



MASSEY
UNIVERSITY
TE KUNENGA KI PŪREHUROA

UNIVERSITY OF NEW ZEALAND

MASSEY MANAGER INDUCTION

A GUIDE FOR MANAGERS WHO
ARE APPOINTING A NEW MANAGER

CONGRATULATIONS
ON THE RECRUITMENT OF
A NEW MANAGER TO YOUR
TEAM. AS THIS PERSON'S
MANAGER, YOUR SUPPORT
DURING THEIR FIRST FEW
MONTHS IS CRITICAL TO
THEIR SUCCESS.

THE ENGINE
OF THE NEW
NEW ZEALAND



INDUCTION IS AN IMPORTANT PART OF YOUR ROLE

Induction isn't just a nice-to-have. Inducting new staff is a critical part of your role as a manager – even more so if the person you are inducting is a manager themselves.

IT PAYS FOR ITSELF

- The time you invest in induction for your new manager will pay for itself many times over.
- The new person will start performing in their role more quickly.
- Their job satisfaction will be higher.
- Their productivity will be greater, because they will know what's expected and where to focus their effort.

IT'S NOT ONEROUS – BUT YOU NEED TO PREPARE

There are some must-do actions for you, but the time involved isn't great. By using the process outlined in this guide, you can provide significant support with quite a small outlay of time and effort.

INDUCTION REALLY MAKES A DIFFERENCE

You've just appointed a great person who meets your recruitment criteria. But don't make the mistake of thinking you can just leave them to get on with the job. They need your active support.

The experience your new manager has over their first few days, weeks and months will impact their ability to be an effective manager – with a direct impact on the performance and success of your staff who report to them.

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 three 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.

The resources in the Massey Manager Induction programme have been designed to deliver on these three areas.

WHO IS RESPONSIBLE FOR MANAGER INDUCTION?

This table outlines the responsibilities of the key people involved.

ROLE	RESPONSIBILITIES
New manager	Pro-actively undertakes the manager induction programme as outlined in the induction workbook; asks for help where needed; sets time aside for the activities; explores the information provided; works cooperatively with their manager to keep the process moving.
The manager of the new manager	Follows the process outlined in this guide; prepares for the new manager's arrival; meets them on day one and regularly during the induction period; provides encouragement and input into induction activities; where appropriate, nominates an induction 'buddy' for the new manager; signs off the induction record and sends it for filing.
The new manager's induction 'buddy' (if you nominate one)	Helps the new manager with practical support, in liaison with the new manager's manager; is familiar with the manager induction programme and resources, particularly the day-one housekeeping and health and safety tasks.
HR Advisor	Provides guidance to the above people about how the induction process works, and how to get the most from the programme.
Capability Development Advisor	Provides opportunities to connect with other new managers across the University; facilitates ongoing development opportunities.

INDUCTION CHECKLIST FOR MANAGERS WHO ARE APPOINTING A NEW MANAGER

PREPARE BEFORE ARRIVAL

When you're advised by HR Services that an offer of employment has been accepted, there are some things to do BEFORE the new person starts.

When the appointment is confirmed

- Contact the new person. Sometimes it can be a long time between their appointment and actually starting the job. We want them to know they haven't been forgotten about. Reinforce their decision to take the role, and reassure them of your support during induction.

Prepare for their arrival

- In your own diary, arrange a meeting schedule for you to meet together (first day, end of first week, etc).
- Advise them when and where to come on their first day.
- Arrange for office space, equipment and stationery.
- Arrange for IT access (including user/network registration, mailing lists, access to position-specific systems and databases) and phone access. A user registration form can be found at: <http://www.massey.ac.nz/massey/fms/ITS/Documents/ITS%20Forms/user%20registration.pdf>
- Arrange access to offices and facilities. eg. keys and access cards.
- Set up diary appointments with people the new person will need to meet.
- Consider assigning a buddy or colleague to act as a contact for basic induction matters (recommended).
- Familiarise yourself with the induction programme. Read through the Manager Induction booklet thoroughly, noting the topics where you can add value. If you are unsure of any aspect, ask your HR Advisor. Browse the Manager Induction links page (in the Manager Toolkit on the People and Organisational Development website) which has videos and other resources for the programme.

ON FIRST DAY

FIRST IMPRESSIONS COUNT. Your pre-start preparations will reap rewards when your new manager feels they've joined a team that's expecting them, and that they have the tools they need to be productive in their first days on the job.

- Make sure they are welcomed on arrival, and introduce them to staff.
- Meet for an hour to talk through their role, and to introduce the induction programme.
- Make sure they receive and read through their induction materials on their first day.
- Ensure they have the support they need to work through the day-one tasks in the induction workbook: housekeeping, and health and safety. Ideally, you will have identified a 'buddy' to help them with this.
- Employment forms. The forms can be found under the HR forms link on the People and Organisational Development website.

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DURING THREE-MONTH INDUCTION PERIOD

SUPPORT AND CHECK IN. Allow time to check in regularly, to monitor how their induction is progressing, and how they are going with the job itself.

Aim to meet at the end of first week.

- Check if there are any issues with the day-one health and safety and housekeeping tasks.
- Take the time to talk about first impressions. This will help them feel connected with you, and will help to clarify any misinterpretations.
- Make sure they're receiving the practical support they need.

Schedule regular induction progress meetings

- Talk about their induction progress and any issues they are having.
- There are a number of induction activities that need input and guidance from you.
For example:
Page 15: Discussing your expectations and priorities for the role.
Page 17: Discussing the new manager's vision and goals for their team.
Page 19: Helping to identify key stakeholders the new manager will need to meet.

AT THE END OF THE THREE-MONTH INDUCTION PERIOD

REVIEW THE INDUCTION EXPERIENCE. At the end of the induction period, meet to discuss progress, formalise the completion of the induction phase, and discuss on-going development.

Arrange an induction review meeting

- Discuss the induction experience and identify any follow-up needed.
 - Make sure you and the new manager sign their 'Induction Record' on page 11.
Please send a copy to HR Services to ensure completion of induction is officially recorded.
 - Discuss next steps. Agree work priorities and opportunities for further learning and development, and finalise a performance plan.
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