

TRAINING WITHIN INDUSTRY BULLETIN SERIES

Bureau of Training
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INTRODUCING THE NEW EMPLOYEE TO THE JOB

The Importance of a Good Introduction

A new place to work means adjustment for any individual. It is easy for a new man to jump to wrong conclusions. The supervisor has an excellent chance, during this impressionable period, to establish a good relationship with the employee and see that he gets accurate information about the place where he is working. He can get the new man off to the right start.

This process of making the new employee feel at home, often called induction, goes on at the same time as job instruction, and both have the same aim—making the new man a productive part of the business. It should not be assumed that instruction will do both jobs. The success of instruction may depend on the quality of the introduction process.

C. R. Dooley, Director
Training Within Industry

PROCESS OF INTRODUCING EMPLOYEES

Some of the questions that arise in introducing employees are: Can all employees be inducted alike? What attention should be given to a transferred or rehired employee compared to the new employee? Is a systematized plan desirable? Many of these questions can be answered only in terms of conditions in the organization. In general, however, the process of introduction can be considered under these headings:

1. handling the initial interview
2. providing the employee with information about the company
3. providing the employee information about his work
4. assisting the employee to adjust to his fellow workers

These phases of the introduction process are interrelated and, therefore, should be regarded just as a sequence of steps. As a reminder of the information to be given and to enable the supervisor to know what he has covered when it is necessary to contact the employee at intervals, a checklist may be provided (see Exhibit A).

1. Handling the Initial Interview—The supervisor's first approach to the employee will have considerable influence on his future attitude toward the supervisor and the company. The supervisor should draw upon his experience in dealing with men and be careful to see that he does not make statements and actions which can be misinterpreted. The supervisor should use this opportunity to begin to establish a friendly attitude which, of course, should carry over beyond the induction period.

Many supervisors follow these interviewing steps:

- a. Beforehand, the supervisor considers what he already knows about the new employee and tries to picture how he would feel if he were in his shoes. His objective is to make the employee feel that in him he has a supervisor who will consider impartially but sympathetically whatever problem he may care to talk over.

- b. If conditions make it possible, the new employee is brought to the supervisor's desk where he is greeted and asked to sit down. In any event, the best conditions for an uninterrupted interview are sought.
 - c. To arrive at common ground and establish mutual interests, the employee is asked a question or two on matters of general interest. This usually gets the employee to talking and enables the supervisor to learn more about him without appearing inquisitive. He may have to try several different tacks to establish a mutual understanding and avoid putting the employee on the defensive.
 - d. The supervisor decides the proper time to start giving the employee information about the company and the employee's job. The employee himself may lead into this through questions.
 - e. In closing the interview the supervisor should leave the employee feeling that he can come back at any time.
2. Providing the Employee with Information about the Company in Which He Works—The employee must be provided with accurate information about the company and its policies, in small enough segments to be retained, as early as practicable after he reports to work. It is desirable to see him several times at intervals during the first two or three days. One of the main considerations is to cause the employee to feel proud of the company and to give him an appreciation of its policies and what they mean to him. The new employee should be urged, when he wants to know more, to come to the same source for information—the first-line supervisor.

When possible, some information should be given to the employee by his department chief, in order to widen the employee's knowledge of the organization and to give the department chief an additional way of knowing his people. It also provides the chief with an opportunity for checking the introduction of the employee. There should, however, be an understanding among those concerned as to precisely what information the department chief will give the employee. It is desirable for the department chief to provide that information on which it is desired to place special emphasis.

The supervisor is the best judge of the extent to which he should make a detailed explanation of any one item. Ordinarily the broad objectives of the company programs, what they mean to the employee, and how he can take advantage of them, will suffice. Care should be exercised to see that the employee does not feel subjected to pressure to participate in company social or service activities.

