

Appointment and induction

First impressions are often the most lasting impressions, and the first impressions formed by many employees upon starting employment with a new organization may not be good ones. Although these may become false, the employee is not to know this. Impressions have been shaped by the advertisement, the interview and interview arrangements, treatment of travel expenses, etc., and new employees arriving to start work are in many cases thrust straight into the job without even minimal introduction to the employer's methods and rules, let alone introductions to colleagues and management. The first hours and days are critical and if properly dealt with can create the right relationship that contributes to employees staying with an employer.

Induction has been defined by the Department for Education and Employment as, 'Arrangements made by or on behalf of the management to familiarize the

new employee with the working organization, welfare and safety matters, general conditions of employment and the work of the departments in which he is to be employed. It is a continuous process starting from the first contact with the employer.'

As this definition shows, the process of correctly inducting an employee starts even before the formal offer of employment. When the employer has made a decision, the successful applicant should be told immediately that the employer wishes to make an offer. This should be done, if possible, at an interview (not at the selection interview) or by telephone so that agreement can be reached about details such as starting date and outstanding holiday arrangements.

Letter of appointment

A formal letter should then be sent off incorporating all conditions of employment and also the job description. An example of a typical letter of offer is shown in Figure 6.1. Figure 6.2 shows a North American example.

Such letters of offer should incorporate several requirements:

- 1 It gives the new employee full details concerning the job and conditions.
- 2 It demonstrates an efficient, businesslike and, by its tone, sympathetic approach that should make the person feel he or she is joining a worthwhile organization.
- 3 It obtains written acceptance of the offer and also written permission to write off for references.
- 4 It states exactly when and where the person is to come, and what to bring on the first day.

Note the approach of the American employer (Figure 6.2) who asks for a US\$25 dollar commitment fee which will be returned once employment has started.

PRIVATE AND CONFIDENTIAL	
Dear	
Following your recent interview, I am pleased to offer you the position of Terms of employment are as follows –	
Salary	£ per hour
Start Date	
Contracted Hours	hours per week, worked over days
Pension Scheme	After six month's service you are entitled to join either the Whitbread Group Pension Fund or the Personal Pension Plan. Please speak to Human Resources for further details.
Incentive Scheme	You will be entitled to participate in the Whitbread Hotel Company reward scheme called PRIDE. Full details will be given when you join.

Figure 6.1 Example of a letter offering employment

Source: Reproduced by courtesy of Marriott Hotels.

Staying for Pleasure You are entitled to two weekends at our UK hotels each year, after completion of one years' service. Full details will be given when you join.

Staff Discount Scheme After three months service you are able to participate in the staff discount scheme. Full details will be given when you join.

Uniform We will order your uniform and name badge on your first day. However, we would be grateful if you would wear smart attire for your arrival at the hotel. You will need to supply black shoes and socks (Males), and either flesh coloured tights 15 denier or less (Female supervisors, managers and administration staff) or navy tights 15 denier or less (all other associates). **Navy** court shoes need to be worn by all female members of staff. A temporary name badge will be given to you on your first day.

Although you are employed as _____, you may be required to work in other areas of the hotel to meet the needs of the business.

You will be required to serve a 90 day probationary period, at the end of which time, provided that your progress in the job is satisfactory, you will be appointed to the permanent staff.

This offer is subject to:

- 1 Our receipt of two satisfactory references. I would, therefore, be grateful if you would let me have the names and addresses of two referees whom we may approach on your behalf.
- 2 Medical clearance by our Occupational Health Department. I would, therefore, be grateful if you would complete the enclosed questionnaire and return it to me as soon as possible.

The Company reserves the right to vary the Terms and Conditions of your employment relating to your working hours to give effect to the Working Time Regulations 1998. This may involve varying the numbers of hours you work and when you work, even though you may or may not be directly affected by the details of the Regulations.

We have enclosed two copies of this letter and would be grateful if you would sign and return one copy as soon as possible to the Human Resources Department at the Leeds Marriott Hotel. Also, I would be grateful if you would complete the enclosed New Starter Form and return it to me as soon as possible. Please note that until I receive this form, I cannot set you up on Payroll.

Please could I ask that on your first day you arrive at 9 am for your induction. Please ask for me at the reception desk.

