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Innovations in Induction Practices: Emerging Trends in Digitalized Organizations

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Abstract— The aim of this paper is to examine the importance of the Induction program and how new hires can be effectively integrated into the teams and can be set up for success in working with their colleagues and the company as a whole. Once the recruitment and hiring process is completed, good management of the first day of the new employee can ensure a smooth transition. The paper will shed light on the work to be done before Day1 and how to create good experiences for the first day, week, month and three months. The paper is built on a review of literature in the domain of employee Induction, sometimes known as organizational socialization. In order to arrive at a series of activities to be done to help new employees gain the knowledge, skills, behaviors and necessary connections to become an effective member of the organization, the author has reviewed the existing body of work on the subject. There is a good amount of work to do to ensure that the new employee really hits the ground running. After analyzing the existing literature, the author has arrived at distinct kinds of information new hires need to be given long before their first day of job and has addressed many of the tasks that need to be completed internally before new hires arrival.

Keywords— Innovation, Induction, socialization, human resources, orientation

I. INTRODUCTION

After successful recruitment and selection, a standout amongst the most significant ways by which companies can enhance their talent management frameworks is by strategic use of Induction (Bauer, 2010). Induction is a procedure to help new employees acclimate to the social and performance parts of their new occupations rapidly and easily. Since an effective Induction program can quickly transform new hires into productive employees, it should be given due consideration by the HR departments. In Fortune 500 organizations alone, around 500,000 executives take on new jobs each year, and generally speaking, executives begin new employment every two to four years (Michael Watkins, 2003).

Induction, basically, is bringing a recently employed person “on board”. However, as basic as that sounds, a great deal of exertion, arranging, and interdepartmental joint effort is expected to achieve the final result. Early productivity, excitement, and increased engagement of new hires can be achieved if Induction is done right. As per the white paper, *Induction from Scratch*- Induction makes new hires comfortable in their workplace and insightful of collegial connections and assignments and how they matter to the company’s overall objectives.

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A company’s obtaining of new talent is never suspected as to its significance in everyday activities and future profitability. There is no uncertainty that in order to meet any organization’s workforce utilization demands, recruiting and applicant processing are mandatory. Truth be told, companies with insight and vision are continually endeavoring to envision future workforce demands.

As a matter of fact, workforce planning is a critical segment in deciding the viability and life span on any company, as is Induction. To guarantee that the new hire remains a productive and engaged employee, a similar dimension of planning, detail, and interdisciplinary cooperation must be set up.

According to the white paper, *Induction from Scratch*- The choice of a new employee to remain with an organization or proceed onward, largely depends on introductory impressions, yet numerous companies put just a limited amount of planning into that significant first-contact experience- the Induction procedure.

There are numerous definitions of Induction, including one set forth by Workforce Magazine:

“Induction is the first experience new hires have with the company and the process by which they are brought into the firm. The best Induction programs integrate tactical errands, such as benefits administrative work and desk assignments, with cultural training so hires understand how the organization functions and how they will fit into that condition.”

II. LITERATURE REVIEW

Induction is the second stage of the employee’s life cycle which has four recognized components: forecasting and finding talent; induction of for the new hires; talent management; and transitioning (Partnership for Public Service, 2009).

For several reasons, Induction is critical. First, companies cannot bear to let go of a new employee at the beginning of his or her tenure since large amounts of time and money are invested in search for and recruitment of new employees. Second, Induction helps organizations to keep new hires up and running as quickly as possible. Third, if the Induction procedure is executed appropriately, it will improve the experience of transition of new hire into the company and help him or her become more engaged (Workforce Management, 2009a). Research shows that the involvement of employees is affected to a large extent by how they handle the job during the first 30-90 days of employment, as stated by the Society for Human Resource Management (SHRM). Finally, an extensive induction program that includes communicating performance indicators, assessing strengths and weaknesses and offering feedback, coaching, and network possibilities, can improve employee efficiency by 11.3% (Lavigna, 2009).

Patterns in the present organizational environment show certain fresh and brutal substances, for example employees are no longer faithful towards one employer and are on the lookout for employers who are prepared to fabricate their abilities and experience and pressure on managers to have new hires working at 100% much sooner (Sims, 2011). Organizations now plan and execute innovative induction programs tailored to their specific needs, coupled with downsizing, uncertain economy and competition to secure the most talented employees (Sims,2011).

