



JOINING MASSEY

Manager guideline for staff induction

“Attracting, engaging, and developing our talent (both our academic and professional services staff) is critical to our success. The Massey workforce is a rich mix of people. We strive to make our work and our workplace environment the most stimulating available and the most conducive to the high standards we aspire to. We do this by attracting and engaging talented people, and giving them a supportive and enabling environment in which to excel”.



Professor Jan Thomas
Vice-Chancellor



HOW TO USE THIS GUIDELINE

THE FIRST 90 DAYS - TRANSITIONING FOR SUCCESS

As a manager, you play a critical role in supporting your new team member to effectively settle into their new job and work environment and to achieve their best.

The experience your new team member has over their first few days, weeks and months will impact their ability to contribute to your team, and how long they'll choose to stay with Massey.

This guideline will help you to cover all the important aspects of bringing your new team member on board.

This includes:

- The little (but important) things such as setting up access to computer services, and various logistical, administrative and housekeeping tasks.
- The big things such as the University Strategy, the business plans for your own work area, and the expected outcomes of your new team members' role.

Set aside time to plan – it's too important to leave it to chance!

The objective of induction is to ensure that your new team member is integrated as soon as possible into their new job and work environment. This is achieved by ensuring that they receive all information, tools and support necessary to allow them to effectively perform their duties and responsibilities.

INDUCTION IS IMPORTANT BECAUSE IT:

- Helps to motivate people.
- Reduces staff turnover and disputes by supporting an individuals' decision to accept their new job and place of employment.
- Gets people up to speed quickly.
- Pays for itself at all levels and is a vital part of building the reputation of Massey as an employer, and the goodwill of staff.
- Ensures clarity about the expected levels of quality and performance.
- Gives a sense of certainty in the individuals' job and the work environment.

Joining a new organisation or team is a time of *transition*. It's a time when people have the biggest opportunity to fail – or succeed! Research shows that there are **3 key transition** tasks that influence success in a new role:

1. Learning about the organisation.
2. Establishing a clear direction.
3. Building a network of support.

This induction guideline and related materials will help you to support your new team member to accelerate their transition. This guideline sets out a three month process, which concludes with a conversation between you and your new team member on matters that are important to your ongoing mutual success.

HANDY TIP:

Use this guideline as an induction planner. You'll find useful ideas to help with all aspects of the induction process.

There is a 1-page planner at the back of this guideline to help keep your induction activities in check.

BEFORE YOUR NEW TEAM MEMBER STARTS

GETTING THINGS READY

Even before your new team member starts on the job, there are things you can do to:

- Reinforce their decision to join Massey, and
- Give them reassurance that you're expecting them, and making preparations for their arrival.

ESSENTIAL PRE-START PREPARATIONS

Now that an offer of employment has been accepted, you or your nominee should contact the team member, welcome them into the department and confirm the starting date, time and meeting place.

It is important that you make sure that you are ready to provide induction support from the first moment the new team member arrives. To be best placed to do this, ensure that prior to the first day of employment:

- Meetings with key people are scheduled for week one and beyond.
- Arrangements are made regarding office space, equipment and basic stationery.
- Arrangements are made for appropriate IT access, including user/network registration, mailing lists, access to position specific systems and/or databases and telephone access.

A user registration form can be found at: <http://itsforms.massey.ac.nz>. This form no longer requires the staff member's signature, therefore allowing network access to be arranged prior to the staff members first day.

- Access to office space and facilities is organised, for example access keys and cards.
- Any individual who needs to be available to meet with the new employee on their first day of employment is available to do this.

Think about the appropriateness of assigning a buddy or mentor to the individual; someone who can act as a guide and first point of contact as they prepare to join Massey and during the early stages of their employment.

HR SERVICES WILL...

Send your new team member a copy of 'Defining Massey', a publication that contains information about the University structure, vision and goals as well as available facilities and services, and

Send a copy of 'The Induction Workbook for New Staff', an application for a Staff ID card, an Employment Details Form and an IR330.

Once your new team members staff ID card is processed, this will be sent to the department.