Finally, I would like to take this opportunity of welcoming you to the Whitbread Hotel Company and the Leeds Marriott Hotel and I hope that your career with the Company will be a long and happy one.

Yours sincerely,

Michelle Walton
Human Resources Officer

I have read and agree to the above terms and conditions of this offer of employment. I confirm that my start date is

Signed Date

Figure 6.1 continued



Dear Katherine:

Congratulations! You have been selected from among several hundred applicants to fill an important position at Flamingo Lodge for the winter season. You were chosen because we felt you stood out as an individual who shares our commitment to quality guest services. Working together, I know we can be the best concession operation in the National Park system. I look forward to having you as part of our team.

Please review your employment agreement and dates. Contact me directly if you have any questions. Return one signed copy of your employment agreement, the Employment Fact Sheet, and a \$25.00 check or money order by the date indicated in order to secure your position. Your \$25.00 deposit is used only to establish your commitment to be with us this winter. It will be returned upon your arrival.

If, for any reason, you cannot accept our offer for employment we would appreciate your letting us know so that we can offer the position to another individual.

I look forward to meeting you soon.



Julie Fondriest
General Manager

JF:ml
enc.

(305) 253-2241 • (813) 695-3101 • FAX: (813) 695-3921

TW RECREATIONAL
SERVICES, INC.
CANTEEN CORPORATION

Figure 6.2 An alternative letter offering employment

From a legal point of view such letters may be structured to fulfil the requirements of the Employment Rights Act 1996. This Act requires that a written statement of the main terms of employment is given to all employees within two months of starting employment. These include

name of employer and employee
date employment began (including continuous employment)

job title
place of work
scale or rate of pay
pay intervals (e.g. weekly, monthly)
working hours and patterns of work
if not permanent, the date of termination
holiday and public holiday entitlements
any sick pay schemes, other than Statutory Sick Pay
any pension scheme rights
length of notice
any collective agreements
disciplinary and grievance procedures.

Note: some of these conditions may be contained in separate documents but should be referred to.

Documentation

The first step when the employee arrives is to arrange that all documentation proceeds smoothly. This includes obtaining the P45 (record of tax and National Insurance paid to date) and, where the employee is to be paid through a bank, the bank's address. A personal file or dossier will have to be opened, which will contain all relevant correspondence and documents including the application form and acceptance of offer, and in time a variety of other documents such as maximum working hours opt-out agreements.

In larger companies an engagement form should be completed to ensure that no documentation procedures are missed out. This could look like the one illustrated in Figure 17.5 and would be produced with sufficient copies for each interested department, including the wages department.

Introduction to workplace, colleagues, rules, etc.

The second part of inducting new employees is concerned with ensuring that they know and understand what is required of them in order to do their jobs satisfactorily. This includes telling them or preferably showing them the layout of the place of work, introducing them to colleagues and explaining to them the function of other relevant departments. It will also be necessary for them to know about house rules such as 'no drinking' and relevant laws such as licensing hours and 'no smoking' in food areas and what the disciplinary procedures and consequences are.

Training needs

The third aspect is concerned with determining the employee's ability to do the job itself effectively and this will depend upon the person's training and experience. On the one hand no training may be needed, or merely working under close guidance and supervision for a few days may be adequate. On the other hand, detailed training may be required and this is often the case in larger organizations that are prepared to employ untrained people and have standard methods common to many branches.

Induction checklist

Whatever the level of competence, however, it is advisable to use a checklist to ensure that an induction procedure deals adequately with all necessary aspects of induction. In this context it is important to remember that what may not appear important to the employer may be very important to employees. Figure 6.3 shows the checklist used by a hotel.

Each employee is an individual

Introducing staff into an organization inevitably involves some of the mechanistic processes just described, but it has to be remembered that each member of staff is an individual. Precisely how one introduces or inducts each new individual to an organization depends upon many factors, such as the newcomer's experience and knowledge and the type and level of job he or she is to undertake. It is vital, however, if induction is to be successful, to try to put oneself in the new employee's place. As Rafael Steinberg (1977) writes, 'He arrives unknown. His face is not recognized. His interests and idiosyncrasies are ignored by people he meets. He has suddenly become a number, an anonymous replaceable cog. Quite naturally, without thinking about it, he resists this depersonalization and strives to introduce a measure of humanity to his strange new world.'

