/hr/OHS/HSMA.pdf>

The Induction Checklist included in this information pack, also provides broad guidance on some key information supervisors should cover during induction. Additional information is available from the Health Safety and Work Environment Branch or website. Information about OHS training is available. Specialised OHS training for supervisors is also available and highly recommended.

Balancing Life & Work

ANU recognises that staff have responsibilities and commitments extending beyond their work, and is committed to providing policies, practices and services to assist staff members to successfully manage the competing demands on their time. Beyond creating a supportive policy framework and structures, the University also strives to foster a supportive organisational culture, which will benefit staff and greatly assist ANU in reaching its strategic goals.

As a supervisor, it's important to discuss work-life balance as part of your regular conversations with your new staff member, in order to:

- have an awareness of the staff member's situation (family, study, health and caring commitments)
- discuss working hours and workloads
- make use of ANU policies and procedures (see link below)
- provide appropriate support to your staff.

It is essential that you explore the options and encourage new staff to seek assistance, while also keeping the area's organisational requirements in mind. The Adviser to Staff provides confidential services to assist staff and managers to deal with work-related issues and personal issues.

More information is available on the University's website:

Work-Life Balance Policy

http://info.anu.edu.au/Policies/_DSTU/Policies/Work,_Study_and_Family_Responsibilities.asp

Flexible working arrangements and leave options in the ANU Enterprise Agreement

http://info.anu.edu.au/hr/Salaries_and_Conditions/Enterprise_Agreement/index.asp

Equity issues www.anu.edu.au/equity/index.html

Advisor to Staff www.anu.edu.au/counsel/adviser_to_staff/

Employee Assistance Program http://info.anu.edu.au/hr/Salaries_and_Conditions/Staff_Counselling.asp

Workplace Diversity & Inclusion

ANU is committed to inclusion and equal opportunity, valuing the contribution and input of all. It seeks to engage men and women from every segment of society in its pursuit of excellence and values the contribution of each and every student, staff and member of the community.

The Workplace Diversity and Inclusion Unit (DIU) is responsible for promoting a working environment that values diversity, promotes inclusion, and is committed to ensuring equality of opportunity for all staff. The unit focuses on staff diversity through involvement and consultation, data analysis and policy development; designing and delivering training initiatives and awareness raising campaigns; and provides advice, support and guidance on equality and diversity related issues to all staff.

Supervisors should ensure that new staff are aware of the Code of Conduct which provides a broad framework for the identification and resolution of issues concerning the conduct of the University's employees and guides staff in their dealings with colleagues, students, ANU and the local, national and international communities. New staff should also be made aware of the policies and guidelines of relevance to equity and diversity. These include policies on equal opportunity, work and family balance, disability, discrimination, harassment and bullying as well as policies and procedures for handling student complaints and staff grievances.

More information on the University's resources, contacts and policies in relation to equity, diversity and inclusion is available at: www.anu.edu.au/equity/index.html

Campus Locations

Staff located away from the main Acton campus, or who work off-campus, may need additional induction information and support from their Supervisor.

For example:

- a teleconference, video-conference or a visit to the main campus may be set up to meet colleagues they will deal with on a regular basis
- special occupational health and safety information and training may be required and arrangements made to attend such training
- identifying and explaining the expected modes and/or frequency of communication that is expected
- discussing any special equipment and or resources that are required
- explaining requirements and processes around travel, expenses, reporting, administration and such
- discussing any different or special conditions of employment or expectations that the new staff member should be aware of.

Supervisors should contact their local HR Staff who will be able to assist with identifying the support and information you need to provide to your new staff member who is located away from the main campus.

ANUgreen

ANUgreen is the University's award winning environmental management program. Established in 1998, the program is charged with implementing the University's environmental management policy, and works with staff and students across ANU to promote campus environmental sustainability and to ultimately reduce the environmental impact of the University's operations. At ANU, environmental sustainability is everybody's responsibility.

Supervisors play an important role in campus sustainability initiatives by letting their new staff know about ANUgreen. Staff can then identify how they can help play their part by learning how to incorporate simple sustainable habits into daily routines, or getting more actively involved in campus sustainability projects. ANUgreen has a range of programs designed to support staff and students in keeping our ecological impact as low as possible, and we welcome your interest and participation.

Visit www.anu.edu.au/anugreen to learn how you can help make environmental sustainability a reality.



INDUCTION CHECKLIST

Purpose

The purpose of this checklist is to assist Supervisors to provide a thorough and timely induction for their new staff member.

