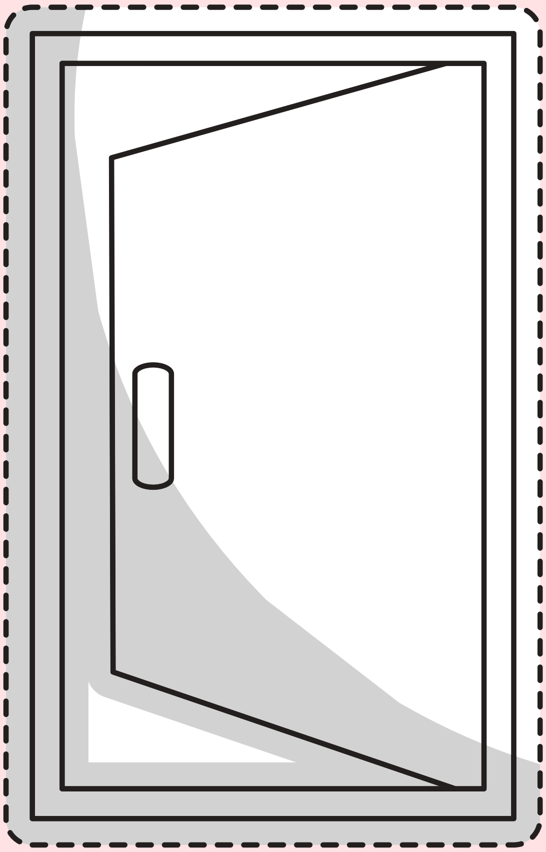
HOW TO

OPTIMISE EMPLOYEE INDUCTION

Avoiding common mistakes and applying best practices during employee induction



Tribal Habits

Hello and thank-you for downloading this guidebook. We've designed this guidebook to help you build the case for compliance training in your organisation. You'll review compliance risks and costs to organisations which do not approach compliance with a plan, followed by the benefits and steps involved in implementing an online compliance training platform.

As we begin, let's start by setting the scene. At Tribal Habits we divide the journey organisations take in managing learning and training into three phases.

Phase 1 – Induction & Compliance

In this phase, organisations are focused on establishing a solid foundation for learning. This phase often also includes the initial implementation of a modern learning platform to reduce the effort of managing training and ensure a single-source-of-truth for learning data. The two key activities in this phase are:

- Being proactive in with compliance to protect staff and boost the bottom line.
- Improving induction to reduce churn, engage staff, reduce rework and accelerate productivity.

Phase 2 – Processes & Skills

In this phase, organisations can move onto more aspirational learning objectives. With employees well versed in compliance procedures and initial tasks, the organisation can now use training as a strategic advantage: to help employees acquire the skills and knowledge to achieve organisastional goals.

- Capture internal processes to ensure internal consistency and efficiency in all teams.
- Share interal expertise – skills, knowledge, tips – to make 'best practice, common practice'.

Phase 3 – Customers & Stakeholders

In this phase, organisations can expand their training horizons beyond employees. For some organisations, this phase may be less relevant. However, for many organisations, this is the aspirational goal – providing training for customers, volunteers, contractors, board members or supporters.

- Providing training for both internal (employee) and external (other stakeholders).
- Sharing (or selling) training content to customers –product support or valuable knowledge.

In this guidebook, let's **focus on Phase 1 – Induction and Compliance**. They say you only get one chance at a first impression and in employee induction, that first impression means a lot. Yet most organisations struggle with this initial training program and find employees struggling to fit into new teams, disengaging after a few months or – worse – staying but with low productivity or poor quality of work.

Of course, I believe the solution these challenges is Tribal Habits – a unique online learning platform which allows an organisation to easily create a repeatable and trackable induction training program which can be delivered in any location, at any time and with total consistency. Organisatsions can implement induction training one…and well.

However, let's not jump to conclusions just yet. For now, I invite you to enjoy our guidebook!

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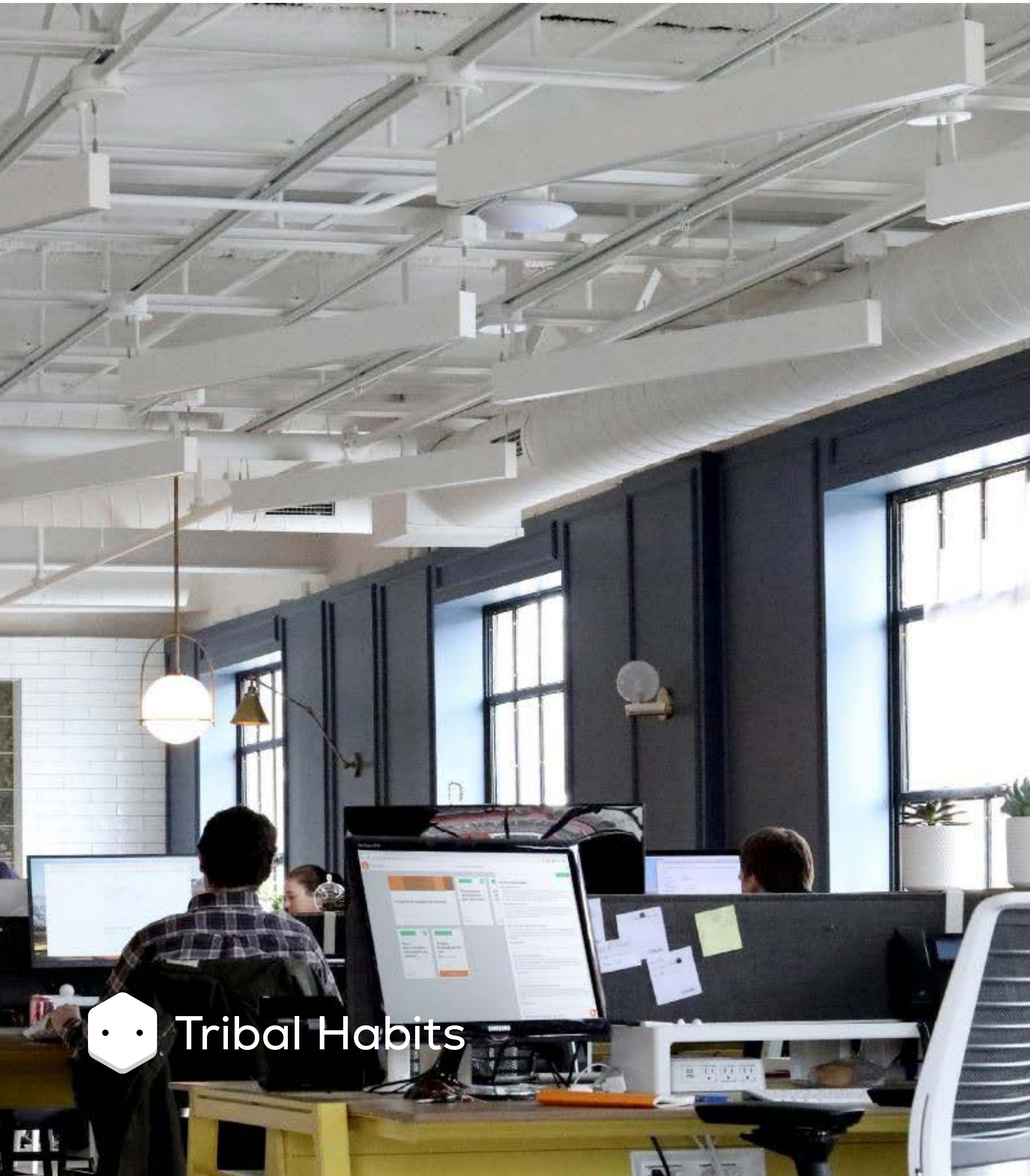
Part 1: Why do you need induction training?

Let's begin with the business case – why does your organisation need to address is employee induction? We review the differences between induction and onboarding, along with reasons why you should be using an online training platform to optimise your employee induction.



Employee onboarding and employee induction are not the same

We - Human Resources and Learning and Development people - often use ‘onboarding’ and ‘induction’ as interchangeable terms. But are they really the same thing?

In this article, we examine why your organisation may be better off treating employee onboarding as different from employee induction.

Onboarding is tactical

The process of a new employee joining your organisation has many steps. However, several of those steps are largely for the benefit of your organisation. Collectively, these are ‘hygiene’ issues which involve a lot of form-filling by the employee, such as…

- Employee contact details
- Superannuation and payroll information
- Workplace and IT access
- Training, education or employment records
- Agreement to organisation policies

These items are still important - employees can’t get paid without providing payroll details! Certainly, any onboarding process needs an efficient and reliable way to complete these steps.

Yet, these items are tactical in the overall scheme of things. They enable an employee to commence work, but they really do nothing to help that employee actually work - to do their job. They certainly don’t help an employee do their job better, avoid common mistakes, become productive faster or feel part of the team.

Induction is strategic

Employee induction is a much broader experience. If onboarding helps an employee enter the door to your organisation, induction takes employees on a tour of your organisation!

Induction is a more engaging and active process, for both employee, their manager and the organisation. Induction seeks to ‘make a new employee behave like an experienced employee’. This requires more effort than some simple form filling.

That being said, induction is not a requirement. Many organisations have only onboarding - their employee induction experience is actually just employee onboarding. It is the basics - the legal or regulatory requirements and nothing more. Employees gain the functional basics to do their job, perhaps without ever learning how to actually do their job.