Induction can have an enormous impact on the achievement level of an employee. Lamentably, Induction doesn't get the consideration it deserves at numerous organizations. If we visualize a typical new hire at a company that doesn't make Induction a priority, it'll look like this. She comes on her first day to a littered and untidy workspace. She feels unwelcome.

A big part of her first day is spent in filling out countless stacks of tedious paperwork. No one has time to train her so she spends her first week reading practices and taking obsolete e-learning courses. She wants to contribute, but her boss forgot to ask IT to offer her access to the network. She's had a difficult time to gel in with her new co-workers, who don't understand why she isn't doing any work. This employee may never fulfill what is expected of her.

This is an example of an ineffective Induction program. If instead, there would have been a well-run program, it would have delivered several advantages. The new hires would be more committed, they achieve greater productivity, and the company can prevent costly turnover. There's a lot at stake when one hires new employees. That's why getting Induction right is so crucial.

The practitioner literature recognizes that on induction employees is a procedure, a "journey"- beginning when the letter of job offer is sent and ending when the individual performs the role independently and confidently (Shell, 2017.). This journey is not a one-time occurrence or an "event" (Westwood & Johnson, 2004). Articles claim that a middle- level manager can take an average of six months to get up to speed in new job (Moscato, 2005). Recommendations consistent with this view include statements that organizations should engage in different Induction activities at different times. One article (Commongood Careers, n.d.), for example, outlines recommendations on what to do before the first day, on the first day and the first three months and beyond. A specific recommendation before day one is to inform current employees about the new comer, how their role interacts with the role of the new entrant and how they can look forward to working together in the future.

A second theme often highlighted by practitioner articles is how the Induction programs should reflect and strengthen the culture of the organization. For example, the Hard Rock Café uniquely onboards, that supports the requirements and expectations of its workforce in ways that are consistent with their culture and reinforce it. The employee manual is based on comics in the Hard Rocks School- the corporate university of the company and filled with lots of humour, graphics and less text, and generous volumes of white space. Obviously, an induction program embodying the culture of an organization cannot be precisely replicated by an organization with distinct culture, but the concept that Induction is created specific to the organization's culture can be generalized. One way that any organization can use on induction to express culture is by communicating success stories (Crebar, 2016) and tell newcomers that they are now a part of something larger than themselves.

Practitioner best practices lists recognize that while Induction is about acculturating the new comer, others including, managers, mentors, coaches, senior management, trainers, HR staff and co-workers- have a major role to play (Barbazette,; Jarvis, 2008; Lee, 2006; Westwood & Johnson, 2004;).It is also often recommended that newcomers be exposed early and in a meaningful way to the CEO or other top leaders (e.g., Stephenson, Smelt, Gerhardt, & Munn, n.d.). Of the various socializing agents, supervisors tend to receive the most attention, as they are assumed to be working more closely with newcomers. Bradt (2010), uses a theatre analogy to explain how a manager needs to be the producer, director, and stage manager- meaning that supervisors must clarify and align expectations, personalize the Induction experience for new comers, and "set the stage" for newcomers by announcing their arrival and introducing them to current employees and their new job

A number of practitioner literature papers show how technology can be used to facilitate Induction in a variety of ways including the coordination and progress monitoring, more effective paperwork processing, training delivery and social networking. In terms of recordkeeping, applicant tracking and human resource information system programs can help organizations in the seamless shift from recruitment to employment (e.g., Moscato, 2005) and ensure that communications are maintained with newcomers between hiring and the start date.

Next important thing is setting Induction goals. No two Induction programs are the same; the programs are tailored to the unique environment of the organization and the level and position of the new employee (Edwards, 2009; Fyock, 2009). Induction programs, however, have prevalent fundamental objectives, including establishing an inviting and positive experience for the new hire. It's not difficult for an employee to feel a bit lost during the Induction process. An employee is provided with a wealth of information in the first year. Sometimes, in training, they obtain so much data that it becomes difficult to remember at all.