Enclosed with their acknowledgement letter was the Health and Safety Information Handbook and the Leadership and Staff Development Calendar. They can find information on benefits at Massey by visiting the People and Organisational Development website.

NOTES/COMMENTS/REMINDERS

DAY ONE

TAKING CARE OF BUSINESS

FIRST IMPRESSIONS COUNT

Your pre-start preparations will reap rewards when your new team member feels that they've joined a team that's expecting them and they feel confident that they have the tools to be productive in their first few days.

Sure, there'll be some paperwork to complete, but you'll have facilitated most of the administration before they start if you've done your pre-start preparations.

BY THE END OF DAY ONE, YOU'LL HAVE....

- Covered the housekeeping matters associated with getting your new team member on board.
- Completed and forwarded to HR Services the forms required to get your new team member paid.

INDUCTION EMPLOYMENT FORMS

Your staff member has been sent the necessary forms to complete to ensure they are paid. If they have not received these prior to commencing, the forms can be obtained by using the HR forms link on the People & Organisational Development website. You will need to provide to HR Services:

- An IR330 (Tax Code Declaration), and
- An Employment Details Form, and
- Copies of any employment documentation required. Copies of any documentation need to be verified, (i.e. you need to sight the original, write on the copy that the original has been sighted, date and sign the copy and write your name and department on it).

Send the completed Induction Employment forms to: HR Services, PN202 or by email to HRHelpdesk@massey.ac.nz

NEW STAFF ORIENTATION

If your new staff member is commencing a permanent appointment or a fixed-term of more than 12 months, they would have been informed of a New Staff Orientation workshop in their acknowledgement letter. They will be sent an Outlook invitation which will be sent to their Massey email address once they have started.

HOUSEKEEPING

An important part of the induction process is for the new team member to be provided with an overall introduction to their work area and "housekeeping" associated with where and how they work, such as:

- Hours of work
- Location and use of facilities, e.g. tea room, toilets, parking, mail services, printing facilities
- Locking and security of buildings
- Introduction to 'MyHR' (**NB:** Full access to 'MyHR' is not available until the new staff member has authenticated their identity via an ITS system email process). If your staff member experiences problems trying to access MyHR please contact the ITS Service Desk.
- Introduction to 'Staffroom'
- Voluntary Workplace Insurance – remind new employees that they have the opportunity to join, with no medical questions, providing they join within 30 days of commencing employment

By now, your new team member should have received a copy of 'The Induction Workbook for New Staff' and their Staff ID.

Diary Note:

- Make an appointment for day-end to reflect on first impressions
- Make an appointment for the end of the week, to reflect on the first week

NOTES/COMMENTS/REMINDERS

DAY ONE CONTINUED

TAKING CARE OF BUSINESS

HEALTH AND SAFETY

Please note, the list below is generalised and therefore in subsequent days a more detailed induction to specific departmental safety requirements may be required. It is important to ensure your new team member has ample opportunity to ask questions about safety and does fully understand Health and Safety procedures.

Further information can be found at <http://pod.massey.ac.nz>

YOU SHOULD DISCUSS:

- Health and Safety responsibilities as detailed in the Health and Safety Information Booklet provided with their acknowledgement letter.
- The requirement to, and process for, reporting work related and non-work related accidents, incidents or illness. Any lost time needs to be reported to the Rehabilitation and ACC Administrator as soon as possible.
- Emergency procedures, including; emergency notification process, evacuation routes and assembly points. In addition, all new staff should be allocated an emergency back pack, which is available from the Facilities Management Helpdesk
- Hazards and safety requirements associated with the job, including safety and emergency procedures, identification of hazards and use of the hazard register.
- The location and use of safety equipment and required personal protective equipment.
- Optimisation of comfort for computer users.
- Who the Health and Safety representatives, first aiders and evacuation wardens in the work area are.
- Where to locate relevant departmental/university Health and Safety information.
- How to access a first aid room and/or kit.
- Other relevant policies; including, the Smoke Free Campus Policy, Working After Hours/ Alone Policy and the Children on Campus Policy.
- If your new team member is teaching or researching please bring their attention to health and safety requirements that may be invoked by their discipline related work. These may be found at the Health and Safety website, in the 'Role and Responsibilities of Managers' section.