Onboarding is a first step only

If your organisation can separate onboarding from induction, it may allow you to take a better approach to your new employee experience. You can start to think of onboarding as merely the first step in an employee induction program. Steps covering organisational culture and values, key safety training, training on important behavioural standards and training on initial on-the-job skills and processes can then follow.

> By labelling onboarding for what it is - getting a new employee 'on board' - it helps the organisation realise that employee induction is more than form filling. It is more than a problem for HR. It is an organisation-wide responsibility where all teams have important roles to play.

Words may seem small, but the labels they provide matter. Next time you are meeting with your executive management or team leaders, why not rephrase the discussion from tactical onboarding to strategic induction?

Eight reasons why you need technology to delivery employee induction

Despite the fact that we are well into the 21st century, many organisations still have a largely paper-based approach to employee induction. New employees often still complete a myriad of forms during their initial onboarding, before attending a series of 1:1 meetings to learn their initial organisational knowledge. They may even end up with a folder full of paper workbooks and handouts.

Turning those workbooks from paper into PDFs is a good start, but it just means employees are looking at passive, non-interactive words on a screen instead of on paper. It's very disengaging for new starters. The digital transformation of employee induction presents us with the opportunity to do more than just replicate a paper-experience with digital paper!

> THE FACT IS THAT THERE ARE NUMEROUS REASONS FOR ORGANISATIONS TO TURN TO TECHNOLOGY TO IMPROVE EMPLOYEE INDUCTION - AND IT IS EASIER TO DO SO NOW MORE THAN EVER BEFORE.

In this article, let’s examine eight key reasons to use technology in your employee induction experience.

1 - Timeliness

First and foremost - technology can allow employee induction to begin 24/7/365. A new employee can access employee induction through a digital learning platform as soon as they start - even in the week before they begin. Digital platforms can provide individual employee induction experiences without requiring any advanced notice and for as few as a single new employee.

Compare this to employee induction programs which rely on 1:1 meetings or group workshops. New employees are at the mercy of the availability of key people to find the time for a 1:1 meeting, or they need to wait for the next employee induction workshop 'once a few more people join’.

Yet timeliness is critical for employee induction. If an employee has to wait days or weeks for training, they will not only be disappointed and disengaged, but will have often started to find other solutions - solutions which may be inconsistent or unreliable compared to optimal training.

2 - Availability

Technology can make employee induction processes available anywhere.

- New employees can start some employee induction from home in the days or weeks before they kick off their new role, helping reduce any anxiety and removing some of the form-filling ahead of their first day.
- New employees in locations outside your headquarters can obtain the same induction experience as any other employee, ensuring that standards are consistent across locations.
- Technology can also allow new employees to access employee induction while there are on the go and on a device of their choice, boosting engagement and accelerating their access to knowledge.
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3 - Consistency

While paper-based induction materials can offer some consistency of information, there is always a risk with 'version control'. Different offices may have different versions of the same workbook - tracking versions of files and who has accessed them is almost impossible. A digital learning platform can overcome this issue by providing a 'single source of truth' - every new employee, in any location, can access the same (sole) set of materials and experiences.

Consistency is also dramatically improved compared to 1:1 training, which can be notoriously inconsistency even when delivered by the same person! Humans can forget, be distracted, not feel well or simply fail to engage with the personality of a new employee. As a result, 1:1 training can be extremely inconsistent for new employees unless your induction training staff are highly skilled and provided with consistent, high-quality materials.

4 - Efficiency

> IF YOUR EMPLOYEE INDUCTION REMAINS DRIVEN BY 1:1 OR WORKSHOP TRAINING, IT IS LIKELY TO BE EXTREMELY INEFFICIENT. CONSIDER THE COST OF AN EXPERIENCED STAFF MEMBER COMPLETING 20 SETS OF 1:1 TRAINING OVER THE COURSE OF A YEAR COMPARED TO A DIGITAL LEARNING PLATFORM PROVIDING THAT SAME TRAINING 20 TIMES.

Certainly, your staff member will need to spend some time setting up their online content, but that may be just a few hours if they are using a modern learning platform like Tribal Habits. If they can invest 3-4 hours setting up their induction learning module, they can alone save 10-20 hours each year. And that's just a single experienced staff member dealing with 20 new employees. The efficiency gains will be greater as more individuals are involved. Not to mention the improvements in timeliness, availability and consistency.

5 - Expectation

New employees often have an expectation of technology-led employee induction processes too. Why wouldn't they - they read about amazing employee induction programs at top organisations around the world all the time! Why shouldn't they expect the same at their new employer!

They may not expect all the bells and whistles of the employee induction experience at, say, Google or Apple, yet if they arrive at your organisation to find that their employee induction is solely a matter of PDF documents, photocopied workbooks and patiently waiting for a group induction workshop, they may start to wonder about their new employer.

Meanwhile, providing employees with some level of digital induction is not particularly difficult. Platforms like Tribal Habits allow organisations to plug-and-play many aspects of employee induction and have a modern, automated and useful induction program established in less than a week.

6 - Feedback

Using technology to drive your employee induction also benefits your organisation. Technology can readily capture feedback from your new employees as they move through the induction program. Are they happy with their first few days? What information did they find useful, or do they feel was missing? Do they have questions about the organisation or it's culture?

It is easy to capture this feedback with a digital induction solution. The information captured can be used to both justify your induction program and its costs, as well as further improving the induction process.

7 - Improvement

Which leads to the next benefit - digital employee induction programs are FAR easier to improve. Not only is it easier to capture feedback from new employees about the induction process, it is also easier to update processes, training, programs and timetables. Adjusting digital content is simple with new materials instantly available to the next new employee without the need to reprint documents or update trainers.

8 - Cost

Finally, a digital induction process is cost-effective. As a starting point, any non-digital employee induction program has significant costs to consider.

- Costs of printed materials
- Transport costs for any employees or training staff
- Room hire, workbook printing and food costs
- Lost time from experienced staff asked to present (repeatedly)
- Lost productivity from new employees who have to wait for induction
- Costs from any new employees who feel disengaged by poor induction and leave the organisation
- Costs from new employees who receive no or inconsistent training and make mistakes

These are all real costs. While they may not all be visible as line items in financial statements, they are very real costs which are carried by your organisation. A digital induction program can eliminate many of these costs, with often a very low investment which is typically linked to the number of new employees - so your investment and return are closely aligned.

Ultimately, any organisations which are not turning to a digital employee induction program, despite all the massive benefits and lower costs, will increasingly feel out of date to new employees. If the concern is the time or cost in setting up technology for employee induction, then perhaps the key benefits outlined in this article -along with advances in online platforms - might make this subject worth revisiting for even the most paper-loving organisation.

Six reasons to rapidly switch to online training right now!

Over the last decade, many organisations have thought about the switch to online training. Perhaps its to reduce training expenses, deliver training in a way which resonates with a modern workforce or improve learning outcomes through more consistent, slower-paced learning.

Sometimes, however, you might need to accelerate decisions and make a rapid switch to online training. Reasons for this could be to quickly deliver critical content, respond to changes in your business environment or immediately overcome hurdles in face-to-face training.

In this article, let's consider six reasons why you might need to rapidly switch to online training – and how you can support your business case and inform your decision-makers during this process.

1 - Organisational change needs timely online training

A common reason to rapidly switch to online training is in response to change. When something important changes in your organisation, you can't expect your employees to 'keep doing what they were doing'. Typically a change in your organisation, or operating environment, requires a change in your organisation's process in order to achieve the same outcome.

Training is a critical component of change management. Unfortunately, it is often an after-thought. Training occurs days, weeks or months after the change event. Employees are left struggling through the changes on their own.

This delay is worse if your organisation relies on face-to-face workshops. Successful organisations have a sense of urgency in ensuring that appropriate training accompanies change events in a timely manner. This is when organisations' bite the bullet' and rapidly switch to online training.

With the right platform, online training can be quick to develop, consistent in its delivery, easy to distribute and track, and available 24/7 in any location.

2 - Online training creates critical feedback loops

Continuing with this theme of change management, quickly establishing online training around a change event creates a valuable feedback loop for the organisation.

> THE FASTER TRAINING IS PROVIDED, THE SOONER THE ORGANISATION LEARNS ABOUT CHANGE MANAGEMENT ISSUES. PROBLEMS IN PROCESSES ARE IDENTIFIED, EMPLOYEE MORALE IS QUICKLY MEASURED, AND SUCCESSES CAN BE CAPTURED AND SHARED TO HELP BUILD MOMENTUM IN THE CHANGE PROCESS.

Once again, organisations need to rapidly switch to online training to build this feedback loop faster. The need to quickly switch to online training is intensified by more significant changes, more expensive changes or changes which have short implementation periods (the change needs to occur NOW!).

3 - Online training helps maintain morale

Face-to-face training takes a long time to set up, book, organise and conduct. Think about a new employee waiting months for the next induction session, or an existing employee now working in a remote location (or working at home). For employees in those situations, face-to-face training may seem far away.

Access to training and personal development is a huge part of employee engagement. The further employees feel removed from training opportunities, the greater the negative impact on their engagement and morale.