Probably the simplest and most common method of induction is a short discussion in a supervisor's office followed by informal chats. This may be quite practical where a person's superior is readily available. However, where this is not the case, unless a checklist is used, many points may remain unclear for a considerable time.

Another method is the 'sponsor' or 'mentor' method in which a newcomer, after an initial talk with their own supervisor, is introduced to an established employee who will show them the ropes. This should not be confused with 'sitting next to Nellie', which is concerned primarily with training and not induction. If this sponsor technique is used, however, the sponsor should be carefully selected to ensure that he or she knows what the duties are and has the necessary knowledge to carry them out. These would include many of the items listed on the induction checklist. In addition, however, a well-chosen sponsor will introduce the new employee to the inner face of the organization, i.e. informal systems, unwritten rules, etc. A copy of this list should be given to the sponsor, to be returned to the newcomer's supervisor once everything has been completed. The process might take as little as a few minutes, or could be spread over several days.

Finally, some induction programmes make use of formal training techniques in classroom situations. This is normally only used by larger employers that can afford the facilities, and these programmes, apart from the initial documentation, may include talks, discussions and films on the company's history, organization, rules and regulations. In addition, a large part of the programme may be devoted to job training.

The advantage of formal systems such as the sponsor and classroom methods is that because one person is clearly responsible for the induction of newcomers it is more likely to be organized and conducted properly.

Induction can be considerably simplified by the preparation of clear handouts or manuals elaborating aspects of employment that may need some explanation. Pension schemes and grievance procedures, for example, are ideally explained

in written form owing to the amount of detail involved. Many other subjects, too, can be included in manuals such as trade union or staff association agreements, suggestion schemes, holiday arrangements, sick leave and fringe benefits.



Name of Employee	Department	Hire Date
<p>.....</p> <p>Manager, please check each item as it is covered with the employee and return to personnel by _____</p>		
<ol style="list-style-type: none"> 1. INTRODUCTION Department Head/Supervisor/ Co-workers 2. EXPLAIN WORK SCHEDULE Work schedule (posted as soon as business for following week can be forecasted) Changes must be approved by manager 3. EXPLAIN ATTENDANCE REQUIREMENTS Attendance (Mandatory on scheduled days) Punctuality (Must be on time) Reporting absences (Phone supervisor/manager at least 2 hours in advance of scheduled time and if unable to reach, leave a message with Security) Punch own time card Punch in in uniform at shift starting time. All work must be on the time clock & a mgr. must approve any overtime before it is worked. 4. EXPLAIN GENERAL RULES Employee entrance/exit (by Security) There is no employee parking No return after work policy Red sticker policy (items subject to inspection by Security or Management) No personal phone calls & employee pay phone Hotel telephone number and department extension Groom standards (dress code & hygiene) 	<ul style="list-style-type: none"> Professional conduct/behavior required Smoking policy No gum chewing Uniforms (includes name tag) Employee restrooms (uniformed employees use locker rooms) Employee cafeteria (time card stamped/wear name tag) NOTE: Proper behavior is required in the Cafeteria; including cleaning up after eating—emptying trash and ashtray. No food/beverage is to be taken out of the Cafeteria. Use service elevators No eating in areas outside cafeteria without management approval Notify supervisor before leaving at the end of your shift No wandering out of work area without management approval Phone answering procedures (give name, do not screen calls) Employee lockers (unauthorized substances or materials) 	<ol style="list-style-type: none"> 5. EXPLAIN TRAINING PROGRAM Who will train 90-day probation period Encourage asking questions 6. MEAL 30 minute meal period (punch in and out for meal) 7. EXPLAIN RELATION OF WORK TO OTHERS Chain of command Guarantee of Fair Treatment Relation of job to other jobs Relation of department to other

Figure 6.3 Orientation checklist for new employees at Newport Marriott Hotel (USA)
 Source: Reproduced by courtesy of Marriott Hotels (USA).

departments and to hotel
Individual responsibility to guests
(Aggressive Hospitality/Customer Concern)

8. **EXPLAIN IMPORTANCE OF JOB**
Employee's contribution to job
Rewards of enthusiasm, job satisfaction, advancement
(Promotions based on qualifications)

