

Induction is a method used to welcome newly recruited staff to the workplace. The induction process aims to introduce the new recruit to the organisation and to new colleagues, to the organisations policies, procedures and objectives, and provides employees with a footing in their new position. Each of the organisations discussed in Case Studies 1-3 have implemented a carefully thought out induction process to welcome their newly recruited staff to their company.

A similarity in methods at these three organisations is seen in how the induction phase blends gradually on to training and development or performance management, ensuring continuity and avoiding causing a sense of abandonment for the employee. Beginning to focus on training and development during the early stages as these organisations have done, demonstrates a commitment to the new employee's career development and helps to lower turnover thus cutting future recruitment costs.

All three organisations chose to plan and prepare for the induction process. At the Transport Authority (Case Study 1) line managers draw up an induction plan which the employee receives a copy of. Personalised welcome packs provide details of everything the new staff member needs to know. At Zeneca Agrochemicals (Case Study 2) a programme for induction is set out a week in advance of the start date. The Ministry of Defence (Case Study 3) has line managers send information packs in advance also. At the Transport Authority and at Zeneca Agrochemicals, the induction process is divided in to stages and checklists monitor progress through the stages. Designing a planned programme for the induction of all new employees helps to ensure consistency of approach and equality as each employee will receive the same welcome and information.

A slightly different approach at The Ministry of Defence has led to somewhat of a lack on consistency in the induction experience for new employees. Being a larger organisation in terms of employee numbers and having the workforce dispersed at different locations they have chosen to localise the induction process, keeping information relevant. The role of personnel is intended to be minimal and units are given autonomy in the way they introduce staff to local culture and operations. This can be seen as an efficient approach to induction, however it has led to variations in standards which can cause problems in terms of equal treatment of new employees.

Communication is an integral part of helping a new employee to settle in to a company, establishing problem areas and to help the employee to develop their new career and was carefully integrated into the induction processes set out by each of these organisations. The initial stages are used to inform employees of all the basic details which they might need to know. Later on, management and staff have opportunities to communicate at regular intervals throughout the year to discuss performance, identify training and development needs, set objectives and provide feedback to each other. At the Transport Authority feedback forms are given to employees to help the organisation assess and improve the induction process.

In conclusion, the three organisations share some methods of implementing the induction process and also differ slightly in approaches as each organisation has adapted its methods to best suit their varying needs. However, these differences help to illustrate the importance of consistency of approach as the effect of lack of consistency is noticed in Case Study 3. The importance of communication is also noted in how it played an imperative role in each of the different organisation's induction processes.