Online training, meanwhile, is available all the time, in any location. It's a perfect way to allow employees to feel supported. Even if an employee is temporarily busy and unable to stop for training, the knowledge that training will be available as soon as they are ready is critical for morale.

Unlike face-to-face workshops which have an 'event' feeling to them – a large, sudden sugar hit of engagement – online training can be accessed in smaller, bite-sized pieces and in a way which more easily fits into the schedule of a modern worker.

Online training offers constant positive engagement for employees in any location.

4 - Online training supports continuous improvement

Another key advantage of online training is its ability to manage smaller pieces of knowledge.

Consider a small change to your sales process. Perhaps 30-45 minutes of required training to update your sales teams on new product knowledge and sales methods you have introduced.

Face-to-face training for such small updates like these is difficult. The effort involved in preparing the session, organising a location and getting everyone to attend the training generates a poor RoI for training when the content only requires 30-45 minutes. At the very least, virtual training via a webinar would be more appropriate.

Rapidly created online training, through a learning creation platform like Tribal Habits, allows that knowledge to be captured in less time and distributed without delay to any employee in any location (as well as future employees or those who otherwise miss a face-to-face workshop).

With less effort to create and share online training, it becomes easier to provide more training and more often. Smaller, more frequent learning promotes continuous improvement. It allows the organisation to iterate change and avoid 'big bang' announcements.

It also encourages teams to review critical processes regularly. Managers can focus employees on specific issues each week, rather than trying to fix everything at once in a single day workshop.

5 - Organisations need experience with online training (to maximise outcomes)

If your organisation doesn't have much experience with online training, then it needs to rapidly switch to online training right now for one very simple reason: it takes time to obtain organisational skill.

As you introduce online training into your organisation, not only is there a small adjustment for employees (although often much more modest than management thinks), there is also an adjustment for the organisation.

Managers, HR and training staff need to learn how to use their online training platform, how to best manage and distribute online learning, how to drive accountability for online training outcomes and how to create customised online training on critical topics.

The sooner this process of organisational learning begins, the faster the organisation will uncover more valuable ways of using online training (within that particular organisational culture). Like many digitisation processes, the snowball effect rewards organisations who move sooner.

6 - There's no reason not to rapidly switch to online training

> A SIXTH AND FINAL THOUGHT IS 'WHY NOT?'. AT THIS POINT, ONLINE TRAINING PLATFORMS ARE LOW COST AND EASY TO USE. THE BENEFITS ARE TANGIBLE AND SIGNIFICANT – WITH NO DOWNSIDES.

If your organisation continues to run face-to-face workshops, an online training platform can only enhance them. It can make the workshops shorter, more focused, or provide pre or post workshop content. It is quite possible that your net training costs even decrease with an online training platform as you can reduce the most inefficient of training costs (room hire, catering costs, travel expenses).

Finally, 'times are a-changing'. The number of organisations not yet using online training continues to fall every day. Successful organisations are using rapid, online delivery to accelerate knowledge through teams – quickly eliminate mistakes, promote best practices, boost employee engagement, ensure operational compliance. In any location, for every employee, at all times.

How to manage virtual employee induction during COVID-19

While we continue to grapple with the global COVID-19 pandemic, life, for many organisations, is pushing forward and the need to support growth by hiring new staff remains present. . In fact, the need for a great employee induction program is even higher when virtual employee induction may be required for new staff.

New employees need a solid, consistent virtual employee induction program to help them settle into new roles during a period of uncertainty and confusion. Whether they are completing their virtual employee induction program on their own while sitting at the dining table, or as part of a new group of employees connecting from home offices across the country, it's important they have every chance of a successful start.

In this article, we'll look at 5 key tips to help manage virtual employee induction during COVID-19 – or as an on-going 'new normal' approach to your employee induction program.

Acknowledge the situation

The first two tips are about expectations. Let's begin by setting the scene – be upfront about what is happening and how it is impacting employee induction for both the employee and your organisation.

Organise a virtual call with the new employee to discuss the COVID-19 pandemic and how it will impact onboarding and require a virtual employee induction.

Allow the new employee to ask questions and raise concerns – don't make this call a lecture. It's important to uncover the specific issues which each employee may be worried about. Extroverts may worry about team connections, while detail-oriented employees may be concerned about receiving adequate training to avoid common mistakes.

Adjust all expectations

Now adjust everyone's expectations.

Start with yourself and your organisation. It is possible that it's going to take new employees longer to add value to your organisation. They are going to move a little slower through new knowledge, miss-out on on-the-job learning and have fewer opportunities to pick up the culture of your workplace.

So next tell the new employee not to rush. Sometimes, when an employee is face-to-face in a new environment, they rush through training in order to try to appear productive quicker. In a virtual employee induction process, that pressure to 'look productive' is reduced. This should allow new employees to immerse into learning and thoroughly understand processes and tasks.

It's a balance. You want your new employees to be productive as fast as possible, but you also need to be realistic about the scenario everyone is in. Easing off and allowing a little extra time in a virtual employee induction program sets a good foundation of 'reasonableness' with the new employee. That should payoff in the future with higher employee engagement.

In terms of length, you should set expectations that virtual employee induction may take up to 50%-100% longer than face-to-face employee induction. That doesn't meant that the employee isn't productive – it just means that the all the pieces in your virtual employee induction program are simply distributed over a longer period. While employees can be forced to sit through a week of back-to-back training sessions when in the office, that can't happen in a virtual employee induction program (and probably shouldn't happen face-to-face either!). There's only so long someone can sit in a Zoom meeting.

Some parts of employee induction simply take more time to become effective too. It might require 4-5 virtual team meetings for a new employee to pick up on all the cultural and team nuances – instead of just 1-2 face-to-face team meetings to observe and pick up on those same subtle moments.

Update your policies

A new employee working remotely still has an important role to understand their health, safety and security responsibilities. These components may differ in virtual employee induction programs from their face-to-face counterparts.

- Safety. Your organisation should have a 'Working From Home Self Assessment Checklist' or similar document and policy and, ideally, online training materials. After the employee ahs completed the online training, it may be useful to have a WHS representative contact them to determine any unique employee needs and answer questions.
- Health. Your organisation should also have a 'Working From Home Policy' and online training materials. The new employee's manager should also conduct a debrief to discuss issues including what the employee needs to do when they are unwell, taking breaks and complying with safety and security standards.
- Security. Finally, your organisation should also have a 'Working From Home Security Policy' and associated online training materials. This should cover issues including hardware, remote access, logins, password policies, cyber protection and so on. It should also introduce the employee to remote working software you may be using such as Teams or Zoom.

Build a community

One of the main challenges in virtual employee induction is the sense of community. In face-to-face employee induction programs, opportunities for community building can occur naturally and spontaneously simply due to proximity. Employees can easily grab a coffee together, have a 'watercooler chat' or talk on the way out of work.

In a virtual employee induction program, you might need to create those opportunities in a more direct sense. You need to facilitate the sense of being part of a wider community in your organisation.

Internal chat apps like Teams or Slack can assist with this, but that leaves it to the employees to start chats or feel confident to engage in existing chats. Some organisations go further by organising regular – but voluntary – virtual social groups.

- A morning tea catch-up room which runs for 30 minutes at 10:30 am
- A 12:00 pm lunch catch-up room which runs for 60 minutes
- An end of day chatroom starting at 4:30 pm and open for 60 minutes

You can then encourage anyone in your organisation to join any of those sessions. In particular, mentors, induction buddies and managers should be required to attend a certain number of social sessions each week to encourage new employees to join in.

Many organisations are also implementing ideas to transfer the sense of office fun into the virtual environment. From online competitions to themed meetings.

Clarify their support

As a final tip, despite all of your best efforts above, new staff in a virtual employee induction program will need some support they can turn to when they need help.

- Peer support. While new employees can always turn to their managers, sometimes they need help from elsewhere as they seek to show initiative and impress. This is where a peer support (induction buddy) program is critical. Whether its spontaneous or structured, new employees need someone they can talk to.
- Organisation support. Virtual employee induction also needs to give new staff a really clear idea on 'who is who?'. Who do they call to reset a password? Who do they seek holiday approval from? Who approves expenditure? Introducing these functions, organisation charts and internal contact directories is critical.

Virtual employee induction is easy with the right platform

As you can see from the above, a virtual employee induction program requires a little bit of extra (different) thought from your face-to-face programs. However, the workload can be significantly reduced with the right online platform which can:

- Rapidly transform your existing induction materials into online training
- Allow for quick changes to induction materials to reflect a virtual process
- Share compliance training on working from home issues
- Provide checklists and policies while capturing policy acceptance
- Notify managers or other stakeholders as employees hit milestones
- Automate the program with email invitations, due dates and reminders

With a platform like Tribal Habits you can achieve all these outcomes, and more, regardless of the size of your organisation. You can rapidly convert existing training materials, import and edit a range of ready-made online training modules on induction and remote working, and capture policy acceptances. From any location at any time. It's how we make employee induction easy to create, engaging to learn and simple to manage.

Part 2: How do you optimise employee induction training?

Let’s now consider the process of optimising employee induction training. What topics do you need to cover, how can you organise that training in an efficient way and what are the key mistakes to avoid in a great employee induction experience.

