

Glasgow Kelvin College

Induction: A Review

Stage One – Staff feedback

Report by Director of People and Culture and Organisational Development Lead

An effective induction ensures that employees integrate well into, and across, their new organisation. New recruits need to understand the organisation, the culture, the people, and what's expected of them in their role... (CIPD: The Purpose of Induction).

A review of the current induction activity has been undertaken to improve the process, to ensure a consistent approach across the College and that staff are integrated well into our culture and their role.

It is proposed that the College induction process will cover three levels, these include:

- Organisation
- Department
- Role

This report outlines initial proposals about what our induction process should look like going forward, based on the analysis of a recent staff survey with new entrants who provided feedback on their experience. A separate survey will be carried out with managers to assess what areas they feel should be covered during staff induction. Once a full analysis has been completed an updated report will be presented to Senior Management. Our Trade Union colleagues will be involved in the development of the College Induction process.

Staff Survey Analysis

We asked staff who joined the College between January 2020 and October 2022 about their own induction experience and what they think the process should cover.

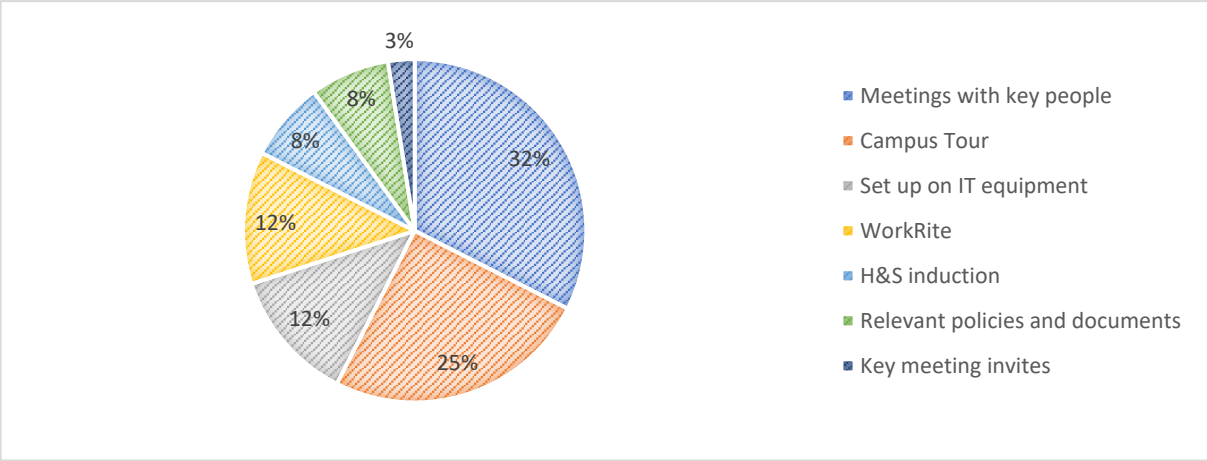
15 responses were received from the 56 staff approached (27% response rate) and, of these, 67% were submitted by support staff and 33% by teaching staff. The analysis of these responses has been provided below.

What does our current induction look like?

In the first part of the survey, staff were asked a series of questions about their induction experience.