3. Providing the Employee with Information about His Work—A distinction should be made between this phase of the induction process and job instruction. The objective here is to assist the employee to adjust to his new situation through providing him with background information. Much of the information, of course, such as location of the lockers, will have to be given shortly after he reports for work. Information about work is of immediate concern, and should be given clearly. If he is new to the job he may be unfamiliar with terminology. He should be encouraged to ask questions. Most new employees want to make a good impression and are afraid of not "catching on" rapidly.
4. Assisting the Employee to Adjust Himself to His Fellow Workers—Most individuals who are new to an organization are concerned over how they will be accepted by their fellow workers. Getting off to the right start with fellow workers depends greatly

upon the employee himself, but the supervisor can see that the new employee is introduced to those in the vicinity of his work and, in some instances, it may be desirable to tell the employee a few interesting things about his fellow workers. When it is possible to make a choice of several work locations for the new employee, the supervisor can give considerations to the interests, sex, age, and other characteristics of those near whom he might be placed. It might, in a few instances, even be desirable to change a seating arrangement so that the new employee will be located in a group where he will get along satisfactorily.

Most supervisors, through knowing their people, develop a “feel” for such conditions. Helping the employee adjust to his working group will not ordinarily be done by one single action, but will involve many follow-ups over a considerable period of time. It has been said, probably rightly, that the supervisor’s work in helping employees adjust to each other is never finished.

SYSTEMATIZING THE INTRODUCTION PROCESS

When new employees are being taken into an organization, some systematized procedure should be adopted. This may involve doing certain things on certain days, or it may be nothing more than delegating responsibility for inducting the new employee.

For any induction procedure, a plan is wise, and it must be a plan made from the viewpoint of the man with his needs in mind. These points should be considered:

Purpose

1. What should the new employee get from the induction process?
2. What should the company get?

Content

1. What routines and regulations must be explained at once? What, later?
2. What company information must be given?

Method

1. Is the process on an individual or group basis?
2. Will a plant or department trip be included?

Responsibility

1. What is the supervisor’s part?
2. What is the employment office’s part?
3. Who will coordinate and check complete coverage?

Timing

1. What is the order in which information is to be given?
2. How much shall be given at one time?

By using the guide which appears as Exhibit A as a checklist for the kind of information to be given to the employee, a plan suitable to the organization can be worked out in a short time. Such a plan can probably be best prepared through the collaborative efforts of the supervisors in the department where it is to be used. A detailed time schedule, such as is shown in Exhibit B, may be desirable.

After a guide has been drawn up, it is good practice to set down the elementary information needed. For example, not until the new man knows the location of the time clock, how it is operated, where to put his card, the occasions in which he is required to register, the

rules of registering only his own card, and what to do if he makes a mistake, can the subject of time clocks be considered adequately covered.

It has been estimated that from six to twelve hours are needed to provide the employee with basic information about the company and his job. It is obvious that, if many new employees are coming to the plant, supervisors may not have this much time to give to many employees individually. Although personal contact with the new employee is highly desirable, it may be necessary during such periods to use group methods to convey some of the information about the company and the employee's work to new employees. Regardless of the number of new employees, however, the supervisor should not fail to make some personal contact with each of them as early as possible, doing what he can to assist them in feeling at home.

INDUCTING THE TRANSFERRED OR REHIRED EMPLOYEE

It is obvious that neither as much information nor attention will ordinarily have to be given to the rehired or transferred employee as to the newly hired employee. Sometimes there is a failure to explain clearly to an employee the reasons for his transfer, an item of great concern to him. Although his former supervisors and the employment office are responsible, his new supervisor can well afford to make sure that he understands, and that any doubts he may have are expressed and talked over as early as possible. It should be remembered that this employee will have to pass through an adjustment or orienting period similar to the new employee. Supervisors should not take it for granted that these employees are familiar with the company or their work, yet to assume that they are totally ignorant of the organization may provoke resentment. In addition to these general kinds of information, the rehired or transferred employee usually wants to know, promptly, what grade of work he is assigned to, what his rate and probable earnings will be, what shift he is to be working, and similar information that shows him at once "where he stands."