It should be provided in tiny doses that enable employee to internalize and apply to his or her work assignments (Workforce Management, 2009a). The overall objective of all Induction programs is to align the new hire with key strategies of the company and communicate how the new hire will contribute to the organization's overall mission and vision (Workforce Management, 2009a). There are also times when new hires are not sure what to do because nobody has coordinated their training. Laying down clear Induction goals can help keep everyone on track. New hire training and new hire performance are the two places where goals are especially helpful.

We'll take a closer look at each one, beginning with new hire training. This is when employees learn the skills and expertise with which they need to do their job. Quantifiable objectives, that must be fulfilled in order to finish the training, should be there in a good training program. Here are some examples.

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A retail store could set a training objective for new cashiers which reads: "Cashiers will show the ability "to correctly ring up purchases for one planned shift "while attaining a cash variance "of no more than five rupees." A technical maintenance center might put a training objective for help desk professionals that reads: "Help desk associates will demonstrate the ability "to close 90 percent of their open tickets "within one business day for five consecutive days." These are just a few examples. The key is to achieve one or more particular objectives, which tell that a new employee is completely trained. To design these goals, one should start by looking at the expected performance for each job being trained.

Existing job descriptions and performance standards often have very clear measures of employee performance that one can use to set these training goals. We need to keep in mind that training objectives need to focus on the minimum acceptable level of performance, so it’s not necessary to set the bar too high. It's natural for employees to make their performance better as they acquire experience on work. That's where the second set of goals come in. It is useful to reassess the progress of a new employee within 90 days. Understandable and effective learning goals aid to clearly recognize whether someone has been correctly trained.

If one is Induction employees for multiple different roles, it’s important to create a separate worksheet for each position since the Induction objectives will be different. Setting clear goals is an essential step.

III. OBJECTIVE OF THE STUDY

The objective of this paper was to analyze newer trends in Induction and how it will help organizations to re- invent their induction practices.

This paper will shed some light on the newer and best practices of the induction process in order to make employee socialization a smooth process.

IV. RESEARCH METHODOLOGY

The paper is built on extensive review of literature in the domain of employee Induction, sometimes known as organizational socialization. In order to arrive at a series of activities to be done to help new employees gain the knowledge, skills, behaviors and necessary connections to become an effective member of the organization, the author has reviewed the existing body of work on the subject. There is a good amount of work to do to ensure that the new employee really hits the ground running. After analyzing the existing literature, the author has arrived at distinct kinds of information new hires need to be given long before their first day of job and has addressed many of the tasks that need to be completed internally before new hires arrival.

V. RESULT/ ANALYSIS

Running a program to on board new hires requires a lot of coordination. One needs to define the different stages, determine who needs to be involved and ha ndle the whole process. A good program comprises of five main stages, which are closely oc hestrated.

Figure1: 5 Stages of Induction

The first stage is Prehire. This is the moment between an employee accepting a job offer and beginning their first day. The prehire stage involves preparation. It could make the difference between a new hire feeling welcome and ready to work or a new hire feeling like they're unimportant.

Stage two is the first day at work for the new employee. We would want to engage the employees on the first day so that they feel like entering our company was a good decision.

We don't want them to get bored that they immediately regret accepting the job.

Stage three is the orientation of new employee. This is when hires learn more about the company, it's culture and main policies.

Stage four is training of new hire. This involves teaching new employees to do their jobs. These two stages can b executed individually or couples in a single phase. Effective orientation and training can keep new hires engaged and assist them in learning how to do their jobs rapidly. Poor training can prevent new hires from making significant contributions.

Stage five is the performance stage. This is when a new hire becomes a meaningful contributor who can work independently. We want our new employees to become effective as rapidly as possible. By not giving them the training they need, we don’t want to waste precious time.

After the team makes the big decision about whom to hire and the person accepts the job, the next step is to push out a lot of information to the new colleague. This paper mainly aims to let one know the range of stuff one is likely to share. But, do not forget that it’s easy for a new person to be overloaded. As an Induction practitioner, you’ll find lots of things you need to give them but two things are most important to remember. The first is to remember offering a real welcome and congratulations. Our best bet is to call or video call to inform them they’ve got the job. Email can probably be very impersonal. We have to show the excitement, if they call and accept. The agreement may not be signed yet, but we have a verbal confirmation, so we need to remember that as an employee it will be their first interaction and not as a prospect, so we have to be sincere and positive. Next, understand we’re going to pass through a ton of information. While we are chatting with them and going forward when we are going to send them some materials, we should provide them with the names and contact data for a couple of people who will have responses to the new hire’s questions.

