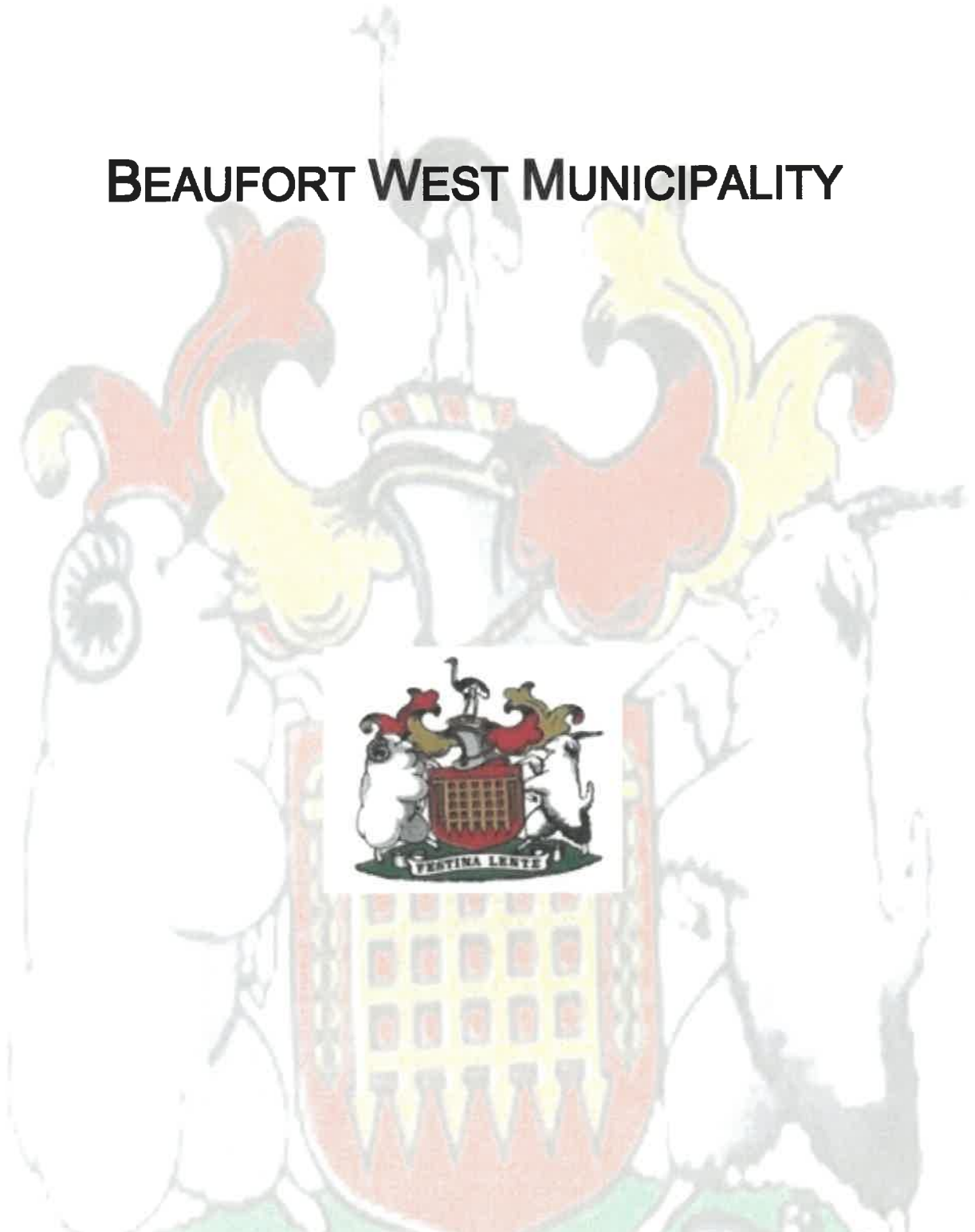


# BEAUFORT WEST MUNICIPALITY

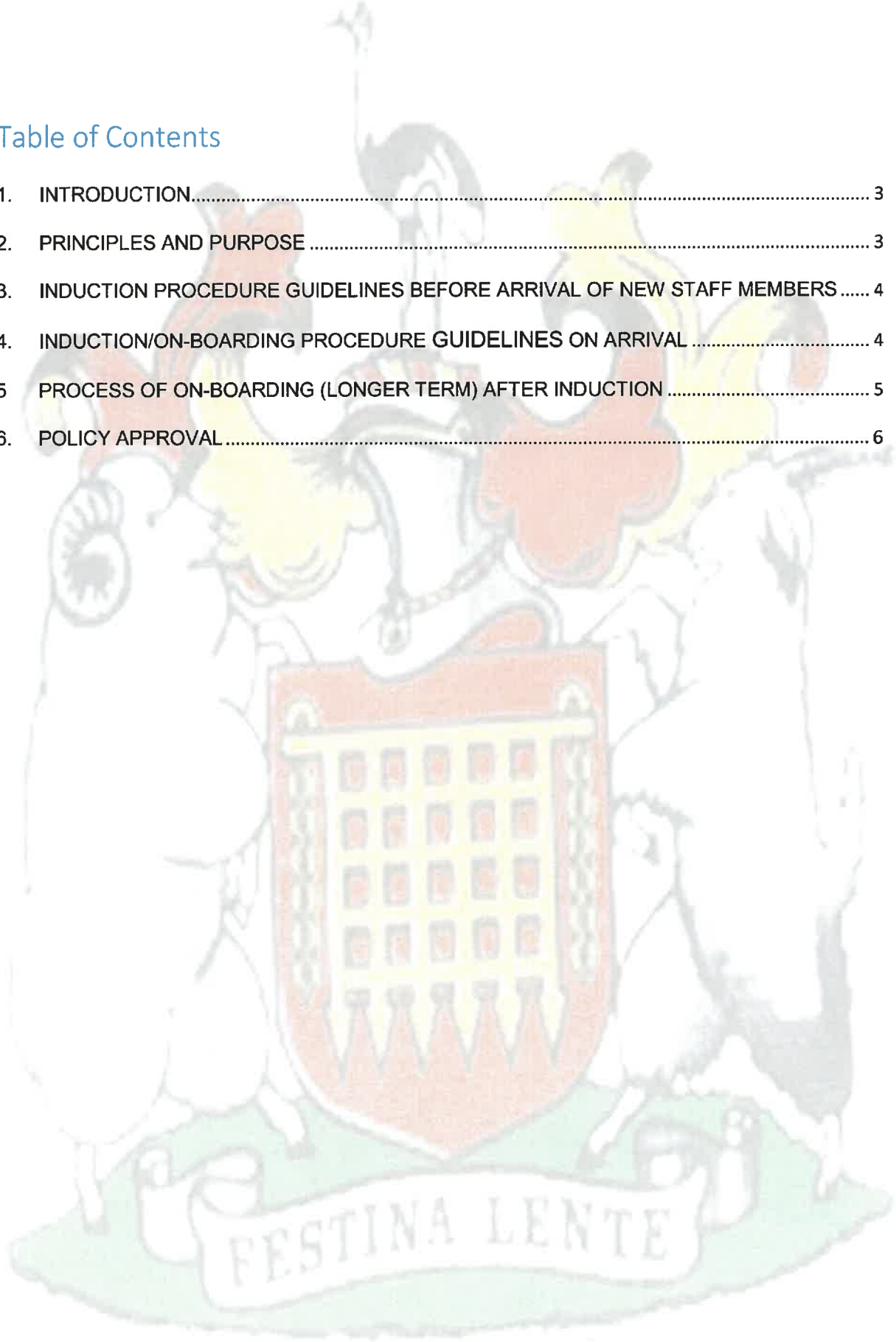


<b>POLICY</b>	<b>INDUCTION &amp; ON-BOARDING MEDICAL FITNESS POLICY</b>
<b>Approved</b>	<b>26<sup>th</sup> June 2023</b>
<b>Author(s)</b>	<b>Human Resources</b>
<b>Consultation</b>	<b>Council Workshop 18 – 19 May 2023</b>

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## Table of Contents

1. INTRODUCTION.....	3
2. PRINCIPLES AND PURPOSE .....	3
3. INDUCTION PROCEDURE GUIDELINES BEFORE ARRIVAL OF NEW STAFF MEMBERS .....	4
4. INDUCTION/ON-BOARDING PROCEDURE GUIDELINES ON ARRIVAL .....	4
5. PROCESS OF ON-BOARDING (LONGER TERM) AFTER INDUCTION .....	5
6. POLICY APPROVAL .....	6



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## 1. INTRODUCTION

- 1.1 The induction and on-boarding of staff is critical in ensuring the comprehensive introduction of newly hired staff members to the operations, ethos and culture of the Municipality including the speedy integration and long-term retention of staff members. It is furthermore an important component of the Municipality's recruitment, selection, capacity building and staff retention strategies and procedures.
- 1.2 Induction should result in new staff members having a clear understanding of the operations of the municipality, as well as its structure, strategy, objectives, culture, mission and vision. Induction should also be used to welcome new employees in a constructive way that projects a positive image of the municipality.
- 1.3 On-boarding is a longer-term process involving the successful assimilation and integration of a new incumbent of a post into the municipality and the job. The process involves a series of activities that occur over an extended period including exposing the incumbent to the core purpose of the municipality, the specific division and post tasks, and the opportunity for the incumbent to build constructive relationships with the rest of the workforce. On-boarding encourages cross-pollination between different departments which helps break division barriers and encourages teams to work more collaboratively from the beginning, to better understand what goes into each other's daily work and furthermore results in smoother lines of communication.