NOTES/COMMENTS/REMINDERS

WEEK ONE

CREATING CONTEXT AND CLARIFYING THE DIRECTION

BY THE END OF WEEK ONE, YOU'LL HAVE....

- Covered the housekeeping matters associated with getting your new team member on board.
- Completed and forwarded to HR Services the forms required to get your new team member paid.
- Clarified role expectations
- Made your new team member aware of, and familiarised them with, the policies relevant to their role.
- Introduced the Massey 2025 Strategy 'Shaping the Nation', and the strategy and business plan for your area.
- Connected your new team member with key stakeholders.

THE POSITION

- Clarify responsibilities, expectations and goals of the position.
- Ensure that the employee is aware of, and understands, relevant university and departmental regulations, policies and procedures, including the 'Education (Pastoral Care of International Students) Code of Practice 2016' and the 'Code of Responsible Research Conduct'. Show them where to find all relevant policies.
- Introduce your new team member to the people that they will be working and interacting with.

THE UNIVERSITY

The scope of the induction process should be broadened to include campus and University wide aspects. Specifically:

- Include an introduction to the wider campus, noting the facilities and services that a new employee will need to be familiar with.
- Using the Road to 2025 strategy document, and your work unit plan, discuss the defining qualities and goals of the University and how these inform the values and objectives of the department, and the purpose of the team member's position.

PROFESSIONAL DEVELOPMENT

Massey offers a number of training courses that will be applicable at various stages of your team member's time with the University.

Most applicable at this stage are the programmes that are designed to introduce your new team member to the university environment.

Enrolment in development programmes, for both academic and professional services employees, is strongly encouraged and should be arranged now. Enrolments can be made on-line by visiting the Development Opportunities section of the People & Organisational Development website, <http://pod.massey.ac.nz>. Staff can also register for development programmes via MyHR.

Further consideration will be given to position specific training and development needs as part of the Performance and Development Planning (PDP) process which is detailed at month one of this guideline.

The National Centre for Teaching and Learning, and the Research and Enterprise Office, have both created resources to assist with academic staff development. Access to these resources can be gained by visiting the respective websites for each of those offices.

HEALTH AND SAFETY

Identify relevant Health & Safety training needs, including requirements for position specific certificates or licences.

REFLECTIONS

At the end of week one, take the time to talk about your new team members first impressions. This is valuable because it helps them to feel connected with you, as their manager, and helps to clarify any misinterpretations.

NOTES/COMMENTS/REMINDERS

MONTH ONE

PLANNING FOR SUCCESS

BY THE END OF MONTH ONE, YOU'LL HAVE....

- Covered the housekeeping matters associated with getting your new team member on board
- Completed and forwarded to HR Services the forms required to get your new team member paid
- Clarified role expectations
- Made your new team member aware of, and familiarised them with, the policies relevant to their role.
- Introduced the Massey 2025 Strategy, and the strategy and business plan for your area
- Discussed development needs and support mechanisms, which will promote success in the role

ACTION I NEED TO TAKE

PERFORMANCE AND DEVELOPMENT PLANNING

You should meet with your new team member within four weeks of them taking up their position to agree a performance plan for their first year of employment.

The purpose of Performance and Development Planning (PDP) is to provide a performance review and planning process that aims to;

- help staff members to review and improve the performance of their duties,
- identify career and professional development opportunities for individuals,
- align employee performance contributions to the overall goals and objectives of the university,
- provide managers and staff members with a clear understanding of the objectives that have been agreed for the following year, and
- ensure appropriate development, training and/or support is provided to assist continuous improvement.

The purpose of the initial PDP, is to focus on the plan for the year ahead, as the review process is not at this early time, applicable. Assess professional development needs, identify appropriate development opportunities and discuss and document the new team members' plan of work for the year as part of the PDP process.

Information on the PDP process and relevant documentation can be accessed by following the link from the People & Organisational Development website.

MONTHS TWO TO THREE

MAINTAINING MOMENTUM, MAKING ADJUSTMENTS

BY THE END OF MONTH THREE, YOU'LL HAVE....