Instructions

1. Supervisors of new staff should complete the checklist on the following pages. The checklist is grouped by timeframe and by type of activity to assist with this process.
2. Supervisors will need to have several conversations with their new staff member to complete this checklist, ensuring that the new staff member has the necessary information and support in their new role.
3. Supervisors may provide all of the information on the checklist themselves, or may have other key people in the College/Division assist with this. The supervisor must ensure that induction is completed.
4. On completion of the checklist, the Supervisor should ensure that the new staff member and local HR office receive a signed copy for their records, to be placed on the official personnel file.

Employee's Name:
(Including title – eg Professor, Dr, Mr, Mrs, Ms, other)

Position/Job:

University ID:

Division/College:

Start Date:

Supervisor's Name:

Supervisor's Contact: E: T:

Office/Campus Location:



INDUCTION CHECKLIST

Week prior to commencement of new staff	Person Responsible	Date Completed
Workstation/office set up (telephone, computer, printer, fax access). Request name-tag for office (if appropriate).		
Confirm starting date with the new staff member and inform them when to arrive, where to park and where you will meet them.		
Inform/email other staff about the new staff member's arrival and role.		
Allocate time to spend with your new staff member on their first day.		

Induction: First Day	Person Responsible	Date Completed
<p>Welcome</p> <p>Greet new staff member, show office/workstation, give tour of work area. Introduce to immediate work colleagues and to departmental administrators, finance, HR and IT staff for future support contact.</p> <p>Explain local area induction process. Ensure signed letter of offer is returned to HR team.</p>		
<p>Access</p> <p>Attend Security for University Identification and car parking.</p>		
<p>Workstation</p> <p>If not already organised – arrange for office/workstation, computer, phone, desk, chair, name-tag for office, and other equipment as required for role. If ready, show staff member office/work area.</p> <p>Check that workstation is set-up and adjusted correctly to suit staff member (see Preventing Occupational Overuse Syndrome or consult local area OSLO -Resource List).</p>		
<p>IT & Communications</p> <p>Explain telephone system and assist with voicemail set-up.</p> <p>Notify reception in your area of employee's details. Add staff member details to staff directory on ANU website.</p> <p>Establish e-mail address/account, add to any circulation lists, show work directories/drives. Add full signature block to new staff member's email setting. Provide list of College/Division acronyms.</p> <p>Ensure access to Internal Email Directory, introduce to – or provide contact for – local IT support staff, advise on external/internal mail process, photocopying, faxing, and stationery supplies etc.</p>		
<p>Work Environment & Campus</p> <p>Show emergency exit locations, assembly points for evacuation, emergency information and procedures.</p> <p>Show emergency equipment and safety devices required for work, eg first aid box, fire extinguisher, safety shower, eyewash station etc.</p> <p>Non-smoking workplace (explain appropriate areas for smokers if relevant).</p> <p>In work area: show location of light switches, toilets, showers, coat lockers, tearoom, and other facilities.</p> <p>Provide campus map.</p> <p>Explain security services on campus (such as UniSafe and the safety bus service).</p> <p>Explain parking regulations/locations and other transport options – buses and bus routes, cycle paths, cycle-sheds, car-pooling.</p>		

INDUCTION CHECKLIST

First Week	Person Responsible	Date Completed
<p>Job Role & Responsibilities</p> <p>Discuss Position Description, responsibilities and performance expectations, professional development - using the Supporting our Staff Policy and forms (academic/general staff). Identify and plan work appropriate for first week at work.</p>		
<p>Explain where role fits within the immediate area, College/Division and ANU. Show organisation and College/Division structure chart.</p>		
<p>Explain the Probation process, and activities required by staff member in order to fulfil probation requirements. Explain the outside work policy (general staff only).</p>		
<p>Explain and show the Code of Conduct and the process for handling personal problems or complaints including bullying or sexual harassment.</p>		
<p>Explain personal resources available to staff:</p> <p>Advisor to Staff, Counselling Centre, Employee Assistance Program, Health Service etc.</p> <p>Discuss University Delegations (provide information), and identify any specific delegations associated with the staff member's role.</p>		
<p>Occupational Health & Safety (OHS)</p>		
<p>Explain OHS policy, Health and Safety Management Arrangements and hazard management procedures, and location on ANU website.</p>		
<p>Explain the process for reporting hazards and incidents, and location on ANU website.</p>		
<p>Introduce to local area Health and Safety Representative, OHS Committee Chair, first aid officer, safety officer, chief emergency warden, Rehabilitation and Compensation Liaison Officers and Occupational Strain Liaison Officers.</p>		
<p>Evaluate for inclusion in health surveillance program and give information regarding recommended vaccinations (if applicable -http://info.anu.edu.au/hr/OHS/Health_Surveillance_Program).</p>		
<p>Consider any specialised OHS training required to undertake job safely and efficiently.</p>		
<p>Working Conditions & Environment</p>		
<p>Explain: working hours, tea and lunch breaks, flexi-time, pay days, how to apply for leave using HORUS system.</p>		
<p>Provide College/Division structure information – key staff, contact information and phone lists.</p>		
<p>Discuss ANU Policies and where to find them.</p>		
<p>Show around campus: food outlets, banks, post office, Union Building, bike lockers, sports and cultural facilities.</p>		
<p>Discuss the child-care and other relevant facilities at ANU.</p>		

