INDUCTION AND PLACEMENT
Induction alias Orientation

- Planned introduction of the employees to their jobs, co-workers and the organization
- Provides three types of information:
  - general information about the daily work routine
  - organization’s history, objectives, operations, products or services and significance of employee’s job in the organization
  - organization’s policies, work rules, and employee benefits
Purpose of Induction/Orientation

• Designed to provide new employee with the information about his/her job environment, supervisors, colleagues etc. so that he or she needs to function comfortably and effectively in the organization
• Helps in reducing anxiety of new employees and makes them feel at home. Anxiety, if left unaddressed, can interfere with training process or result in turnover of newly hired employees
• Makes new hires become productive for the company quickly
• Creates a favourable impression of the organization and its work
• Reduces absenteeism and turnover in the long run
Types of Induction/Orientation Programmes

Formal orientation – structured programme which is executed when new employees join the organization

Informal orientation – new hires directly put on job – expected to acclimatize themselves with the work and the organization
Individual and Collective Orientation

Individual orientation – orienting each person separately
- expensive and time consuming
- But preserves individual differences and perspectives

Collective orientation – many people oriented collectively
- Cost effective and speedy
Serial and Disjunctive Orientation

Serial orientation – experienced employee inducting a new hire
• Becomes a model and coach for the new employee
• Suitable for maintaining tradition and culture of the organization
• But a senior who is frustrated and apathetic may pass on the same to new hire

Disjunctive orientation – no experienced person to guide the new hire
• Good for creativity and innovation
• Can also create deviants, not fitting into organization’s work environment
Investiture and Divestiture Orientation

Investiture orientation
• Seeks to ratify the usefulness of the characteristics that the person brings to the new job
• New hires given freedom to make decisions that affect their performance

Divestiture orientation
• Seeks to make minor modifications in the characteristics of the new hire
• Premise is to dismantle the old mindset of the new member and to instill new set of values, norms or work habits
Formal Orientation Model

HR Representative → Organizational Issues, employee benefits introduction → Special anxiety reduction seminars → To Placement

Supervisor → Specific job-location and duties
Requisite of an Effective Programme (I)

A. Prepare for new employees
   • Warm reception by HR unit and supervisor and co-workers
   • Create an atmosphere of initial acceptance and trust

B. Determine information new employee wants to know
   • Organizational issues
   • Employee benefits
   • Introduction
   • Job duties
Requisite of an Effective Programme (II)

Organizational Issues
1. History of employer
2. Names and titles of key executives
3. Product lines or services provided
4. Company policies and rules
5. Employee’s title and department
6. Probationary period
7. Disciplinary regulations
8. Safety procedures and enforcement etc.
Requisite of an Effective Programme (III)

Employee benefits
1. Pay scale and pay days
2. Vacations and holidays
3. Training ad education benefits
4. Insurance benefits
5. Retirement programme
6. Rehabilitation programmes etc
Requisite of an Effective Programme (IV)

Introduction
1. To supervisor
2. To trainees
3. To co-workers etc

Job duties
1. Job location
2. Job tasks
3. Job objectives
4. Overview of job
5. Relationships to other jobs etc.
Requisite of an Effective Programme (V)

C. Determine how to present information
  • Find out most appropriate way to present the orientation information: Seminar, individual interaction, handbooks, group discussions etc.

D. Timely completion of paperwork
  • Tax, insurance forms, compensation papers etc.
Evaluation of Orientation Programme

• Evaluation of orientation by new employees immediately after the programme
• More advisable to do it after a gap to enable the employee to gain some experience about the work and the organization
• To conduct follow up interviews to elicit employee’s opinion
• To conduct group discussion sessions after new employees feel settled

A well considered feedback enables the organization to adapt orientation programme to the specific suggestions of new employees
Problems of Orientation Programme

- Supervisors may not be fully trained or may be too busy
- Employee given too much information in a short time
- Employee asked to complete various forms
- Employee pushed into job with sketchy orientation
- Employee thrown into action too soon
- Employee can develop wrong perceptions because of short periods spent on each job
Placement

After selection and orientation, employee ‘placed’ in the right job

Placement includes:

• Initial assignment of new employees
• Promotion, transfer or demotion of existing employees
Factors affecting Placement Process

- Earlier ‘placement’ was considered a simple process: recruitment, selection, placement
- Now many factors influence the process
  1. Increased government pressure to hire and promote women and disadvantaged groups
  2. Awareness about career development among employees
  3. Individual differences in ability, interest, personality and individuality – a unique profile established for each individual and jobs matched optimally
  4. Number of people and number of jobs available in the organization
     - Less jobs and more people – only best qualified persons can be selected and placed
     - More jobs and less people – optimal placement
Placement Problems

Simplicity of placement depends upon nature of job:

- Independent
- Sequential
- Pooled

Independent jobs – activities of one worker has little bearing on the activities of other workers – placement is the simplest

Sequential jobs – activities of one worker dependent on the activities of the fellow worker – assembly lines

Pooled jobs – high interdependence among activities – project teams, task forces

- Independent jobs becoming rarer and rarer
- Sequential and pooled jobs becoming more and more common, require matching individuals with jobs
Assessment - Classification Model

• Details about the employee’s skills, interests, past performance (if any) and biographical details collected

• Individuals then placed in a specific subgroup, matching characteristics of the individual with those of the subgroup (known as subgroup profile)

• Subgroup profiles matched with job – family profiles

• Individuals placed in specific jobs within the job family after further counselling and possible assessment
Assessment–Classification Model and Employee Placement

Collect details about the employee

Construct his or her profile

Which subgroup profile does the individual’s profile best fit

Compare subgroup profiles to job

Which job family profile does subgroup profile best fit

Assign the individual to job family

Assign the individual to specific job after further counselling and assessment