- Covered the housekeeping matters associated with getting your new team member on board
- Completed and forwarded to HR Services the forms required to get your new team member paid
- Clarified role expectations
- Made your new team member aware of, and familiarised them with, the policies relevant to their role.
- Introduced the Massey 2025 Strategy, and the strategy and business plan for your area
- Discussed development needs and support mechanisms which will promote success in the role
- Discussed and documented a performance and development plan

THE EXPECTATIONS VERSUS EXPERIENCE GAP

Research has revealed that it is between six to nine months into a new employment relationship that any gap between what the new team members expect and what they experience begins to become apparent.

Massey's induction process has been designed to take place over an extended period; this helps to support a quality dialogue between you and the new member of your team.

At the conclusion of an initial three month period, you will be prompted to conclude the formal induction, and be requested to arrange a meeting with your new team member. The meeting provides an opportunity for you to sit down to discuss with them their experience during their first three months of employment.

You may wish to explore the following with your new team member:

- If they relocated to take up their appointment, how settled are they feeling? Is there anything else that Massey can do help them in this area?
- Do they feel familiar with the benefits of working at Massey? Is there anything else they would like to know?

- Do they have a good understanding of how their role fits into the departmental and Massey vision? Are there any aspects of this that require clarification?
- Is there any other information they need at this time regarding the practices and policies at the university?
- Is the role what they expected? If not, then where are the gaps between what they expected and what they have experienced?
- Do they have a clear understanding of their job responsibilities? Are there any areas that it would be helpful to clarify?
- Are there any aspects of their induction or training that requires further discussion?
- How are they feeling about the level of feedback they have been given?
- How do they feel about their workload?
- Is there sufficient mentoring and/or support provided? If not, what more can we do?
- Do they feel adequately resourced to do their job? If not what more is needed?
- Do they feel that they are well integrated into the team? If not, what more can be done to help them feel part of the team?

STAFF SURVEY

As each new staff member hits the three month mark, they are invited to complete a survey on their recruitment and induction experience. This questionnaire is voluntary. The information collected is presented as summarised trend data, which is used by the team in People and Organisational Development, to inform on-going efforts to improve service to managers and new staff.

DIARY NOTE:

Arrange a time to meet and discuss the new team members experience to date.

END OF MONTH THREE

CLOSING THE LOOP

BY THE END OF MONTH THREE, YOU'LL HAVE....

- Covered the housekeeping matters associated with getting your new team member on board
- Completed and forwarded to HR Services the forms required to get your new team member paid
- Clarified role expectations
- Made your new team member aware of, and familiarised them with, the policies relevant to their role.
- Introduced the Massey 2025 Strategy, and the strategy and business plan for your area
- Discussed development needs and support mechanisms which will promote success in the role
- Discussed and documented a performance and development plan
- Discussed their experience to date and have taken appropriate action as needed
- Confirmed that induction is complete

For the purposes of ensuring that the University meets compliance requirements, particularly in regard to our Health and Safety obligations, we ask that you and your team member sign below to confirm that all aspects of the induction process as outlined in this guideline have been completed.

Please detach this page of the guideline and forward it to HR Services who will retain a copy of this on your team member's personal file as a record of this process.

STAFF ID NUMBER

TEAM MEMBERS NAME:

TEAM MEMBERS SIGNATURE

DATE:

MANAGERS NAME

MANAGERS SIGNATURE

DATE

INDUCTION PLANNER

BEFORE YOUR NEW TEAM MEMBER STARTS

GETTING THINGS READY

Essential pre-start preparations _____

DAY ONE

TAKING CARE OF BUSINESS

Induction Employment Forms _____

Housekeeping _____

Health and Safety _____

WEEK ONE

CREATING CONTEXT AND CLARIFYING THE DIRECTION

The Position _____

The University _____

Professional Development _____

Reflections _____

MONTH ONE

PLANNING FOR SUCCESS

Performance and Development Planning _____

MONTHS TWO TO THREE

MAINTAINING MOMENTUM, MAKING ADJUSTMENTS

The Expectations versus Experience Gap _____

Staff Survey _____

Closing the Loop _____