Building an employee induction program without the stress

If your organisation is considering establishing an employee induction, one of the first hurdles to overcome is 'Where do we begin?'. Starting an employee induction program can feel a little overwhelming. The key is to take an iterative approach – start small and enhance the program in stages over time.

Starting an employee induction program that tries to capture every possible topic and role can often lead to no program at all. The workload involved in starting an employee induction program can become so much that the entire program becomes bogged down and never gets to a first version.

Besides, there will be significant lessons learnt from the first version of your employee induction program – lessons which may change your thinking about subsequent revisions or additions to the program.

In this article, we'll review a staged roll-out of an employee induction program – what to initially focus on and what to leave until later versions of the program. At the end of it, you'll be ready to get started creating your first version. From there, you can then create the employee induction program of your dreams!

Employee induction version 1 – Key information

Version 1 of your employee induction program should be as simple as possible. It needs to provide some immediate value, to help justify further use and expansion, while also testing several different ideas, to help provide feedback for improvements in the next version.

Start with two key introduction modules.

1. **HR Introduction.** This module or session should cover the critical HR items – payroll, holidays, sick leave, policy locations, performance reviews, HR contacts and so on. This module is typically the same for every employee and so can have maximum value. If you can create this module online, with perhaps a short HR 1:1 afterwards, you can also generate a LOT of saved time from not repeating this session manually for every new employee. This can help demonstrate the value of online induction modules.
2. **Team Introductions from 2-3 of the most popular/largest teams.** Team introductions form a large part of employee induction programs. You should aim to complete just 2-3 team introductions in version 1. Once again, if these team introductions are created as online modules, then you can demonstrate time savings to key stakeholders in those teams. These team introductions can also involve many staff in the process of creating employee induction training, helping build a culture in which everyone is responsible for employee induction.

If you are using Tribal Habits, you can access template modules for both HR and Team Introductions – then it's just a matter of filling in the blanks. Tribal Habits will take care of all your branding and formatting for you.

Next, add in the essential safety training modules.

- **Work health and safety.** At the very least, you should have a module or session on fundamental issues of work health and safety.
- **IT security.** As almost every role involves IT and every employee will likely have email access, you should also include some key IT security (and, ideally, phishing prevention) training.

Finally, add in key behavioural policy training sessions. This list can vary, but as a minimum we recommend.

- **Anti-bullying, anti-harassment and anti-discrimination modules or sessions.** These sessions should be aimed at individuals so they are applicable for all employees. Specific training for managers on these issues can follow in a later version.
- **Code of Conduct.** You should then have training on your organisation's Code of Conduct. Simply providing a Code of Conduct may not be enough to ensure employees have fully understood. Providing some training, with explanations and some assessment to demonstrate understanding, is important.

It is also important that your safety and behavioural training is compliant with Australian guidelines. If you use Tribal Habits, you can always simply import the required modules from our Development or Compliance libraries, which have been vetted by Australian lawyers. These modules appear in your branding, so seamlessly integrate with your own induction materials.

Employee induction version 2 – Enhanced information

Once you have completed version 1, you can start to review the program and think about improvements. You can also begin work on expanding the program content.

Ideally, your next module or session will be about your organisation. This module will also apply to every new employee, so there is great scope for efficiency gains. In addition, this module can help build a consistent culture with all new employees, in every role and every location. This module would typically cover the following items.

- Organisation history
- Mission or vision statements
- Ownership structure
- Organisation values
- Organisational chart
- Executive management
- Current organisational goals

Once again, you can obtain a template Organisation Introduction module to use in your Tribal Habits portal to accelerate this program.

Now move onto update and expanded team introductions. Start by revising your initial 2-3 team introductions with feedback from your first group of new employees. Once those team introductions are updated, roll-out the team introduction process to all teams, using the initial modules as templates or inspiration.

You should now expand the safety training by adding some additional modules or sessions around the most common rules. This may include topics like office ergonomics or manual handling, depending on the requirements of each role.

Additional behavioural and policy modules could now be added, including important issues such as equal opportunity employment and mental health awareness.

At this stage, you should have enough content to have core modules for all employees with some streaming of modules for different roles. As an example, using the Pathways function in Tribal Habits would allow you to easily group modules together and assign them based on employee demographics like role, title or location.

Employee induction version 3 – Adding automation

The next step in your employee induction program should be to automate the process as much as possible. This may include actions like…

- **Pre-employment 'Welcome' module.** This module, typically delivered online, can help new employees prepare for their first day AND provide/capture key forms for them to complete.
- **Your HR Introduction module can be updated** with additional forms or automated processes for IT and Payroll. Using *Activities* in Tribal Habits modules can make this process easy.
- **Automatic Week One and Month One review sessions.** These sessions should be run by both HR and Managers. These sessions can help capture feedback on the induction process, but also address any potential issues as early as possible. Once again, you can automate these sessions – both standard online survey processes and follow-up 1:1 sessions – within a Tribal Habits topic.

At this point, you can update the employee induction pathways for each role to include these before, during and after processes.

Employee induction version 4 – Role specific

You have now developed robust employee induction programs for a variety of roles, covering many key aspects of your organisation. With version 4, your induction programs can now focus on on-the-job requirements for each role.

At this point, you will likely need to engage your internal experts in each role and consider what knowledge a new employee can 'learn as they go' compared to best knowledge 'taught in advance'. The latter category – information which is useful or important to be taught correctly, rather than discovered over time – can include

- Using key internal systems and platforms
- Completing internal forms
- Following important internal processes
- Understanding product or technical knowledge

This information may well be covered in 1:1 or small group training sessions run by experts in each team. Alternatively, you can direct your experts into Tribal Habits where they can capture their knowledge in a more permanent format reducing their on-going workload. Tribal Habits allows your employees to share their knowledge with new employees in any location at any time. Your internal experts may only need to conduct shorter Q&A or assessment sessions afterwards.

"Why didn't we create employee induction sooner?"

The value of an employee induction program cannot be overlooked. While it may seem overwhelming at the start, if you breakdown your workload into focused objectives, it can be relatively easy to get the first version of your program up and running (and significantly easier with a platform like Tribal Habits).

Once your organisation has an employee induction program, the payback on your upfront effort is quickly realised. New employees are more engaged, become productive faster, are more aligned with your organisation's culture and build an attitude towards collaboration and sharing from the start. You'll soon be wondering why you didn't start your employee induction program sooner!

Five ways to improve employee induction efficiency

New employee induction is critical to organisation success. The faster you can assist new employees to become productive, then faster you gain a return on their employment. You also reduce the risk of new employees leaving early during to low engagement.

Yet new employee induction can be time-consuming. Many organisations struggle to provide consistent employee induction programs. Some employees receive a great experience, while other employees receive no or limited induction assistance. The information provided in employee inductions can be inconsistent. Staff involved in employee induction can become resentful as they struggle to manage their own tasks, let alone inducting new staff.

So let's consider five practical ways to improve employee induction efficiency for any organisation.

1 - Have a dedicated person responsible for induction

Induction programs require many elements to come together in the correct order. If various teams, managers or supervisors are responsible for the induction processes around the organisation, it is easy for inefficiencies to creep in. Work can be duplicated and inconsistent.

> IDEALLY, ONE PERSON NEEDS TO UNDERSTAND THE ENTIRE INDUCTION PROCESS. THIS ELIMINATES DUPLICATION AND ENSURES CONSISTENCY. IT ALSO MEANS THAT ANY IMPROVEMENTS ARE IDENTIFIED AND IMPLEMENTED IN THE NEXT INDUCTION.

The person responsible for inductions must have a master checklist, as well as a checklist from each of the team involved and the people listed on the induction timetable. Repetition through checklists builds efficiency and ensures consistency of outcome.

This does not mean this person actually does all the induction themselves. They are merely the coordinator to ensure the process is consistent and efficient.

2 - Have a defined induction plan

Which leads to the next point – have an induction plan. Having a structured plan for the new employee's first day, week and month can make a stressful time much easier for your new starter.

Your induction plan should decide in advance what the new employee will do and whom they will meet. The plan should cover all the critical meetings, training and duties the new employee will need to undertake during the induction period. This helps your new employee to understand their role, where they fit into the company and their daily responsibilities.

It also helps all people involve in the induction process manage their own time. If each person can understand what everyone else is covering in the induction process, it allows each part of the process to be focused and efficient. It avoids repeating information between people or courses. It also allows the induction process to continually build on knowledge learnt earlier in the program.

3 - Focus on the basics

Day one of induction is very important. Day one of an induction program needs to enable the rest of the program to run as planned. Often, however, day one of an induction program overlooks the basics and creates delays or hurdles for the rest of the induction process, creating various inefficient outcomes.

Day one should ensure the basic requirements are addressed. The new employee's workspace should be set-up and their login details, email address and security access all organised. The new employee should be taken on a tour of the building, complete any necessary paperwork for their pay or safety, and talk through considerations such as company culture, work hours, dress codes and pay periods.

We want to avoid a situation where later parts of the induction program become inefficient because the employee can't access something, is unaware of key information or simply late or disorganised because of confusion in locations or people.

4 - Treat employee induction as a process

Trying to cram the entire induction process into a single day might seem like an efficient idea, but in reality, this is simply exhausting to a new employee. Information is quickly forgotten and has to be revisited later. Duplication of effort is often the result.