First Month	Person Responsible	Date Completed
<p>Conduct Probation Meeting (refer to the University's Probation Policy).</p>		
<p>Check Staff member's attendance at Induction event/s.</p>		
<p>Check with staff member regarding professional development activities.</p>		
<p>Discuss with staff member their work progress - 'how things are going'.</p>		
<p>Identify and explain relevant meetings, committees, networks, communities of practice – relevant to individual staff member, (especially where attendance is required).</p>		



Supervisors should note that the following activities need to be carried out later in the year.

Please Note: HR or other appropriate staff in your area will resubmit this document to you at the appropriate date for you to action the following tasks with your staff member.

INDUCTION CHECKLIST

Six months – One year (or up to three years)	Date Completed	Person Responsible
Conduct mid-cycle discussion regarding work performance, achievement of expectations and development activities.		
In conjunction with review of job performance, confirm or annul probation (depending on position type).		
Conduct an end-of -cycle discussion regarding work performance, achievement of expectations and development activities for the year.		
(annually for general staff, biennially for academic staff)		

On completion of this checklist, the Supervisor should provide a copy to the new staff member and a copy to the HR Office in your College/Division for their records. A copy should also be retained by the Supervisor.

Comments by Supervisor

Comments by New Staff Member

Is there any additional information required by the staff member – if so, please describe here:

INDUCTION RESOURCES

The following webpages provide some additional information to assist you during the induction process. If you require more information, please speak with your local area business manager or HR staff.

New Staff Information:

http://info.anu.edu.au/hr/Recruitment/New_Staff_Information/index.asp

ANU by 2010 – Strategic Directions:

http://info.anu.edu.au/OVC/Executive/020PP_Strategies,_Initiatives_and_Alliances/ANU_by_2010.asp

ANU Policies and Procedures:	http://info.anu.edu.au/policies/
Campus Map:	http://campusmap.anu.edu.au/
Delegations:	http://info.anu.edu.au/OVC/Delegations/index.asp
Disability Policy:	http://info.anu.edu.au/Policies/_DVC/Policies/Disability.asp
Diversity and Inclusion:	www.anu.edu.au/equity/
Division of Information:	http://information.anu.edu.au/daisy/infoservices/7.html
Facilities and Services:	http://facilities.anu.edu.au/
HORUS (Payslips, personal details, leave, training and car-parking):	https://esapps.anu.edu.au/sscsprod/psp/sscsprod/?cmd=login&languageCd=ENG

Human Resources Division:	http://info.anu.edu.au/hr/index.asp
My Pay and Benefits:	http://info.anu.edu.au/hr/My_Pay_Index

My Work Environment:	http://info.anu.edu.au/hr/My_Work_Environment_Index
My Career:	http://info.anu.edu.au/hr/My_Career_Index
ANU Expectations:	http://info.anu.edu.au/hr/ANU_Expectations_Index
HR Toolkits:	http://info.anu.edu.au/hr/HR_Toolkits

Occupational Health and Safety:	http://info.anu.edu.au/hr/OHS/index.asp
Workstation setup:	http://info.anu.edu.au/hr/Injury_Prevention_and_Rehab/_posture_brochure2005.pdf
Training:	http://info.anu.edu.au/hr/Training_and_Development/OHS_Training
Health Surveillance:	http://info.anu.edu.au/hr/OHS/Health_Surveillance_Program
OHS Networks:	http://info.anu.edu.au/hr/OHS/OHS_Networks

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