9. **QUALITY/QUANTITY OF WORK**
Importance of accuracy/speed when experienced
Importance of courtesy and smile

10. **SAFETY**
Fire/emergency procedures
Nearest fire extinguisher (location)
Report ALL accidents IMMEDIATELY (no matter how minor) to your supervisor/manager
Clean as you go policy
Job safety analysis

11. **EXPLAIN PAY POLICIES**
Starting pay rate/performance reviews/increases (PAF)
Pay periods (Sat.–Fri.) payday/time Thursday
Accurately report all tips on tip sheet each week and sign name

12. **EXPLAIN BENEFITS**
NOTE: Full time is 30 hours or more per week

Initial

I have received the Newport Marriott Hotel Handbook and understand that it is my responsibility to study and use the handbook as a reference to the benefits and rules of the company. If I have any questions I will ask my manager or the Human Resources staff.

I understand that the Human Resource Director is my Equal Employment Opportunity representative, and that he/she will insure my rights under the Marriott Guarantee of Fair Treatment.

Regarding medical, dental, group term-life, and disability insurance coverages, I understand that I must see the human resources representative and complete the enrollment forms within 21 days of hire, or eligibility, to assure full coverage without an additional waiting period.

FOR EMPLOYEES WHO HAVE BEEN ISSUED UNIFORMS AND/OR EQUIPMENT: The uniforms and/or equipment issued to you are to be used only while performing services for Marriott Corporation. In the event you leave the Corporation, you must return the uniforms and/or equipment in good condition minus normal wear and tear. Also, uniforms and/or equipment damaged due to normal wear and tear shall be returned for replacement and, if lost, you will be personally responsible to accept the expense of the uniforms and/or equipment. Marriott Corporation will be authorized to deduct (by your signature below) from any of your earnings, present or future, the value of said uniforms/equipment.

I have read, or have had read to me, the items listed above. The items on the other side have been explained to me and I understand and agree to abide by these and all other rules of this hotel.

Employee's Signature: _____ Date: _____

Explained by (Mgr/Supervisor): _____ Translator: _____

Vacation policy (eligible if full-time after 1 yr., part-time after 2 yrs.)
Sick leave (for full-time employees, after 6 months)
Holidays (full/part-time)
Medical Insurance (full-time; if not enrolled within 1st 30 days there is a 90 day waiting period before insurance is effective! May also have to take a physical exam)
Group Term Life Insurance (additional life insurance; same enrollment requirements as Medical Plan)
Dental Plan (full-time/after 6 mos. in Medical Plan sign up at hire or at change from PT-FT)
Credit Union (full-part-time employees)
30% Gift Shop discount

13. **DISCIPLINARY PROCEDURES**
Verbal Warning
Coaching and Counseling
Written Warning
NOTE: Policies on this list with an (*) are important. When not followed an automatic written warning may result. Suspension pending termination

14. **REVIEW POSITION DESCRIPTION**

Figure 6.3 *continued*

What a job consists of

Induction is not something that takes place on the first morning of a new job; it can be a relatively long process, with some people taking many weeks to settle in. This is because every job has two elements. First there is the work itself and second there are all the peripherals to the job, including conditions and social contacts, which go to make up the work community in which the work is performed.

People will not be able to cope with the work part of their job unless they understand and are familiar with the surrounding elements. These include

- location and physical layout
- colleagues and informal relationships
- management, supervision and formal relationships
- customers
- conditions of employment and contracts
- company and house rules.

The induction process is concerned with introducing an employee to all these elements as quickly as possible so that he or she can concentrate on the work, which is the main purpose of the job, rather than having to learn and worry about all the elements surrounding the work (Figure 6.4).