> INSTEAD, FOCUS ON THE BASICS IN THE FIRST WEEK, AND ALLOW THE INDUCTION PROCESS TO LAST A FEW WEEKS OR EVEN A MONTH. THIS GIVES THE EMPLOYEE A CHANCE TO GET STARTED SOONER ON SOME REAL TASKS AND BEING A PRODUCTIVE MEMBER OF THEIR TEAM.

5 - Make it repeatable

New employee induction must be easily repeatable and scalable. All too often, organisations have no induction checklists, courses or materials. Instead, existing staff members "sit down and explain" things to new staff.

That's fine if you rarely have new staff. However, if you have 5-10 or more staff joining each year, that can quickly become an inefficient process. For example, instead of having a team leader explain the organisation history over 30 minutes to each new employee, you could have that team leader create a short online training course in Tribal Habits on the same information.

Using Tribal Habits' guided processes, which allow anyone to capture and share knowledge, it might take that team leader two hours to create a 20-minute online training topic on the history of the organisation. Any new employee can then review that topic as part of the induction. The topic can even capture their questions about the history of the organisation which can be automatically directed to the team leader.

The team leader can then simply check the employee has completed their course and answer any questions. This allows the team leader to save considerable time through the year, ensures every employee receives a consistent message and allows the team leader to use their time on more complex matters with new employees.

> BUILDING A REPEATABLE EMPLOYEE INDUCTION PROCESS TAKES A SMALL AMOUNT OF TIME UPFRONT – WITH THE RIGHT TOOLS LIKE TRIBAL HABITS – AND THEN HAS A MASSIVE PAYBACK IN TIME SAVED. IT ENSURES CONSISTENT DELIVERY, CAN CONFIRM NEW EMPLOYEE UNDERSTAND THROUGH QUIZZES AND BUILDS A RECORD OF COMPLETED INDUCTION PROCESSES.

Most importantly, a repeatable employee induction process which captures information from key existing staff ensures that your induction process is embedded in your organisation EVEN IF your existing key staff leave. It builds a valuable asset which isn't impacted by staff turnover.

Four key parts of a fantastic employee induction program

Building an employee induction program can feel like a daunting task. Where to begin? Where to end? How much training is enough during the first few days or weeks for a new employee?

Each organisation typically requires a different employee induction program, as does each role within those organisations. As a starting point at least, there are common employee induction training topics which should form the backbone of any employee induction program.

In this article, we breakdown employee induction programs into four components and review the most common training topics within each. This example program is not specific to any role. It seeks to cover the essentials. From this, role-specific induction can be added. This might include additional safety information, specific training for management roles or industry-specific training requirements.

Welcome to our organisation

All employee induction programs should begin with a welcome to the organisation. This is a single online topic or workshop session, giving context to the organisation as a whole. It is typically delivered by a senior manager or executive or uses videos of senior people in the online training.

We recommend that this session cover at least the following seven key sections. The level of detail in each of these sections will vary. For example, ownership structure may be a short section for a privately held organisation but may be more detailed for a publically listed company.

Ideally, give a little extra attention to the sections on organisation values and current organisational goals. These two sections relate to employee behaviours, so it's critical to get them right from the start.

- Organisation history
- Mission or vision statements
- Ownership structure
- Organisation values
- Organisational chart
- Executive management
- Current organisational goals

Working in our organisation

Next, employee induction should give context to the employee's day to day routines. Start with a session or module on-site access, followed by a section or module from the HR team covering the common HR issues and processes.

There should then be a series of team introductions modules. This is where an online platform like Tribal Habits can dramatically improve the efficiency of delivery by allowing for templates for team introductions and using role-based pathways to determine which team introductions are relevant for each new employee.

- Site access procedures
  - Site access and opening hours
  - IT access
  - Phone access
  - Email access
- HR introduction
  - Payroll
  - Sick leave
  - Holiday approvals
  - Performance reviews
- Team introductions

Staying safe at our organisation

With your new employees now understanding the organisation as a whole, it's time to ensure they are safe. As a minimum, this should include a work health and safety session or module. Do not assume your new employees have been previously trained on staying safe. By providing this training at the employee induction level, your organisation helps demonstrate its duty of care to its employees.

In addition to general work health and safety, training on office ergonomics (particularly for desk-based roles) and IT security fundamentals (which should be mandatory for almost all roles now) are important.

Other role-specific safety training and occur now or later when the induction training moves into more detailed on-the-job and role-based training.

- Work health and safety fundamentals
- Office ergonomics
- IT Security fundamentals

Being professional at our organisation

The final part of your employee induction program should address employee behaviours. Once again, modern organisations should be providing employees with guidance and policies in this area. As a minimum, we recommend sessions or modules on;

- Our Code of Conduct
- Anti-bullying and anti-harassment policy
- Sexual harassment policy
- Equal opportunity policy
- Drug and alcohol policy

From there, additional role, industry or management training may be required – such as managing performance for managers, privacy policies for employees dealing with personal information or anti-money laundering training for financial staff.

In this part, you should be providing training on each topic (ensuring that training is current and in line with legislation) as well as providing your policies to new employees and verifying their understanding and agreement.

Reducing the workload with Tribal Habits

If you are feeling a little worried about the amount of work, you don't need to. With a platform like Tribal Habits, you can build this employee induction program in a few weeks.

First, our Compliance library has built-in, Australian-lawyer approved training on;

- Work health and safety fundamentals
- Office ergonomics
- IT Security fundamentals
- Anti-bullying and anti-harassment
- Sexual harassment
- Equal opportunity
- Drug and alcohol

These modules appear in your organisation's branding and can be integrated into role-specific pathways with automated enrolments and reminders.

Second, you can use our amazing content creation process to rapidly build training modules for organisation and team introductions, policy distribution and agreements and topics including site access and HR policies. We even have template topics you can use as a starting point, and every topic you create receives a free review by a Tribal Habits training expert.

> YOU CAN THEN AUTOMATE COMBINATIONS OF TRAINING TOPICS FOR EACH ROLE AND LOCATION, INCLUDING AUTOMATED DUE DATES AND REMINDERS. WITH NO SET-UP COSTS AND A 'PAY AS YOU GO' SUBSCRIPTION OPTION, YOUR ORGANISATION CAN HAVE AN ON-DEMAND EMPLOYEE INDUCTION TRAINING PROGRAM FOR MINIMUM EFFORT AND COST, BUT WITH MAXIMUM IMPACT AND OUTCOME.

New employee induction checklists

It's all too easy for a new employee induction process to be inconsistent or haphazard. This is especially true if induction doesn't start until the new employee arrives on day one. In this article, we gather several new employee induction checklists to help you avoid inconsistency and ensure your new employees hit the ground running.

Day zero induction checklist

This checklist applies to things which should occur before the employee's first day. This is an often overlooked period. The new employee is often still working out their previous role. They will be increasingly thinking about their new role and organisation, often with apprehension. If you fail to communicate with the new employee during this period, any uncertainties they may have can grow into larger problems which become increasingly hard to fix during induction.

Alternatively, a good induction process will start preparing new employees well before day one. Ideally, your new employees will be looking forward to day one and keen to get going.

- **Arrival details.** This should include where, when and who will meet them on their first day, plus how they should dress and any tools or equipment they should bring.
- **Form completion.** The new employee should ideally return a range of forms to you before Day one including a signed copy of letter of engagement or employment contract, completed TFN declaration, completed Superannuation choice form, bank account details, emergency contact details, working visa (if required) and any licences held (as appropriate). Fair Work Australia has an excellent induction checklist for forms and Australian-related employment procedures too.
- **Welcome pack or course.** In addition to the arrival details, a welcome pack or course can be extremely valuable. A welcome pack should make the employee 'feel welcome'. So this isn't about policies or organisation history. It's about helping the employee overcome any nerves or uncertainties, so that they feel like 'part of the team'. This might include things like public transport details for your area, information about their team members, details on any employee benefits or social activities, information about local cafes or lunch options and so on.

Day one induction checklist

Day one is a big day for new employees. It can be very easy to overwhelm them. So consider what your objective of day one induction is. Is it to have them productive in their role? Probably not – that's a big ask in the first few hours of a new employee.

Instead, your goal should be to confirm their decision to join your organisation. You want new employees leaving day one with excitement and engagement. For most people, this will be about ensuring they 'fit in'. If your new employee feels like they will fit in – and they know how to get to their workspace and team on day two – then they will start to relax into their new role.

- **Team introduction.** A large team introduction can be overwhelming, so is best done very briefly – a new employee will be unlikely to remember 5-10 team members names when all introduced at the same time. Instead, focus on a series of brief 1:1 introductions, with the manager or supervisor walking the new employee around to personally meet each team member for 5-10 minutes.

- **Buddy introduction.** New employees have many Managers and HR representatives can answer many of those questions, but it can also be extremely beneficial to have an assigned 'buddy' for new employees during the induction period. A buddy is a friendly face for the new employee and an information source of information and their team and the organisation. A buddy should be someone who knows 'how things work' across the organisation and are prepared to share that information.
- **Workplace tour.** Include first aid information, toilets, stationery cupboards, tea/coffee facilities, meeting rooms, fire fighting equipment, security controls and procedures, building access cards. Also include an explanation of evacuation procedures and meeting points, as well as an introduction to Fire Wardens, First Aid Officers, OH&S Committee
- **Workspace introduction.** Include building access and security requirements, access to email and phones, access to any filing or shared drives, and explanation of clean desk or clean workstation policies.
- **Welcome lunch.** Could be with manager or supervisor, induction buddy, key team members or the entire team.

