INDUCTION POLICY

1. ## **PREAMBLE**

   Council realises that in order to maintain effective and efficient service delivery, all employees must be taken through a comprehensive induction process.

   Msukaligwa Municipality commits itself to assist new employees to integrate into the culture of the organisation and to acquaint themselves with details and the requirements of the job as quickly as possible.

   The induction process will take place by means of a formal induction checklist which will guide the HR functionaries and Directors of Departments or delegates for the purpose of employee orientation.

   The induction checklist is attached as per Annexure A.

2. ## **PURPOSE**

   To integrate all employees into the organisational culture of Msukaligwa Municipality. To familiarize them with Council activities and to guide, train, counsel and evaluate all employees who have been newly appointed, promoted, transferred or demoted so that a harmonious working environment can be created.

3. ## **OBJECTIVES OF INDUCTION PROCESS**

   3.1   To make a new employee more rapidly productive

   When a new employee joins an organisation, he/she is unfamiliar with the way in which the work must be done, how the organisation functions and how to act to fit into the organisation effectively.

   3.2   To reduce fear and insecurity

   Most new employees experience a degree of fear about whether they will succeed in the job. Proper induction can eliminate the new employee's initial insecurity and fear, so that he/she can address the new task with a positive attitude.

3. **OBJECTIVES OF INDUCTION PROCESS** (Continue)

3.3   The reduction of labour turnover

Labour turnover is particularly high during the first phase of the employee's period of service. If the employee is allowed to build up negative feelings towards the task during this time, then the employee can be induced to leave the service of the organisation.

An effective induction programme can make a positive contribution towards limiting labour turnover to a minimum during the initial phase of the new employee's career.

3.4   Helping to create realistic employee expectations

During the induction programme, new employees must be taught exactly what the organisation expects of them and what they in turn can expect from the organisation.

An induction programme can make an important contribution towards toning down expectations and basing them on reality.

3.5   Creating job satisfaction and a positive attitude towards the employer.

The induction programme can contribute towards the immediate development of a positive attitude towards the employer and job satisfaction on the part of the new employee. Induction ensures that company policies and other employment practices are communicated face to face to the new employee.

4. **SCOPE OF THE INDUCTION TRAINING**

Induction training shall be conducted for all employees of the Municipality as follows:

4.1   General organisation induction which affect all employees within the orga-nisation including new employees.

4.2   Departmental induction which will be tailored to the new employee's specific department and job.

5.   RESPONSIBILITY FOR INDUCTION

The following components will be involved in the induction process:

5.1   Human Resources Department

The Human Resources Department will be responsible for issues
such as the employment contract, compensation, Medical scheme,
Pension funds, Group Schemes and the development and monitoring
of the success of the induction checklist.

5.2   The Director of the Department

It is the responsibility of the Director of Department to meet all
new employees and briefly explain to them the role and responsi-
bilities of the particular department within the organisation.

5.3   The immediate supervisor

The immediate supervisor must ensure that the employees in the
section receive all the information necessary to enable them to
function as efficiently and effectively as possible. This will
include the introduction of new employees to co-workers, ex-
plaining job duties and responsibilities as well as procedures,
rules and regulations and also taking the employees on a
familiarisation tour of the workplace.

6.   BENEFICIARIES OF THE INDUCTION PROCESS

There are three categories of employees who will benefit from induction
process as follows:

6.   BENEFICIARIES OF THE INDUCTION (Continue)

   6.1   NEW EMPLOYEES

   It is vital that all new employees should receive proper induction
   training.

   6.2   TRANSFERRED/PROMOTED EMPLOYEES

   Existing employees who have been transferred or promoted
   within the organisation will receive induction training, especially
   if the transfer or promotion involves a significant change of
   environment.

   6.3   ALL CURRENT EMPLOYEES

   An induction training involving all current employees shall take
   place from time to time to disseminate information relating to
   new policies that have been formulated and other policies that
   have been amended.

7.   DURATION OF INDUCTION

Induction training shall be conducted for a period not exceeding two
days for HR induction and two days for departmental induction.
The induction period can be extended for a longer period if the need arises to
ensure that new employees are properly inducted. Existing employees
shall be subjected to induction process on an ongoing basis depending
on availability of new or amended policies and programmes.

8.   EVALUATION OF INDUCTION PROCESS

The following quantitative measures shall be carried out by the HR
Functionaries after a period of six months to evaluate the success of
the induction process:

8. **<u>EVALUATION OF INDUCTION PROCESS</u>** **(Continue)**

    i)   Labour turnover statistics

    ii)   Sickness and absenteeism rates

    iii)   Questionnaires and exit interviews

<u>INDUCTION CHECKLIST</u>

HUMAN RESOURCES INDUCTION CHECKLIST

   (A)   PRE-INDUCTION RESPONSIBILITIES

        1. <u>DEVELOPING AND MONITORING OF THE INDUCTION PROCESS</u>

           *   Letter of appointment

           *   Telling Directors the starting dates of new employees

           *   Prepare relevant documentation for the new employee

           *   Forward basic information to the new staff member relating to the directions to the building of the employer

