

MANTSOPA LOCAL MUNICIPALITY



INDUCTION POLICY

Mantsopa Local Municipality Induction Policy

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| <i>Next Review Date</i> | 2010 |
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Approval of Policy

Please note that the implementation of the policy contained in this document is subject to approval and signing off by all relevant Heads and/or Committees, including but not limited to:

- Municipal Manager; and
- Municipal Council

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1. Purpose

- 1.1 The purpose of this policy is to provide guidelines and a framework to enable and facilitate the integration of new employees into the municipality. The municipality believes that all new employees must be effectively inducted into the municipality. Induction is regarded as a vital part of staff recruitment and integration into the working environment. This policy, associated procedures and guidelines define the municipality's commitment to ensure that all staff is supported during the period of induction, to the benefit of the employee and the municipality alike.
- 1.2 It is the aim of the municipality to ensure that staff induction is dealt with in an organised and consistent manner, to enable staff to be introduced into a new post and working environment quickly, so that they can contribute effectively as soon as possible. This induction policy, associated procedures and guidelines aim to set out general steps for Managers and Staff to follow during the induction process. It is expected that all Managers and Staff will adhere to this policy.
- 1.3 Further objectives of the induction programme include: -
 - 1.3.1 Acquainting new employees with the organisational objectives, mandate and job procedures;
 - 1.3.2 Establishing relationships with co-workers including managers and other colleagues;
 - 1.3.3 Creating a sense of belonging among employees by showing them how their job fits into the overall organization;
 - 1.3.4 Providing the employee with an indication of the preferred means by which organisational goals should be attained;
 - 1.3.5 Identifying the basic responsibilities of the job;
 - 1.3.6 Agreeing performance expectations of the employee;
 - 1.3.7 Indicating the required behaviour patterns for effective job performance.

2. Scope

- 2.1 This policy applies to all employees at the municipality, including existing employees who have been promoted and or transferred within the organisation.

3. Definitions

- 3.1 The following meanings are ascribed to the following terms used in this policy:
 - 3.1.1 “**Employee induction**” means to introduce or initiate an employee into a system of doing things.
 - 3.1.2 “**Employee Orientation**” means to make the employee familiar with or adjusted to specific organizational circumstances.

4. Principles

- 4.1 This policy will be guided by the following principles:
 - 4.1.1 The need to facilitate swift integration of the new recruit to the municipality.
 - 4.1.2 The need to facilitate the employee’s readiness for work by exposing him/her to the pertinent job requirements of the Department/Section or Unit.

5. Policy Provisions

- 5.1 In order to secure an effective induction process the municipality will ensure that:
 - 5.1.1 the induction process is properly structured and offers comprehensive familiarisation with the working environment, work procedures and policies;
 - 5.1.2 managers and supervisors are trained on how to induct new employees and are provided with a checklist or set of guidelines which they apply consistently to all new employees;
 - 5.1.3 managers, supervisors and staff responsible for induction are trained on how assumptions about new employees, based on their racial group, can effect the degree to which they are informed, for example, about their rights in the organisation, access to staff facilities and benefits, and the complaints procedures;

- 5.1.4 a comprehensive set of relevant human resources policies and procedures (training and development, employment equity, performance management, grievance and discipline, leave, terms and conditions of employment, promotion, career development, recruitment and selection) is made available to the new employee in a format and language that s/he will easily understand;
- 5.1.5 new employees sign that they have received and read the municipality's policies and procedures – a signed copy of which is kept on the employee's file;
- 5.1.6 the requirements of the job are explained in a language and manner that the new employee understands;
- 5.1.7 new employees are made aware of the importance of treating colleagues fairly and challenging any unlawfully discriminating behaviour; and
- 5.1.8 new employees are assigned "buddies" for their first month of employment – these are work colleagues from the same department who play an informal role in assisting the new employee to become more familiar with and integrated into the work environment.

5.2 All employees will under-go induction on appointment, promotion, or transfer.

5.3 All employees will undergo an organization wide and a department specific orientation programme on appointment, promotion or transfer.