Week one induction checklist

After day one, you can spend the rest of the week covering off on the traditional new employee induction requirements. The items on this checklist should be spread out over the remaining days of week one. This allows your employee to start spending some time with their team, working out a few things on their own and getting their first new tasks completed.

Allowing time for on-the-job learning, in addition to these more formalised parts of induction, will allow your new employee time to learn, test and reflect on all aspects of their job through the first week. As such, an end-of-week debrief with their manager is often the perfect finish for week one.

- **HR introduction.** This should include dress code, sick or late procedures, applying for leave and key HR representatives and contact procedures.
- **Payroll introduction.** One of the easiest ways to put an employee offside is to short-change them or stuff up their first pay. Ensure all payroll details have been received and are correct.
- **Organisation overview.** This should include the history of the organisation, key senior roles and people, relevant organisational charts and reporting and the organisation culture, including mission, vision and values.
- **Workplace Health and Safety Induction.** This should include all relevant compliance training on workplace health and safety, as well as specific training from a supervisor or manager for the employee on their role. For office workers, this should include office ergonomics.
- **Performance overview.** This session should be run by the employee's manager or supervisor and include a review of the employee's duties, performance expectations and how performance will be reviewed.
- **First-week** This should be held on the last day of the first week. It would traditionally be with their manager or supervisor, but could also be with an HR representative or their

buddy. A coffee or meeting is fine too. In any event, this is a time for the employee to reflect on their first week and ask questions to help them 'join the dots'. It's also an opportunity for their manager or supervisor to see if the employee has gained some critical knowledge…or if the induction process has overlooked some items.

Month one induction checklist

After week one, the employee will tend to 'get to work'. There will be significant informal on-the-job training occurring during month one. During month one, the new employee can also start to

- **Workplace policies and procedures.** This should include all key internal policies including topics like internet usage, privacy policies, anti-bullying and duty of care. Each role will also have specific issues to cover such as anti-money laundering or manual handling.
- **Informal on-the-job training.** This is the training received as the new employee receives and completes tasks. They will ask for help from managers and colleagues as they go. Indeed, managers and supervisors should be diligent in ensuring new employees receive sufficient briefings for new tasks (rather than relying on assumed knowledge which only experienced employees may have).
- **Monthly reviews.** Ideally, the new employee should have a regular monthly review session with their manager or supervisor for the first three months. This allows the new employee to demonstrate their on-going proficiency and gives managers a chance to ensure the new employee is learning at the required rate. If this review is held only after three months, it may be too late to make any required improvements or changes…and lead to a difficult discussion for all parties before any probation period is finalised.

As you can see, new employee induction checklists bring focus and consistency. Once you have consistency, your induction processes are ready for efficiency too. That's where Tribal Habits plays a key role.

With Tribal Habits, you can rapidly create a variety of custom induction courses and then plug-in topics from our Compliance library.

When combined with self-enrollment rules based on staff demographics (like role, title or location), Pathways which group topics together for easy management of entire sets of learning, and notifications to managers and stakeholders, the entire induction process becomes efficient and effective.

Great team introductions for employee induction

A key part of employee induction is to provide new employees with a sense of 'who is who' within the organisation. This typically revolves around understanding the different teams in the organisation, their roles and responsibilities and how to contact them.

> ONLINE LEARNING MODULES ARE PERFECT FOR THIS PART OF EMPLOYEE INDUCTION. ONLINE LEARNING CAN PROVIDE TEAMS WITH A TEMPLATE TO FOLLOW FOR THEIR TEAM INTRODUCTION, BE MADE AVAILABLE TO NEW EMPLOYEES 24/7 IN ANY LOCATION AND CAN SERVE AS A REFERENCE TO RETURN TO AT A LATER DATE.

In comparison, when team introductions are delivered at a workshop by a representative of that team, the delivery is often inconsistent, time-consuming to repetitively deliver, lost to that moment in time and delayed in the delivery until a workshop can occur.

In this article, we review several best practices to ensure your online learning provides the most efficient and effective delivery for team introductions in your employee induction programs.

What does the team do?

First things first – explain what the team does. This part of your online module should be substantial. It should clearly outline the responsibilities of the team.

- What is the team's purpose in the organisation?
- What tasks does the team complete?
- What tasks are not handled by this team?
- What does this team have primary responsibility for?
- How does this team operate with other teams?

It can be very useful to run through 2-3 case studies and the role of this team in those case studies. When they become involved, what they did and what the outcomes were. It can be equally useful to explain how the team was not involved in the case study too if the case study involves an example with work completed before or after this team. Ideally, if you have multiple teams creating introduction modules, ask them to use the same case studies. As a result, new employees can track work through teams in your organisation.

Where can the team be found?

Next, the team should outline where they are located. This doesn't need to be a large section and is typically combined with the next section (Who). Essentially, this section explains where a new employee can physically find this team.

Who is in the team?

This leads to the next section – who is in the team. This is a traditional introduction to key people in the team. For small teams, it may be an introduction to the entire team while large teams may introduce team leaders and the general size of teams.

A consideration in this section is that it is often subject to change – more change than any other section. So the more detailed you make this section, by listing individual people, the more you may need to update this section. In a platform like Tribal Habits, this is an easy and quick exercise. However, if you are using more complex eLearning authoring tools, this may be time consuming and expensive.

Why should you contact the team?

The final two sections are the most important. What, Where and Who provide context. The Why and How sections provide understanding and action.

The Why section should address the reasons to contact or interact with this team. It should cover;

- Common scenarios which involve this team
- When to contact or involve this team
- What information this team may require
- Frequently asked questions (and answers!) about this team

How do you contact the team?

This final section covers the practicalities of interacting with this team.

- What are the best ways to contact this team?
- What hours does this teamwork?
- How long do responses typically take?
- Are there standard forms to be completed?

Questions for the team?

The final section should include an opportunity for the new employee to ask any questions they may have. The online module should capture those questions and forward them to the team representative for answering (something easily achieved in Tribal Habits).

> THE ABILITY FOR A NEW EMPLOYEE TO ASK QUESTIONS IS VERY ENGAGING, EVEN IF MOST NEW EMPLOYEES MAY NOT HAVE ANY IMMEDIATE QUESTIONS. THE OPPORTUNITY TO ASK IS THE KEY POINT.

These questions are also valuable for the team which created the introduction too. They can use these questions to consider if changes are required to their team introduction or other ways to improve their module.

Templating your team introductions

As you can probably tell, it is easy to create a template team introduction which follows the above format. Teams can still have some capacity to add their own interpretations and 'spin' to their team introduction, but this template format will ensure some consistency in their materials.

It can also help teams get started in creating their introduction and avoid feeling overwhelmed. With a platform like Tribal Habits, you can give teams a ready-made template and assign the responsibility for completing the template to the teams themselves. This can reduce the workload on HR or L&D staff and allow many teams to be simultaneously creating team introductions in the platform. HR and L&D staff can then simply review and finalise the draft modules. Creating the team introductions can be good team-building exercises too, perhaps at a staff conference or end-of-week activity.

Suddenly, with relatively limited effort, your employee induction program can have a series of team introductions, each following a consistent approach. If completed in Tribal Habits, these team introduction modules appear in your branding, can be easily updated with organisational or employee changes, combined with other modules for induction pathways and completely automated in any location for any employee.

For new employees, they can quickly see how the teams within their new organisation fit together. Plus they can review these modules on an on-going basis, particularly when it may have been weeks or months since induction and it is their first time to work with another team.

Four tips to build teamwork during employee induction

One of the hardest parts of employee induction is integrating them into a team. Teamwork is a critical element for overall success for new employees, but employee induction often overlooks this issue.

Employee induction often focuses on the new employee in isolation. They learn facts, processes, locations and tasks. Most employees will not work in isolation. They will form part of a team or, at the very least, work with other people or impact the tasks of other staff.

The faster new employees integrate into a team, the better their induction process goes. In particular, improved teamwork helps the new employee pick up best practices and tips from other employees. It accelerates their employee induction process. So, let's consider four practical tips to specifically build employee induction teamwork.

1 – Introduce the new team to the new employee

Your existing staff may be curious about your new employee. So give your team an introduction to their new team member well before the new employee starts. Then remind the team again a couple of days ahead of the start date.

Sharing the new employee's name, start date and role is great, but you should also try to give the team some insight into the new employee's professional background and personal interests. Make them a real person, not just a name.

> IT'S ALSO IMPORTANT TO INCLUDE TEAM BUILDING ACTIVITIES IN THE INDUCTION PROCESS. THIS MIGHT INCLUDE WELCOME MORNING TEA OR LUNCH WITH THE NEW EMPLOYEE'S TEAM ON DAY ONE.

Finally, it's hard to feel part of a team when you don't have the same tools and workspace as the rest of the team. Turning up on day one to find that you don't have a desk, computer, access, email, or tools makes the new employee stand out, rather than fit in. So the induction process should ensure their workspace is set-up, building access has been arranged, any induction pack is prepared and everything IT-related is working.