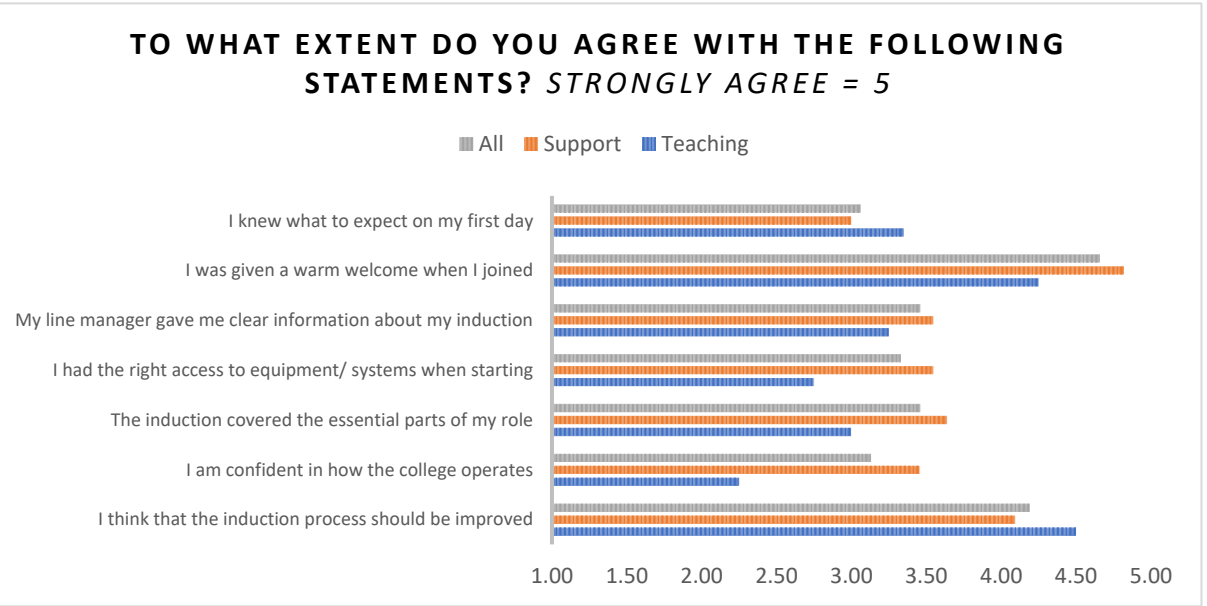
The first question asked those staff who responded to describe what they recall from the induction they received when they joined the College.

The areas staff recalled are mentioned below:



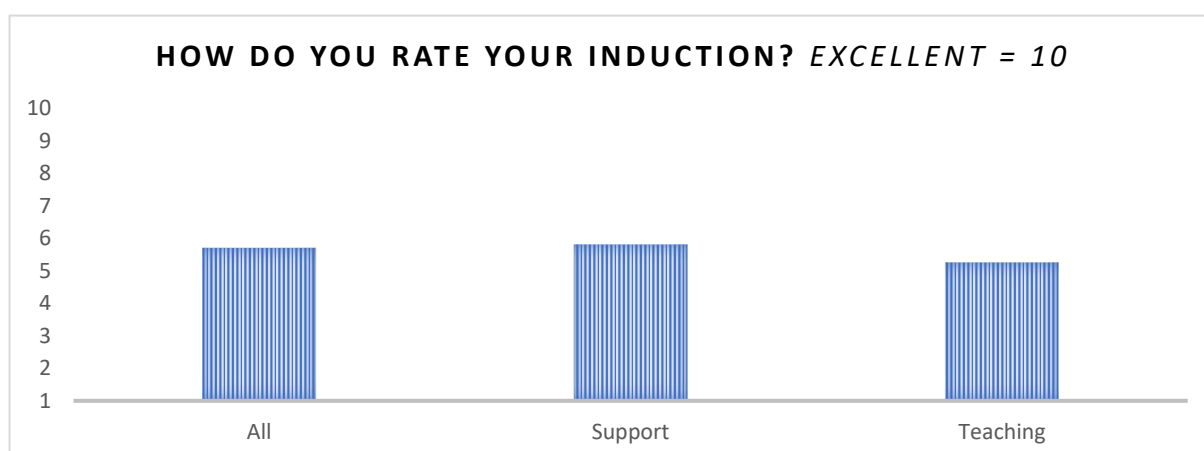
Whilst it is certainly positive that staff recalled key elements of our current induction (i.e., meeting colleagues, H&S induction, WorkRite etc.), there was little reference to other aspects, such as: the mission and values of the College, teaching and learning or being introduced to teaching professional development, and receiving information about the range of staff benefits i.e., training, wellbeing, pension etc.

Staff were then asked to agree or disagree with a series of statements. These related to some of the key aims and objectives of an induction process, as well as how the induction process could be improved.



Most staff recalled the warm welcome that they received when they joined the College which is a positive reflection of our culture. The feedback however, shown in the graph above, demonstrates that improvements are required across many of the other areas, especially in areas such as understanding how the College operates and knowing what to expect on their first day.

Finally, staff were asked to rate their overall induction experience out of 10. On average, staff gave our induction process 5.7 out of 10. We will use this information to benchmark our progress in developing our induction process as we go forward.



What do staff want the induction process to look like?

In the second part of the survey, staff were asked a series of questions relating to two areas about what the induction process should look like going forward.

These included:

- information that they felt should be provided to staff during the induction process; and
- what other approaches could be implemented to further support new staff when joining.