6. Procedures

6.1 To achieve successful induction, a systematic plan should be followed. This is to enable records to be kept and thus ensure that information is not missed out. A checklist of points to be included in induction is attached.

6.2 Although induction is of vital importance to new employees, anyone who is promoted or transferred from one job to another should also be inducted.

6.3 In general, the aim of induction should be to convey a clear picture of the workings of the municipality.

6.4 The Role of the Human Resources Department

6.4.1 Human resources will be the first calling place for new employees. The following areas will be covered within the first week of appointment:

- a) A warm welcome to the municipality. The municipality and employing Department management structure will be outlined and a brief description of the municipality given.
- b) Employee Qualifications/ Training /Professional Registration details (as appropriate.) will be confirmed and copies taken for personnel files (if not already done).
- c) The importance of maintaining appropriate professional registration if required will be emphasised and attention drawn to the contractual requirement to do so.
- d) The need for confidentiality regarding the municipality will be highlighted.
- e) Pay scales and allowances, method of payment, holiday entitlements, hours of work, pension scheme will be explained in detail.
- f) Information will be given on the absence policy and procedure, including method of reporting absence.
- g) The discipline and grievance procedures will be fully explained and written copies of these supplied.
- h) The municipality smoking policy will be detailed, including availability of assistance in stopping smoking.
- i) Brief tour of building, including canteen facilities and introductions where appropriate.
- j) Ensure the new employee does not currently require any further information.
- k) Confirm induction details and complete induction form.
- l) Arrange an escort to working location.

6.5 The role of the Employing Department (Line Manager)

6.5.1 A chosen representative (usually the direct line manager) of the employing department should act as a guide to the new employee during the allocated induction period.

6.5.2 The following points should be covered:

- a) Further detail on the Departmental structure should be given, supplying names of key personnel.

- b) Introductions should be made to managers, other members of staff and people with whom the employee will be working. The aim should be to put faces to the names already given.
- c) A tour of the department should be given, indicating the location of fire alarms, first aid equipment, and toilets and catering facilities.
- d) Specific job responsibilities should be explained, referring to the job description if necessary.
- e) Safety precautions should be emphasised – the safety officer may be called upon to perform induction specific to safety issues.
- f) Procedures relating to personal accident reports should be explained.
- g) In general, the Department should avoid giving too much information in the first day. Vital information must be emphasised but in general queries should be dealt with as they arise. The new employee should ideally be involved in some practical work during the first day.

6.6 Follow – up by the Human Resources Department

- 6.6.1 It is important to follow up on the initial induction within the first four weeks.
- 6.6.2 Employees should be asked how they are settling in and whether they require any additional information.
- 6.6.3 Views on the induction procedure should be sought and noted. Any comments should be related in writing to the appropriate Department, so that changes may be made as required.

7. Delegations

- 7.1 Officials, implementing this policy, are required to make reference to the latest delegation framework and identify the appropriate delegations applicable to this policy, which may be subject to change from time to time.

8. Annexures

Annexure A: MANAGER'S INDUCTION CHECKLIST

MANAGERS/SUPERVISORS' CHECKLIST FOR INDUCTING NEW EMPLOYEES

| ACTION | DATE COMPLETED | SIGNATURE |
|---|----------------|-----------|
| Arrange the office/workstation/furniture | | |
| Human Resources to arrange for line manager to obtain a briefing on the new employee's background, existing experience, job knowledge and what additional knowledge the individual will need to acquire in order to become productive | | |
| Point out office, seating, etc, | | |
| Introduce the employee to office colleagues and the team members (make sure that employees know about the new employee before he/she actually starts working) | | |
| Introduce the employee to his/her line manager | | |
| Hand the new employee all job specific documentation, e.g. job description, policies and procedures, etc. | | |
| Explain divisional/sectional organogram and interfacing | | |
| Explain the function/purpose of the division/section | | |
| Explain the way things are done (lunch times, tea breaks, parking, pay dates, etc. | | |
| Explain job duties: highlight responsibilities, standards of performance, determine criteria for deadlines | | |
| Give a brief overview of the performance management system and ensure that new employee receives formal performance management training | | |

Annexure B: Employee Induction Check List

Use these guidelines to conduct a simple yet effective employee induction, ensuring that all important employment practices are communicated to employees. It is also a good workplace practice to regularly re-orientate employees every year or when changing employment practices in your Employee Handbook or Human Resources Manual.