2 – Introduce the new employee to their team

Changing jobs isn't easy. As new employees wait for their start date to come around, they may have questions or anxieties building in their mind. This is where a welcome pack, provided in advance of day one, can go a long way. A welcome pack also helps reaffirm that they made the right decision.

Ideally, the welcome pack – or welcome online course – should be practical and relaxed.

It should include some 'inside information' from the new employee's team. This information should help the new employee feel 'like part of the team'. This might include the best places to park, the favourite lunch spots, any employee benefits (like discounts at local shops), the team seating plan, local public transport timetables and so on.

The welcome pack can also include an overview of the induction program so the new employee knows what to expect during their first few days.

3 - Focus on team relationships

The key to your new employee's success will be how well they integrate into their new team and understand your organisation's culture. The early days of your induction program should, therefore, provide an overview of how your organisation works, including the values, behaviours and attitudes that characterise the culture.

You should also outline local and global reporting lines, so the new employee understands their relationship to key people. New employee induction should proactively help to develop relationships and contacts within the company to accelerate their sense of belonging.

4 – Ensure there is context for their role

To help engage your new employee, they must understand how they fit into the bigger picture. Often new employees don't fully appreciate how their work helps, or hinders, others.

So new employee induction needs to balance information about tasks with an explanation of how their role contributes to the broader goals of the organisation. Explain the broader structure of the organisation so they understand where they fit it.

Tribal Habits and employee induction

Ultimately, new employee induction must equally look outwards as well as inwards. It isn't enough to just educate the new employee on their tasks and responsibilities. It might allow them to see the linkages to others, gain the support from their team and quickly feel like they fit it.

With a platform like Tribal Habits, you can easily create this customised information for your organisation and have it available to any new employee, in any location, at any time.

You can even have teams take responsibility for building 'Welcome to our team' topics. This is a terrific team building exercise on its own. With Tribal Habits' guided topic creation processes and building block editor, a team could build their own induction topic in just a few hours. It's then easy to update as the team evolves and allows the team to take ownership of their welcome processes for new members.

When you combine rapidly created custom topics for your organisation on culture, roles and team induction with selected topics from our Compliance library, you can have a customised new employee induction process available for all staff and locations for limited time and effort.

The importance of a new employee induction buddy

When it comes to new employee induction and the first weeks at a new organisation, having a “buddy” can make a huge difference to the speed at which new employees manage to settle into their role, team and organisation.

Just knowing there is a buddy there to listen and who is genuinely interested in helping, can make new employees feel engaged and supported. So it's highly recommended that your induction processes include an induction buddy for any new employee. In this article, we consider how to select good buddies and their role through the induction process.

Who is an induction buddy?

A good buddy is someone who is prepared to be a contact and a friendly face for the new employee. A buddy is someone different from the more **formal** relationships of manager, supervisor or HR representation.

An induction buddy is an **informal** source of information on the team and the organisation. This means a good induction buddy is someone who knows how things work across the organisation and they are prepared to share that experience with others.

Who is a good induction buddy?

This means a good induction buddy must have several key characteristics starting with the ability to listen. Often a buddy is the first stop for a new employee who is struggling with something. A buddy needs to be able to listen and allow the new employee to share (and, possibly, even vent!).

A good buddy should also...

- Be committed to being a buddy. This includes being open to feedback. Being a buddy is an opportunity to learn for both parties. The buddy often gets an entirely new view of their team and organisation from the new employee.
- Have good time management skills. Being a buddy is 'extra work' on top of your normal role. A buddy who is struggling with their existing tasks will rarely be able to make time for the new employee.
- Have relevant knowledge and experience. A buddy is there to provide inside knowledge - to speak from experience. They should know the answers to most questions and be able to navigate the organisation.
- A good buddy will also have several characteristics of a good manager, including the ability to ask questions, to give considered and honest feedback and to identify learning opportunities for the new employee.

THAT BEING SAID, AN INDUCTION BUDDY IS NOT AN ADVISOR, A REPLACEMENT FOR HR, A NEW BEST FRIEND OR A CONFIDANTE. WHILE THE ROLE OF A BUDDY IS TO PROVIDE MORE INFORMAL INFORMATION, THE ROLE ITSELF IS STILL A FORMAL ONE.

What are the responsibilities of an induction buddy?

Induction buddies are not managing new employees. They are there in the role of a supportive colleague and friendly face. The role of an induction buddy will vary depending on the individual you are working with. It's like to involve some or all of...

- Helping navigate around the team the department and the workplace, including short tours
- Showing how to do aspects of their role, especially those unique to this organisation
- Answering questions. Many, many questions
- Providing general information and informal support
- Introducing them to colleagues throughout the organisation important to their role
- Helping them to understand the formal and informal culture of the organisation
- Encouraging them to ask questions when unsure about any aspects of their role
- Ensuring they are included in social activities and feel part of the team

How should the first buddy meeting occur?

For people who have not undertaken an induction buddy role before, it may seem a bit overwhelming. Don't worry - that feeling is matched by the new employee too! Here are a few ideas to help establish your buddy relationship and decide on how you are both going to make use of an induction buddy process.

1. Start by arranging an informal meeting or morning/afternoon tea. Holding the meeting outside a typical 'meeting location' can help relax everyone.
2. Then outline your experience, role in the team and why you have been chosen the buddy. Ideally, you would explain that your offered to be their buddy or requested the opportunity to assist new employees. It's nice when you *want* to be there.
3. Then ask about their professional background and experience. You can also ask about their understanding of the "buddy" relationship and how they believe it will (or should) work. This is a good opportunity to clarify expectations they have about the buddy role.
4. Optionally, arrange a good time to take them around to understand the layout of the organisation. Even if a manager or HR representative has taken them on a tour, it can be useful to take them again. You will have a slightly different explanation of the workplace, and new employees often benefit from seeing things more than once! This should include practical issues of office or workplace storage, using common equipment like photocopiers and phones, and the location of commonly used items or tools.

Finish the discussion by turning to some personal or fun issues. Explain any workplace social events (including the routines around employee birthdays!). Get to know a bit about them as an individual too (but don't ask too many personal questions!).

You can wrap up this initial meeting by ensuring they know they can ask you anything in regards to work and you will be happy to help. It is important to highlight your willingness to help. New employees are sometimes reluctant to ask for help as they may lack the confidence to bother their new colleagues.

Three reasons your induction program causes new employees to quit

How much time, effort and money does your organisation spend in finding new employees? Probably quite a lot. The costs of hiring new staff are high. Yet what if your induction program causes new employees to quit?

If your employee induction program is poorly conceived or executed, it can easily undo all your efforts in recruitment and have a genuine economic cost to your organisation. It may be immediate – with new employees quitting within the induction period. Or it may be delayed – with the seeds of disengagement sown from your induction program and manifesting in new employees quitting 3-12 months later when they have 'finally had enough'.

In this article, let's examine the top three reasons your induction program causes new employees to quit – and what you can do to avoid these costly mistakes.

Reason 1 – Your induction program is simply form filling

If your "induction" program is nothing more than filling in forms, then you have confused induction and onboarding.

Onboarding is the necessary paperwork and logistics required for a new employee to be functional within your organisation. It's site access, sign-ins, payroll information and similar form filling exercises. No-one likes filling in forms and if that's it, then its increasingly likely your induction program causes new employees to quit.

So let's fix this problem.

- Review your 'form filling' processes to see if forms can be eliminated. This is especially true when duplicate information is requested across multiple forms. Can that information be asked for just once or can it be pre-filled on some forms?
- Spread out the 'form filling' processes. Ask upfront for the really essential information which is required for someone to get started with proper induction. Delay asking for additional information which could wait until day 3 or week 2.
- Move forms online. Eliminate paper-based forms as much as possible and move to a digital system, which can be faster to complete, allow for pre-filling and be significantly faster to submit (plus its easy stuff for an employee to complete while in transit or in downtime).
- Actually have separate onboarding and induction programs! Your induction program should be about helping an employee feel comfortable with their decision to join your organisation and then to become as productive as possible, as soon as possible!

Reason 2 – Your induction program is simply information overload

In this case, your organisation does at least have a separate induction program. What we need now is an induction program which causes new employees to be inspired. So let's eliminate the next big reason your induction program causes new employees to quit – information overload.

Quite often, new employees come straight from one organisation to another. Their last week at the previous organisation was probably quite hectic – wrapping up projects, completing exit task and having goodbye drinks. It may have also been quite emotional.

So what state will those employees be in at the start of their new role with your organisation? Hopefully exited, but perhaps also exhausted!

If they walk into an induction program which begins in the first hour of day one and proceeds to overload them with information for the rest of the week, they can end up feeling confused, frustrated and worried.

It's true that we want to have new employees become productive as soon as possible, but the shortest path between A and B is not always a straight line.

Employee induction needs to engage new employees. Inspire them. Positively confirm their decision to join your organisation. Help them feel like a useful part of a team – not like the 'new person who doesn't know anything'. Too much, too soon can cause employees to feel they are not up to the task and have made a terrible decision…

This is where an online employee induction program can be very valuable. When combined with team experiences and 1:1 sessions, a blended online induction program can allow employees to move at a pace which suits them while still keeping them on the path.

Sometimes, less is more.

Reason 3 - Your induction program only lasts one day

In a similar theme, if your induction program is nothing more than a 'day one welcome experience', the problem can be equally as bad. Even if that one day doesn't overwhelm the new employee with information overload, it can leave them feeling extremely isolated on day two.