What information should be covered, and when?

When joining a new organisation, there is always a lot of essential information that will need to be shared. We therefore asked staff to choose what they felt would be the most appropriate way for a range of topics to be communicated to them, they could choose to receive the information a) prior to joining b) during the College induction level or c) at the local induction level. The combined results show the most favoured way that staff would like to receive information:

Before joining	At a College induction	At a local induction
An overview of GKC	Organisational Development	Role specific information
Mission, culture & values	Health & Safety	IT, printing + equipment
Payroll information	Diversity & Inclusion	Employee/role fits in org
	Staff Wellbeing	WorkRite training
	Benefits	
	Relevant Policies	
	Environment & Sustainability	

This part of the survey encouraged staff to suggest additional topics, the responses included the following:

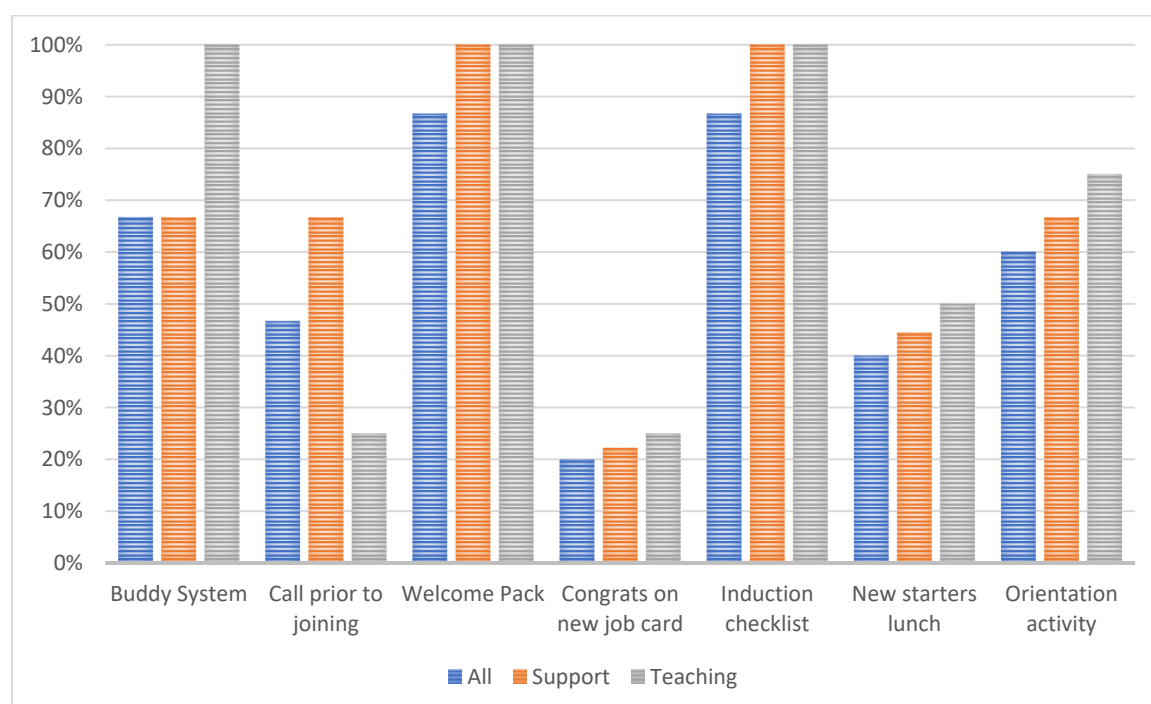
- Information about using the staff intranet.
- An organisational structure, and who to contact for which service.
- Information on what to do if you are unwell.
- An overview of student application and enrolment processes.
- An overview of student support services and referral systems.
- An overview of teaching platforms (i.e., celcat, teams, moodle etc.), and
- Building opening and closing times.

These topics will be explored further, and consideration given as to how these might be incorporated into the induction process.

What initiatives would staff like to see implemented at induction?

The sharing of information about the organisation is one of the most effective ways to help someone settle into a new role and working environment. A welcome pack and an induction checklist that staff and their line manager could work through together was rated highly by those who responded to the survey. This could take the form of a digital platform that the staff member and their manager can access.