One can telephone them, after their official acceptance, and let them know that a large welcome packet is coming their way and it'll contain plenty of information. so the new employee will understand precisely when they will occur and specifically how new employees will be treated in that process.

All relevant information about relocation assistance, if it applies. Employee benefits, including everything from vacation and sick days to health insurance choices.

And, of course, information on how the compensation process can be initiated. Besides all of this, provide the new hire with a short, concise agenda for the Induction process. That involves everything from the initial employee orientation to meeting with their mentor to follow-up conversations with their new supervisor. It's stressful enough to settle in new environment, so don't have them guessing how they'll use their time initially. That seems like a lot, but it's necessary. Specify all important contacts or online resources so that they never feel in the dark and be clear and concise. That's what it means setting them up for success before they even begin the job.

Finally, the big day is here and the new employee has arrived. What follows is some type of standard orientation that the organization has for new employees. New hires are treated differently by each organization. So, this section is a general overview of the most common types of behaviours one should consider. To be frank, there is no proper amount of time to spend on orientation.

Some companies do not allocate any formal time, which is not appropriate, and others do have long processes at dedicated training facilities that can last for several weeks.

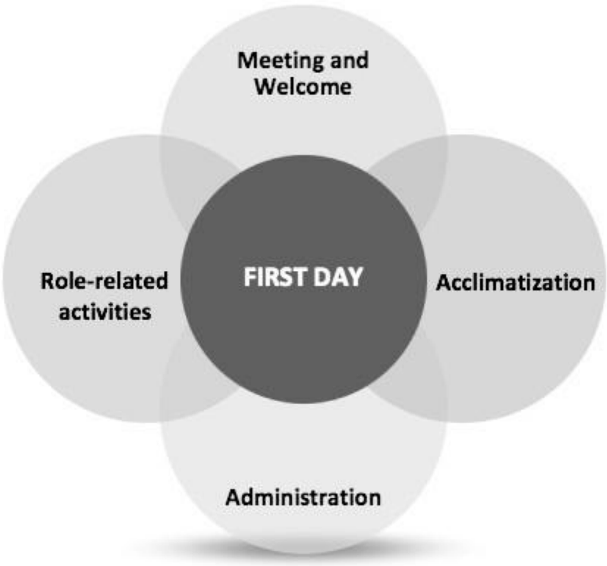

Figure 2- Categories of activities on first day of Induction

List of common topics to be covered in welcome packet (not in any significant order) A welcome letter confirming acceptance and starting date of job. A temporary parking pass and information for obtaining a permanent pass.

Directions to their workplace, including a map with all significant parking lots and buildings that should also indicate main departments and demonstrate the location of their new workspace.

Information about the organization's history and its present significant products and services, market positions, and latest performance.

Positive press clippings featuring the organization's business and community activities.

Information concerning corporate policy and the employee manual, as well as links to more _______ extensive digital versions available on the company's network.

Information about the company's approach to employee evaluations and the assessment calendar

We'll consider each one briefly. Meeting and greeting is the most popular way to start orientation. This is the process of introducing new employee to important people so that the new person begins to know his or her colleagues. If the business is small, one can have all available employees participating in an informal meeting, or one can think about the person's work group or department if the organization is huge. Bring food and make it festive. Take this opportunity to show case who has been the longest with the team, who is the newest member, and perhaps a story or two about the events that helped shape the culture of the group.

Next are a sequence of behaviors that assist acclimatize the new individual to their new job and workplace. A formal tour is a great way to kick off this process, and that might include not just the workplace, but the surround area as well so the person can get to know the neighborhood. Be ready to provide information on local parking and even local necessities in the vicinity of office such as restaurants or dry cleaners, if required. Back in the office, acclimation-related activities will also include data about the company's mission, various activities, the company's history, and so on. Some companies get creative here and have long-term employees stop in to share stories about how the company has evolved, while others create videos to discuss the history and current state of the company. Introducing them to their mentor and their buddy is the final act of acclimation. Ensure to allow a little time for them to converse and then allow them to take the new employee to lunch or their next meeting.