SUMMARY

Introducing an employee means that the supervisor obtains background information about the man and provides him with information and assistance. The supervisor needs to know his workers, and the worker needs to know the department so that he will feel at home. It is during this period of adjustment that the employee's future worth to the company is largely determined. The employee's immediate supervisor should see that this is done regardless of whether complete authority has been delegated to him or a systematized plan involving the employment office has been adopted. The supervisor's success in introducing employees will depend largely on the care and insight with which he approaches this work. His experience in dealing with people should be constantly drawn upon for help.

EXHIBIT A
INDUCTION GUIDE

For _____(Employee's name)_____ Employed _____(Date)_____	Information given by	Date
1. Has he read the employee's handbook?		
2. Does he know safety rules, practices, and the reporting of accidents ; where to get first aid treatment? Has he read the safety handbook?		
3. Have factory regulations—smoking, fire drills, absences, etc.—been explained?		
4. Does he know locations of lockers and washrooms?		
5. Does he know the location of the cafeteria?		
Does he know Lunch and Break times?		
6. Was he informed about the time clock and clock card rules?		
7. Does he know about passes—temporary, permanent, package, etc.?		
8. Does he know the organization of his department, division, and shop; and names of supervisors?		
9. Does he know what the department manufactures?		
10. Has he been introduced to fellow workers and told about company activities?		
11. Have company personnel policies been explained?		
12. Does he know how his pay is figured—piece-rate, incentives, learning period, overtime, payroll deductions, etc.?		
13. Does he understand the benefit or insurance plan?		
14. Does he know where to get information? Help?		

EXHIBIT B
SAMPLE INDUCTION OUTLINE

WHEN AND WHERE?	WHAT AND HOW?	BY WHOM?
First Day		
1. On arrival in plant	1. Introduction to working supervisor	1. By person who did hiring
2. On arrival in department 15 minutes	2. Information needed in daily routine <ul style="list-style-type: none"> a. Any information he may need on getting to and from work, parking regulations, etc. b. Starting time, lunch period, quitting time, hours per week c. Review of compensation items (when he will be paid, where, how, how much) d. Opportunity for questions 	2. By supervisor
3. Following preliminary interview one half hour	3. Meeting other workers, getting to know layout of building <ul style="list-style-type: none"> a. Trip through department with general explanation of product b. Show him where he is to work and meet neighboring workers c. Show him his locker and location of washrooms d. Show him the time clock, his card, and explain regulations e. Tell him about any special rules on smoking, leaving department, etc. 	3. By supervisor or group leader
4. Following 3 till noon	4. Job Instruction	4. By person who is to handle training
5. Noon	5. Show location of cafeteria and eat lunch with new man <ul style="list-style-type: none"> a. Show him noon recreation facilities b. Introduce him to others 	5. Neighboring worker
6. After lunch till half hour before quitting time	6. Job Instruction	6. Trainer
7. Half hour before closing	7. Give pass, explain use, and regulation in case of absence. Give booklet of rules, regulations, and policies to be read at home.	7. Supervisor

EXHIBIT B
SAMPLE INDUCTION OUTLINE

WHEN AND WHERE?	WHAT AND HOW?	BY WHOM?
<p>Second Day</p> <p>1. At a convenient time, one half hour</p> <p>2. At a convenient time, 15 minutes</p>	<p>1. Review booklet of rules and regulations, policies.</p> <p style="padding-left: 20px;">a. to see that he understands subjects covered in booklet</p> <p style="padding-left: 20px;">b. to give opportunity to ask questions</p> <p>2. Check through job with safety engineer and review policies and procedures on safety</p>	<p>1. Supervisor</p> <p>2. Safety engineer</p>
<p>Within First Week</p>	<p>1. Meet with other new men from other departments</p> <p style="padding-left: 20px;">a. Tour plant</p> <p style="padding-left: 20px;">b. Have organization set-up described</p> <p style="padding-left: 20px;">c. Have mutual benefit and other organization plans described</p>	<p>1. Personnel Department</p>
<p>Fifth Day</p>	<p>1. Interview with supervisor—off job</p> <p style="padding-left: 20px;">a. Find out what he is thinking</p> <p style="padding-left: 20px;">b. Clear up any misunderstandings</p> <p style="padding-left: 20px;">c. Give opportunity for questions</p>	<p>1. Supervisor</p>