Other initiatives that encourage staff to socialise with their colleagues, familiarise themselves with the workplace, or check-in about how they are settling in are also ways to support staff integrate into the organisation. Those who responded to the survey thought that a buddy system or orientation activity might be helpful. The least popular initiative suggested related to the issuing of a 'congratulations on your new job' card to those about to start employment with the College.



Initial Proposals for Glasgow Kelvin's Induction Process

Based on the information collected and then analysed in the staff review of the current College induction process, it is proposed that the induction process should focus on providing information at three levels, these include:

1. Organisation – This will cover essential information about the College pre and post start date.
2. Department – Introduction to the work of the Department, service delivery, key personnel (internal and external), etc.
3. Role - A Local Induction by the Line Manager to the role.

Each stage will be accompanied by an online Induction Checklist which will be a well-detailed guide outlining the activities lined up for the new employee, to ensure timely coverage of the induction process and to avoid omission or duplication of information. It is recommended that a review is undertaken by the line manager at set intervals, such as one month, three months, six months and 12 months.

The following sections will consider some of the areas to be developed based on staff feedback.

Organisation Level Induction – Prestart date

Create a 'What to expect on your first day' guide that can be shared with all staff a week or so before joining the College – this will include essential information such as:

- An overview of the College, parking; campus info; and an introduction to our mission, culture & values.
- People and Culture Information Book.
- The arrangements for meeting with the Line Manager and the activities planned over the first month of the induction process.
- Details of when and where the activities planned, the person who will conduct each element, and the provision of an area to record comment about the progress of each step.

The People and Culture Team are working towards automating the process for requesting necessary access to key systems (i.e., email, Cintra, staff card etc.) with the IT Team. The use of a QR code to distribute this initial information will be explored for the prestart checklist.

The development of short videos showcasing the College's brand identity and what it is like to work at the College (note: can also be used for staff recruitment) – this could include:

- Current staff discussing what it is like to work for GKC.
- Information relating to the College Culture, Mission, Ethos & Values, equalities data, etc.
- A tour of each campus (or key places at the College).

Organisation Level Induction – Post start date

A staff welcome induction area to be hosted on the intranet that includes information on:

- Policies, key documents, and strategies
- OD activities; Staff Wellbeing; Equalities; Staff Benefits etc.
- Environment and Sustainability
- Health & Safety; Mandatory training
- Organisational Structure, and who to contact
- Intranet; Guide to our systems
- FAQs/Glossary
- WorkRite training
- Communications – including committee structures (Board of Management, standing committees, College committees, Negotiation and Consultation structure).

The implementation of short introductory videos for all departments and how-to guides or videos covering responses to FAQs (i.e., room booking, leave, credit-system etc.)

Trial initiatives to further support new staff during induction – for example:

- Buddy System – staff are paired up with a peer (will receive appropriate training) to support them through the process of settling into the College. Consider: who will be a buddy; time pressure on those providing the support, impact on service delivery or workload of the staff member, etc.
- New Starters Lunch – each block, staff who have joined the College are invited to a free lunch on campus with one of the SMT - Derek, Robin, or Jeanette. Three hours per year (one each) approx.

Department Level Induction

A framework will be produced based on feedback from managers to support them induct new employees into their Department and to ensure consistency of approach. An induction checklist for staff with essential activities could include:

- Team meet and greet.
- Key policies and procedures.
- Operational Plan
- Introduction to key personnel, internal and external
- Role Expectations & how employee and their role fits within the organisation
- Equipment/Software + IT, printing + equipment.

Role Level Induction

- Role specific information.
- Training and development to integrate the employee into the role, Department and College.
- Handover/objectives/meetings.
- Introductory Professional Development Review to capture any essential training.
- Teaching staff – introduce to the Teacher Journey.

The Induction Process will be monitored and reviewed once implemented through feedback from staff and managers. The OD Lead will:

- Ensure that all new starts are surveyed about their induction experience within three months of joining the College.
- Meet with new starts and their line manager to discuss the impact of the induction process at each level.
- Produce an annual report for SMT on the impact of the Induction Process---

The People and Culture Team are working towards introducing an online induction format incorporated into the HR and Payroll system however this is still in its early stages. The College Induction process will certainly be in an online (and interactive) format regardless.

SMT are recommended to:

- Note the feedback received from staff who joined the College over the past two years.
- Note that managers will be consulted on the content of the induction process.
- Note that a further report will be brought back to a future meeting of SMT with recommendations on the College Induction process.