           *   Assign responsibility to member of staff to meet new employee

   (B)   RESPONSIBILITIES DURING INDUCTION

        2.   <u>OVERVIEW OF THE COMPANY</u>

           *   Welcoming speech

           *   Historical background and culture of the organisation

           *   Services and customers served

           *   Scope of diversity of activities

           *   Organisational structure of the company including admin units

           *   Designations and names of top management

3. KEY POLICIES AND PROCEDURES

   * Conditions of Service

   * Employment Policy

   * Capacity Building Policy

   * Promotion Policy

   * Succession Planning Policy

   * Performance Management Policy

   * Employment Equity Policy

   * Induction Policy

   * Employee Wellness Programme

   * Disciplinary procedure

   * Occupational health and safety policy

4. COMPENSATION

   * Salary Scales

   * Hours of work

   * Overtime

   * Holiday Pay

   * Shiftwork

   * How and when pay is received

   * Deductions required and optional with specific amounts

   * Advances on salary

5.   <u>FRINGE BENEFITS</u>

*   Group Scheme (deduction & company contribution)

*   Medical Schemes (deduction & company contribution)

*   Pension Funds and Retirement options (deduction & company contribution)

*   Leave: vacation, sick, family illness, bereavement, maternity & extended absence (unpaid leave), study leave

*   On the job training opportunities

*   Counselling services

*   Recreation and social activities

*   Study bursaries

*   Car Scheme

*   Housing Scheme

*   U.I.F. (deduction and company contribution)

6.   <u>HEALTH PROMOTION, SAFETY AND ACCIDENT PREVENTION</u>

*   Health Clinics

*   Exercise and recreation centre

*   Safety precautions

*   Reporting of hazards

*   Accident procedures and reporting

*   Protective clothing and foorwear

*   Use of alcohol and drugs on the job

7.   <u>EMPLOYEE AND UNION RELATIONS</u>

    *   Terms and Conditions of employment

    *   Probationary period and expected on the job conduct

    *   Reporting of sickness and lateness for work

    *   Employee rights and responsibilities

    *   Director and Supervisor Rights

    *   Relations with Supervisors and Shopstewards

    *   Employee organisations and options

    *   Supervision and evaluation of performance

    *   Discipline and reprimands

    *   Grievance procedure

    *   Termination of employment
       (resignation, lay-off, discharge, retirement)

    *   Communications: channels of communication
       upwards and downward, suggestion system, posting
       materials on bulletin board and sharing new ideas

    *   Sanitation and Cleanliness

    *   Wearing of safety equipment, badges and uniforms

    *   Bringing things to and removing things from company
       grounds

    *   On site political activity

    *   Handling of rumours

8.   PHYSICAL FACILITIES

* Tour of public facilities (Library, sportsfield, banks, taxi-rank, halls and post office)

* Food services and cafeteria

* Restricted areas for eating and smoking

* Car parking areas

* First Aid

* Rest Rooms

* Stationery

* Photocopying machines

* Main company offices including satellite offices

9.   ECONOMIC FACTORS

* Costs of damage to equipments

* Costs of theft to equipments

* Labour costs

* Costs of equipment

* Costs of absenteeism, lateness and accidents

DIRECTOR'S/IMMEDIATE SUPERVISOR'S
INDUCTION CHECKLIST

1.   JOB DUTIES AND RESPONSIBILITIES

  *   Identify a mentor to assist the new employee

  *   Detailed explanation of job based on current job description and
        expected results

  *   Explanation of why job is important, how the specific job relates
        to others in the department and company

  *   Discussion of common problems and how to avoid and overcome
        them

  *   Performance standards and basis of performance evaluation

  *   Number of daily work hours and times

  *   Weekend working

  *   Overtime needs and requirements

  *   Extra duty assignments
        (e.g. changing duties to cover for an absent worker)

  *   Required records and reports

  *   Check-out on equipment to be used

  *   Explanation of where and how to get tools, have equipment
        maintained and repaired

  *   Types of assistance available:

        When and how to ask for help

  *   Determine training needs based on the relevant job description

2.   POLICIES, PROCEDURES, RULES AND REGULATIONS

*   Rules unique to the job and/or department

*   Computer passwords if hardware is available

*   Handling emergencies

*   Safety precautions and accident prevention

*   Reporting of hazards and accidents

*   Cleanliness standards and sanitation

*   Security, theft problems and costs

*   Relations with outside people

*   Eating in department area during working hours

*   Removal of things from department

*   Smoking restrictions

*   Time clock and timesheets

*   Breaks/rest periods

*   Lunch time and duration

*   Making and receiving personal telephone calls during working
     hours

*   Requisitioning suppliers and equipment

*   Monitoring and evaluating of employee performance

*   Going to shops during working hours

*   IDP document

3.	<u>TOUR OF DEPARTMENT</u>

- •	Rest rooms and showers

- *	Firearm box, fire extinguisher stations and fire escape routes

- *	Time clocks

- *	Lockers

- *	Approved entrances and exits

- *	Supervisors residence

- *	Supply room and maintenance department

- *	Sanitation and security offices

- *	Smoking area

- *	First Aid Kit

- *	Offices of Director and other collegues

- •	Location of work area for the whole Directorate

4.	<u>INTRODUCTION TO DEPARTMENT EMPLOYEES</u>