 MERIDIAN COLLEGE  
HUMAN RESOURCE MANAGEMENT

# Human Resource Management

Induction  
Lecturer: Matthew Bambach  
(Slide adapted from Wiley Lecture Resources)

Sheridan College

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## Summary

- Explain the benefits of orientation
- Design an orientation program
- Discuss the differences different types of socialization

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## Orientation (p380 – p393 text)

- Benefits
- Timing
- Orientation programs
- Informal orientation
- Orientation packages
- Follow up

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 **Socialisation**

- The process of becoming a part of the organisation.
- Induction / orientation can be used to help people become a part of the organisation – however...



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 **Socialisation**



- Socialisation occurs regardless of what the organisation offers the new employee
- If no orientation or induction takes place, the employee still begins to try to fit in with the organisation and learn about its ways

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 **Impact**

- socialisation has a relationship with:
  - turnover and retention
  - organisational commitment
  - and culture in the form of values and norms being continued



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### The newcomer

- Well managed induction can help the new employee to feel as though they belong and reduce the chances of their leaving before they get a chance to perform



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### Why?

- Estimated that almost one in five new starters leave the organisation before the end of the first 3 months



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### Why?

- Isolation
- Confusion
- Struggling to learn procedures
- Low morale and commitment result
- Break rules



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**Some objectives**

- Introduction to the company
- Review of important policy and practice
- Review of benefits and services
- Benefit plan enrolment
- Completion of employment documents
- Review of employer expectations
- Setting of employee expectations
- Introduction to fellow workers
- Introduction to facilities
- Introduction to the job



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**3 perspectives**

- Administrative
- Social integration
- Cultural control



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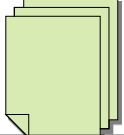

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**Administrative**

- Information
- Content is largely what, where, when
- Information overload?



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### Social Integration Perspective



- Informal groupings influence settling in
- Loyalty and commitment as goal
- Allocate friend or mentor
- Special cases for school leavers, long term unemployed, employees with disabilities

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### Cultural Control

- “educate” employees into “way of doing things
- Intensive induction
- Personality v competence
- “indoctrination”?
- “brainwashing”?



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### R&S or T&D?



- It could be argued that orientation or induction is part of the Training and Development process
- But it is also crucial to making sure that the R&S process is not wasted

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**WHOSE RESPONSIBILITY?**

- HRM?
- Recruiters?
- T&D?
- Line manager/supervisor
- Peer or buddy?



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**The Program**

- Organisations need to develop their own induction program.
- Consider needs of organisation & the unit
- Consider the needs of the individual



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**What format?**

- Formal vs informal
- Individual vs collective
- Fixed vs variable
- Serial vs random
- Investiture vs Divestiture



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### Collective v Individual

- The extent to which new employees are submitted together or individually to the socialisation procedures eg group training or training on the job.

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### Formal v Informal

- The extent the newcomer is separated from regular organisational members and undergoes a custom made socialisation experience (eg policy academy or on the job training)

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### Sequential v Random

- The extent the steps that lead to mastery of a job are specified eg for a physician.

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### Fixed v Variable

- The extent to which socialisation steps are fixed in a time scheme (or path) that has been communicated to the newcomer



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### Serial v Disjunctive

- The extent to which experienced organisational members are holding the same position, and can function as role models, are present (where serial refers to the availability of these role models).



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### Investiture v Divestiture

- The extent to which the process can affirm the identity of the newcomer. With Divestiture tactics one tries to deny and/or change the identity of the newcomer (eg initial military training)



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### Joost Ardts (2001)

- Individual socialisation can lead to innovation – but employees are also found to be less loyal and have higher turnover.
- Institutional socialisation can lead to conformism and loyalty.
- He suggests a combination of the two for innovative employees that you wish to retain.

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### Activities – Review / Design Processes



Activity A

- Search and review online induction / orientation packages procedures (e.g. universities : checklists, handbooks, policies, procedures etc.)

Activity B

- Consider designing an orientation program for an organization of your choice. What would be the key components of your program?

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