Keep this Induction Checklist on an employee's files for later use, for example, to demonstrate to the CCMA or Labour Court that employment practices have been communicated to a particular employee.

| | |
|-------------------|------------------------------|
| NAME | ID No: |
| JOB TITLE | WORK UNIT |
| START DATE | RATE OF PAY |
| SUPERVISOR'S NAME | TELEPHONE NUMBERS (W) (H) |
| REVIEW DATE | TELEPHONE NUMBER |

| DEPARTMENT STRUCTURE AND FUNCTIONS | |
|--|---------------|
| <ul style="list-style-type: none">• Overview of Department• Department Orientation• Customer Orientation• Organizational Chart• Function of work unit• Work duties of others in the work unit• Review of specific Departmental Procedures• Mission statement and operational objectives• Job duties and responsibilities• Performance standard for the job• Probation period• Issue an Employee Handbook• Where to get Department help and information• _____ | Notes: |

PHYSICAL SURROUNDING AND EQUIPMENT

- Work Area
- How to use the Telephone
- Location of supplies
- Care of equipment
- Parking
- Keys and key control
- Housekeeping and Safety
- After hours access
- Staff ID card
- Fire extinguishers & exits
- Smoking rules
- Review of specific policies pertinent to department

- _____

- _____

- _____

Notes:**PAY FOR TIME WORKED**

- Salary Requirements
- Pay Dates
- Check distribution
- Problem with pay check, see supervisor
- Changes in personal / income tax status (name address)

- _____

- _____

- _____

Notes:

| HOURS OF WORK | |
|---|---------------|
| <ul style="list-style-type: none"> • Work week and hours of work • Meal breaks - when and how long • Work schedule changes • Break periods - when and how long • Punctuality • Attendance • Review of relevant Human Resource Manual procedures • Required overtime, Sunday Work, night work or work on Public Holidays <ul style="list-style-type: none"> • _____ • _____ • _____ • _____ | Notes: |

| LEAVE AND ABSENCES | |
|---|---------------|
| <ul style="list-style-type: none"> • Holidays • Vacation Leave Request • Vacation Leave Accrual • Use of leave and approval after six months of service • Sick Leave Request • Medical release may be required • Sick Leave Accrual Rate • Sick Leave w/o Pay • Compassionate / Bereavement Leave • Family Responsibility Leave • Department procedures on leave reporting • Leaving during working hours <ul style="list-style-type: none"> • _____ • _____ • _____ • _____ | Notes: |

| RIGHTS AND RESPONSIBILITIES | |
|--|---------------|
| <ul style="list-style-type: none"> • Conduct and Dress Code • Effective Work Relationships • Professional Ethics • Telephone How to answer, Personal calls • Rules outlining the use of equipment/resources for personal use • Employee Assistant Program • Job injury reported to supervisor • Confidential Information • Complaint and Appeal procedures • Discipline process <ul style="list-style-type: none"> • _____ • _____ • _____ | Notes: |

| OTHER EMPLOYMENT PRACTICES COMMUNICATED | |
|--|---------------|
| 1. _____ 2. _____ 3. _____ 4. _____ 5. _____ 6. _____ 7. _____ | Notes: |

Original retained by Supervisor on Employee File

Date for follow up / re-orientation of employment practices: _____

Copy to Employee:

I, the undersigned, hereby confirm that the above-mentioned policies and procedures have been communicated to me.

EMPLOYEE SIGNATURE

DATE

I, the undersigned, hereby confirm that the above-mentioned policies and procedures have been communicated to the above-mentioned employee.

SUPERVISOR'S SIGNATURE

DATE