

Recruitment essentials 3

Inducting a new employee

A comprehensive induction process can make a big difference to how well a new employee settles in, understands what is required and becomes a positive contributor to the team.

The first days, weeks and months in a new position are crucial to the long-term success of employing staff. Element 7.1.2 from the *Guide to the national quality standard* says that induction is a key process in creating and maintaining a positive and professional culture.

- Before an employee commences work on a DECD site evidence of the following must be sighted and recorded:**
 - Department for Communities and Social Inclusion (DSCI) criminal clearance
 - *Responding to abuse and neglect* (RAN) training certificate
 - essential qualification(s) for the position if applicable.

- Provide an employment pack for all new employees that includes the following:**
 - Australian Tax Office employment declaration form
 - Payroll form(s) and details of banking information for electronic payments
 - Superannuation membership application form
 - It is a requirement under law for every new employee to be provided with copy of the Fair Work Information Statement, available from www.fairwork.gov.au
 - Information about OSHC policies and procedures the employee has to know about on the first day eg, appropriate attire
 - Contract of employment
 - Job and person specification
 - Copy of your staff handbook
 - Forms required for personnel files eg, details of next of kin, any relevant health care needs.

- Organise a visit**

If the new employee has not been to your OSHC service before, extend an invitation to visit before starting, to meet staff and children and familiarise themselves with the site.

- Ensure all documentation and employment contract have been signed**

- Notify parents**

Let families know of new employees who will be working with their children, through school newsletter and verbally. Tell them about the new person and any relevant background experience they have.

The first day

- Arrange to meet with the new employee before children arrive for care**
 - Discuss aspects of the job and the working environment
 - Give an overview of the whole workplace, then more specific information about the indoor and outdoor areas, children, program, daily routines, supervision and communication
 - Discuss policies and practices relating to children, staff, families, health and safety and emergency procedures for your service
 - Provide the new employee the services governance structure
 - Outline the next few days/weeks and what they may involve
 - Tasks relevant to contact (on the floor time) should be discussed
 - Tasks relevant to non-contact (off the floor time) should be discussed.

- Discuss the services code of conduct**
 - Outline roles and responsibilities of the position with regards to:
 - confidentiality
 - children's records
 - communicating with families.

- Show the new employee around**
 - Toilets
 - Staff lockers
 - Areas used and accessible to OSHC
 - Program
 - First aid kits
 - Sign in sheets etc

- Introduce the new employee to the director's line manager, staff, children and families.**

- Require employee to complete and sign the induction checklist and provide a copy to the director/line manager**

New employee reviews

Set aside time to meet with new employee in the first weeks of employment

There is no probationary period included in the modern awards. Under the National Employment Standards, employees must complete a minimum period of service before they can make a claim for unfair dismissal. In a large service (more than 15 full-time equivalent employees) employees employed for less than six months cannot pursue an unfair dismissal claim. Where there are fewer than 15 full-time equivalent employees, employees must complete a minimum of 12 months service before they can make a claim.

New employee reviews conducted in the first months of service help both the employer and employee to assess the new person's competence in the workplace and support needs. They are an opportunity for acknowledging the skills and knowledge the person is gaining, and help both parties to identify gaps and issues. It is important the gaps or concerns are addressed. Do not allow an employee to continue with practices you consider unacceptable, otherwise they may continue, unaware that there is an issue.

Usually the director would carry out the review meetings, except in the case of the appointee being the director. The director's reviews should be overseen by their line manager. Written documentation should be kept of the induction process and the review meetings carried out with each employee.

A simple model to use for employee reviews

Identify together those parts of the job where the new employee is performing well and how this contributes to the goals of the OSHC service.

Identify together those parts of the job where the new employee is showing improvement, learning or taking more responsibility.

Identify together those parts of the job where the new employee is not yet meeting the requirements of the job.

The director/line manager might ask, "What is helping you to be effective in your job?"
"What makes it difficult?"

An employee who has not met the requirements for any aspect of conduct or work performance, should be offered support and assistance to meet that requirement, with agreed timelines. However, sometimes it seems that the person is not suited to the job at all. If there is no improvement in those first months you have the option of ending the employment, following a fair process. See the Fair Work site, www.fairwork.gov.au

Conduct employee reviews at regular intervals during the first weeks and months of employment

- at the end of the first week
- two weeks after appointment
- six weeks after appointment
- three months after appointment
- six months after appointment.

If you need to provide the employee feedback about particular work practices, this should be clear and specific to the job description and your service's policies including the code of conduct.

A planned induction process and new employee reviews form the building blocks for ongoing performance and development at your service.

Continue to conduct employee reviews at least every six months for the term of their employment

For more information regarding performance and development on a DECD site visit:

myintranet.learnlink.sa.edu.au/hr/professional-development/performance-management (staff login required)

For templates on managing performance or ending employment visit: www.fairwork.gov.au/about-us/policies-and-guides/templates#employ