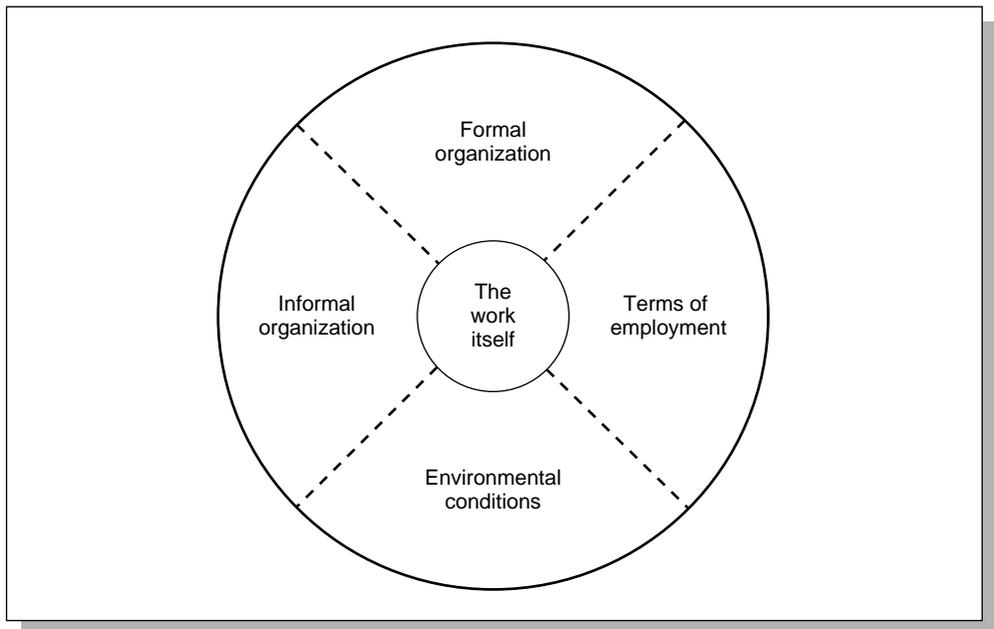


Figure 6.4 The main elements of a job

Benefits of induction

The employer benefits from effective induction by

- 1 reducing staff turnover
- 2 improving staff efficiency, work standards, revenue and profits
- 3 improving staff morale
- 4 meeting a number of legal obligations.

The employees benefit by

- 1 fitting in and feeling part of the team
- 2 being accepted as part of the team
- 3 becoming competent and hence confident in the shortest possible time.

Measuring the effectiveness of induction programmes

The purpose of induction procedures is to introduce new employees into the workforce and, with most employers, to reduce the likelihood of the new employee leaving. The effectiveness of induction can be measured by measuring labour turnover in three specific ways. These are

- 1 the survival curve, which measures an employer's ability to retain its entrants. It shows employee wastage as a curve which can be divided into the induction crisis, differential transit and settled connection.
- 2 the labour turnover and retention rates, which measure leavers as a proportion of the labour force, and the average length of service.
- 3 the length of service distribution, which shows the employer's ability to build a stable team.

These are discussed in more detail in Chapter 14.

In meeting the individual's needs it is important to recognize features of the employer's organization and the industry. The hospitality industry has a number of features that distinguish it from many other employers and these should be borne in mind when induction programmes are being prepared:

- 1 The industry employs a large number of people from the secondary labour market, i.e. people such as housewives who have not trained specifically for employment in the industry and who may not want a career.
- 2 The industry has its own traditions and jargon, much of it either based on a highly specialist use of normal words or, in the case of kitchen work, based on French.
- 3 Immediate customer contact, frequently with little, if any, supervision.
- 4 Complex interdependent operations which can be seriously interrupted by one person not performing his or her role properly.
- 5 Many units employ a high proportion of foreign workers, often from different cultures, with different values, expectations and behaviour.

Effective induction is important also because of the wide range of responsibilities imposed on employers by various national laws. At the least, effective induction can

demonstrate that the employer has exercised 'due diligence', i.e. all reasonable precautions have been taken to prevent a breach of the law, such as health and safety or food safety law.

In the obviously difficult field of managing people, comparing human beings with machines should be avoided, but in the case of induction a very useful parallel can be drawn. Time spent in carefully installing and running in a new piece of machinery usually results in that machinery giving long reliable service.

Further Reading and References

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Questions

- 1 Describe the objectives of induction and the various steps you would normally expect to find in a systematic induction procedure.
- 2 Discuss which you consider to be the most important steps in job induction and why.
- 3 Describe also who should be involved in the procedure and what they should be responsible for.
- 4 Discuss what changes are likely to be made in the future to improve induction procedures.
- 5 Evaluate the approach to induction used by an employer you know well.