Up next is the unavoidable administrative work that must be done. If we do this right, much of it will be done before they arrive for their first day. Many individuals think that the first thing one should work on is paperwork to get it out of the way immediately. Actually, when we start with boring things, we're just setting a bad tone. The best advice is to keep it in the middle of the day and as short as possible.

Finally, we have a few behaviours related to roles. Start by taking them to their new cube or office. Have the right IT person to walk them through any problems related to computer. There is a lot of work, but precisely how the new employee will start in right direction is by creating an informative and enjoyable first day.

First few months

One will want to think about a lot after the first day or the first few days after the orientation is complete. The first order of company is to ensure that the new hire gets involved in any necessary training. This may include online training, training in the classroom or a mix. This is what should be understood about mandatory training- If one don't get it done quickly, at the start, it's very difficult to get it done later because job's demands start.

We'll suggest a few specific Induction tasks one'll want to complete, but first it would be smart if we clearly state what's at stake here.

The reason one is going to follow these activities very seriously is because the window where one faces the greatest risk of new employee turnover is in the first 40 to 50 days. Research suggests they will make enduring decisions about their tenure with the organization somewhere around that time. The first task is obvious but must be stated. One will want to proceed with the interactions and check ins from the employee's buddy and their immediate supervisor on a periodic basis. We cannot underestimate the connection between productivity in this form of social support.

Next, one'll want to begin a data collection process. One wants data on how successfully the Induction process is managed by the team. Every company is distinct. Some will use electronically- facilitated surveys, created by well-credentialied external consultants, that are given to the new hire, that person's boss, the hiring manager, someone in HR and so on. For others with lower budgets, it might be as easy as a short conversation with the new hire.

It's a simple point. Be very specific about what's working well and what can change or be improved in the future. One'll want to cover the quality of the information they received before they started, and what they didn't have that they wish they would have had, if anything. Ask them where they have encountered the most ambiguity in the process so far. Inquire about the adequacy of the resources they've received. And attempt to determine how they feel about their initial work expectations.

The second major task involves a stepped up workload, and the start of the accountability process. Around 90 days in, as an Induction practitioner, you'll want to make this transition happen because around this time they're past the danger zone in terms of leaving, and they've gained a lot of new skills, so it's time to find out if they can ride the bike and keep pedalling, without any training wheels and without anybody holding on to the seat. First think about their work duties. The team tries to help them successfully climb the learning curve over the first two or three weeks by handling smaller tasks and projects, but not their full load of responsibilities. For example, if the person manages client accounts they might begin with 10 non-problematic accounts so they can learn the ropes.

As they show greater advancement, the other accounts can be piled up on them, including the big ones and the hard ones considering when they're ready. The Induction team will still be kind and supportive, but the new hires should be adding value in three months, and will be able to work with little help from

others. Do remember to keep an open door policy, and make sure they know about it. If all of this is done then by now, we would have effectively hired, trained and socialized a new productive team member.

VI. CONCLUSION

Today we are confronted with growing acceptance of Induction as a crucial aspect of creating new productive employees. However, thanks to improvements in technology, precisely how we approach the Induction procedure is changing quickly. Starting with the orientation event at the start of the process, we are about to see a severe digital revolution. We currently have individuals interacting with online tools before they start working; streamlining how we provide information and obtain information from them.

Progressive companies are now going further with the objective of lowering the written bureaucratic work that often dominates orientation sessions. Today, having new hires meet individuals in the organization online via live video in real time is becoming simpler and cost effective. What this means is that orientation sessions in the future will be less based on boring paper work, and boring policies. That will have been done virtually.

We're going to see a shift from a generic Induction approach that has every employee receive a nearly identical Induction experience towards a future where new hires experience a process tailored just for them. The general principles of Induction aren't likely to change a great deal in the future, but the tools we use will. Pay attention to changes in technology and that will help one create an Induction process that employees will like, one that will reduce the time between day one and employee becoming productive, all in less time than traditional approaches.

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