## 2. PRINCIPLES AND PURPOSE

- 2.1 The importance of consistent induction requires all new municipal staff members to attend a standard one or two-day induction program within the first month of commencing employment.
- 2.2 Induction and on-boarding programmes shall result in new staff members having a clear understanding of the operations of the Municipality, as well as its structure, strategy, objectives, culture, mission and vision.
- 2.3 Municipalities should use induction and on-boarding programmes to:
  - 2.3.1 Welcome new employees in a constructive way that projects a positive image of the Municipality on the incumbent;
  - 2.3.2 Introduce the staff members to the working environment and his/her colleagues;
  - 2.3.3 Facilitate integration into job functions, the division, team and the Municipality as a whole;
  - 2.3.4 Provide the new staff member with comprehensive information about the Municipality's policies, health and safety requirements, procedures, facilities services and benefits;

- 2.3.5 Highlight and introduce performance standards, expectations and required behavior patterns for effective job performance;
- 2.3.6 Establish a solid foundation for the new staff member to embrace the challenges of the post and to build commitment and loyalty to the Municipality;
- 2.3.7 Establish open effective communication channels for the quicker delivery of above-standard work output.

### **3. INDUCTION PROCEDURE GUIDELINES BEFORE ARRIVAL OF NEW STAFF MEMBERS**

3.1 The Human Resource Practitioner responsible for Recruitment and Selection, must ensure that the new staff member receives the following documentation/information as part of the employment contract:

- 3.1.1 Appointment letter welcoming the new staff member at the Municipality
- 3.1.2 Details of package (basic salary)
- 3.1.3 Overview of benefits
- 3.1.4 Code of conduct
- 3.1.5 Job description
- 3.1.6 Start date, where and whom to report to
- 3.1.7 Recruitment specialist contact name

3.2 One week prior to the starting date, the supervisor should give the new staff member a courtesy call. This is not compulsory but is recommended.

3.3 Prior to the arrival of the new staff member ( i.e., a day or two before the new staff member commences employment), the supervisor should inform the Director/Line Manager and the relevant team of the new staff member and provide information regarding his/her arrival in order to ensure a welcoming first day. The supervisor should ensure that the Director/Line Manager knows that the new staff member will be arriving and will accordingly direct the staff member to his/her new workstation.

3.4 The supervisor must ensure that the new staff member's workstation, access to equipment, passwords, protective clothing, etc. is prepared and ready prior to the new employee's arrival.

### **4. INDUCTION/ON-BOARDING PROCEDURE GUIDELINES ON ARRIVAL**

4.1 On arrival of the new staff member, the supervisor should:

- 4.1.1 Welcome the new staff member to the Municipality;
- 4.1.2 Provide a guided tour of the Municipality's work areas with which the staff member will have most contact, as well as introduce staff and familiarize him/her with office facilities (if applicable);



4.1.3 Introduce the staff member to the Director if available, the HOD and colleagues;

4.1.4 Indicate safety procedures and the responsibility of the new staff member;

4.1.5 Familiarize the incumbent with equipment that will be used by him/her;

4.1.6 Confirm working hours;

4.1.7 Provide the contact number of the immediate superior should new staff member need to contact the immediate supervisor/HOD before or after working hours.

4.2 For staff members who are at middle management levels within the Municipality, the supervisor should customize the orientation to include:

4.2.1 Meeting the Senior Manager

4.2.2 Discuss the performance agreement with clear and realistic goals so that the new staff member has an early and clear sense of what is expected of him or her, including realistic timeframes;

4.2.3 Guidance on managing relationships, challenges and requirements within the new environment;

4.2.4 If it is required for the new staff member to have access to e-mail, to provide relevant information which includes telephone pin if he/she will have access to an office telephone;

4.1.5 Should it be necessary, an additional one-day on-boarding workshop may be arranged by the Supervisor/Head of Division that encompasses?

- An overview of relevant legislation
- Financial management, risk management and corporate governance
- Managing and leading people
- Middle management competencies
- Leadership behavior

4.2 The Human Resources Division must schedule and run an induction programme. The induction programme should be a one-day session before the end of the month in which the employee commences employment. During the induction programme information should be shared and explained to the new staff member:

4.2.1 An overview and purpose of the Municipality's integrated development plan

4.2.2 The structures of the Municipality

4.2.3 The Vision and Mission of the Municipality

4.2.4 The Municipality's culture and values ("the way we do things)

4.2.5 Overview of policies

4.2.6 Performance management including reward & recognition structures.

## **5 PROCESS OF ON-BOARDING (LONGER TERM) AFTER INDUCTION**

5.1 The Head of Division/Directorate must appoint an appropriate employee who will act as mentor to the new staff member.

5.2 The Supervisor will schedule regular follow-up meetings with the new staff member (at least on a monthly basis) to ascertain:

5.2.1 Whether the staff member experiences any challenges in the working environment and/or functions;

5.2.2 Whether the employee meets the expected performance standards;

5.2.3 Whether the relationship between the employee and his/her mentor enhances the integration of the employee within the workplace and new post.

5.2.4 Whether the employee fits well into the structures of the Municipality and division and is ready to function without the assistance of the mentor.

5.3 This process may take up to 12 months depending on the level and readiness of the employee.

## 6. POLICY APPROVAL

This policy was formulated by HR Management in consultation with the Local Labour Forum.

**Authorised by Municipal Manager:**

**Signature:** \_\_\_\_\_

**Date :** \_\_\_\_\_

FESTINALENTE