Building connections with a new team takes more than eight hours of the first day of work. It can take multiple interactions, in varied environments, over a few weeks before a new employees feels a sense of community.

Induction programs need to create opportunities for connections. This might be induction buddies, an internal mentoring program, social opportunities like lunches or end of week drinks, regular team meetings or internal instant messaging platforms.

Human resources and the employee's manager should also be conducting regular check-ins at the end of each of the first few weeks and months, to ensure the employee is making connections, feeling a sense of belonging and obtaining the information they need to be productive.

What's your investment in induction compared to your investment in recruitment?

If your induction program causes employees to quit, then you have wasted your investment in recruitment.

Consider that research suggests that the cost of hiring a new employee is around $10,000 for entry level positions, up to $35,000 for executive positions. If your induction program causes employees to quit, that's hard money wasted.

Yet a good employee induction program, when run through a platform like Tribal Habits, might only cost $30-50 per employee – and accelerate them towards productivity, reducing the time for your investment to pay off. That's a 100x return on investment if it prevents a new employee from otherwise quitting. You'll be hard pressed to find a better investment than that!

Top 10 mistakes made in employee induction programs

It seems easy, but many organisations make common mistakes in employee induction. In this article, let's examine the top ten mistakes most organisations make in employee induction which ultimately defeats the purpose of an induction program. In fact, they can even make an employee induction program worse than having no program at all!

Mistake #1 – Being unprepared

How do you think it feels to a new employee when they turn up on their first day and no-one is really ready. If the organisation cannot be prepared for their first day, what is the chance the organisation will be prepared for a performance review, promotion discussion or salary review? In the mind of the new employee, they will already be worried.

You should always be prepared for employee induction. If a new employee is coming to start a new role, it's the organisation's responsibility to ensure the new starter has everything they need to get going as quickly and seamlessly as possible, including;

- Uniforms
- Equipment (laptops, safety equipment, tools, etc…)
- Access (login details or access codes to company systems)
- Workspace (clean, tidy and accessible)

It's not the new employee's first job to sit on the phone calling HR and IT for hours on their first day because they can't log in to their email.

Mistake #2 – Radio silence

Once again, put yourself in your new employee's shoes. You've made them a job offer, set a start date and then… what? Radio silence. Why?

Indeed, you don't need to contact the new employee all the time – they may be busy wrapping up their previous role or enjoying some time off between jobs. However, by checking in before their first day to remind them of what they need to bring, or giving them a run-through of how the day will go, can help them feel more at ease.

Never forget that starting a new role can be an intimidating experience. So ensuring that your talented new employees are relaxed before they start can go a long way.

Mistake #3 – Overwhelming information

When you overload a new employee with too much information, it can result in them feeling disheartened. They might start to wonder if they are a good fit for the role. So try to avoid induction consisting of a massive day one. Instead, think of induction as a process occurring over a few weeks.

This doesn't mean your new employee won't be productive in the first few days. However, the shortest path to productivity typically isn't to dump so much information on the new employee that they cannot think clearly! Learn a little, practice a little, implement a little and repeat.

Many organisations now consider starting new employees on a Wednesday or Thursday. This allows for 2-3 days of initial induction, followed by a weekend to digest that information and reflect on questions. They can then start the next Monday fresh and ready for more.

This mistake typically occurs when induction is viewed as 'something we have to do'. As a result, it is rushed and compressed into a short timeframe. Instead, an induction journey should balance issues of efficiency while still being helpful and manageable.

Mistake #4 - Overwhelming paperwork

> NO NEW EMPLOYEE WANTS TO START OFF THEIR NEW ROLE WITH A HUGE AMOUNT OF PAPERWORK. NEW EMPLOYEES WANT TO BE DOING MORE EXCITING THINGS ON THEIR FIRST DAY!

First, update your HR and L&D platforms to automate your paperwork as much as possible. Avoid asking employees to repeatedly input the same information again and again for each form. Second, stagger the paperwork a little over the first 2-3 days, rather than in the first hour of the first day.

Mistake #5 - Impersonal experience

A second common mistake for organisations which view employee induction as 'tick a box' is that the experience feels impersonal. You want your new employees to feel like they are part of the team, not just a payroll number.

You need to include some ways which personalise their induction into your organisation. It might be a welcome card on their desk, lunch with their team, or a personalised email to the rest of the team or department introducing them.

Ideally, this process starts before the new employee arrives. You can ask your new employee to prepare a short bio about themselves. You can then distribute that, along with their LinkedIn profile and your own introduction about them, to their team the week before they arrive.

Mistake #6 – Small introductions

This ties in exactly with our next mistake - not introducing your new employee to the team and wider organisation. You want new starters to feel at home as soon as possible. So ensure everyone knows who they are, why they are there and that they are welcomed.

Mistake #7 – Unclear responsibilities

If the new starter finishes the new employee induction or onboarding process without knowing their main responsibilities of the new role, something wasn't made clear to them. And that fault is on you.

You want them to have a firm understanding of how the team operates, how their role fits into that and what their key goals will be throughout their time at the company.

Mistake #8 – Language assumptions

This mistake isn't to do with the conversation skills of your new employee! Rather, your organisation might not be using industry-specific language when referring to common processes, tools or even knowledge. Don't assume your new employee knows what you're talking about.

If your organisation regularly uses abbreviations or acronyms, remember to explain them as part of the induction. Ideally, create a cheat sheet or glossary for new employees. It allows every new starter to have something they can use to get up to speed with your organisational lingo. As an interesting side effect, the creation of that cheat sheet can be a fun team-building exercise and often helps align a few internal standards too.

Mistake #9 – No feedback

Feedback is key for any organisation. Don't hassle new employees with feedback questionnaires on the first day, but do seek out feedback from them.

Start with a few brief questions at the end of the induction process and again at the end of their probation period. Seek out some honest feedback on how they found the process.

Mistake #10 – Training stops

If the only training an employee receives is in the first few days, then you are setting up for failure. Just because the induction process is over, this doesn't mean that new employees don't' require further assistance with their development. Ensure there's always a way for them to continue learning, whether that's about the organisation or specific to their job role.

Discuss their goals during the induction process and then schedule regular catch-ups with them and their manager for a progress report.

BONUS Mistake #11 – No induction platform

As you can probably tell from the above, its easy to 'tick the box' on employee induction and simply spend a lot of time for no result. Having a dedicated induction platform can certainly help you avoid these mistakes.

With a platform like Tribal Habits, you can;

- Create team introductions
- Provide key compliance training
- Ensure agreement with organisational policies
- Capture internal processes, jargon and tools
- Assign induction pathways based on role
- Automate reminder and completion notifications
- Allow new employees to start training before their first day
- Capture employee feedback through-out induction
- Quickly update and optimise employee induction
- Provide a consistent induction 24/7 in any location

> IMAGINE THE IMPACT OF HAVING EVERY NEW EMPLOYEE GET OFF TO AN ENGAGING AND CONSISTENT START, AND RAPIDLY BECOME PRODUCTIVE (WITHOUT LEARNING BAD HABITS ALONG THE WAY). IT'S ALL POSSIBLE WITH A PLATFORM LIKE TRIBAL HABITS.

Conclusion: The five elements every great employee induction program share

There are a wide range of induction programs utilised by modern organisations - from one-day programs filled with back to back 1:1 meetings, to integrated one month programs utilising digital platforms, virtual sessions and small ground activities.

We have seen a lot of induction processes at Tribal Habits and we can confidently say that all great employee induction programs share these five elements.

Pre-work experience

The great employee induction programs start before day one.

New employees are often anxious or have many uncertainties about their new role. These can be as simple as transport questions or the great unknown of 'lunch options'! Great employee induction programs recognise this and have some form of pre-work activities. This often incorporates a 'Welcome pack' of information. It might still be sent in the mail, but many organisations now utilise an online welcome pack on their digital learning platform.

Welcome packs can include some required HR forms (to get them out of the way) but should also include other information to make new employees 'feel welcomed': transport alternatives, food options, dress standards, brief team introductions, social club information and so on.

Induction buddy

We have written extensively about the importance of induction buddies in other articles, but it is certainly something worth repeating here.

The first few weeks for new employees can often feel lonely. They may not know many people, don't know all the inside jokes and stories, get confused by internal acronyms or jargon and haven't had time to plan and involve themselves in any social events.

An induction buddy provides a 'way in' to the insider culture of your organisation. Induction buddies help involve your new employees in team events, answer questions that the new employee may be otherwise embarrassed to ask and generally help the new employee to feel some camaraderie in those early days.

Instant availability

> GREAT INDUCTION PROGRAMS BEGIN IMMEDIATELY. IF NEW EMPLOYEES HAVE TO WAIT EVEN JUST A FEW DAYS FOR AN INDUCTION PROGRAM TO START, THEN SOME OF THE BENEFITS OF THE PROGRAM ARE ALREADY LOST. AN EMPLOYEE WHO SPENDS A FEW DAYS SITTING BORED AT THEIR DESK WAITING FOR AN INDUCTION PROGRAM TO BEGIN NEXT WEEK IS ALREADY BECOMING DISENGAGED.

Great induction programs therefore either carefully manage the starting times of their new employees to ensure there is critical mass for induction programs to begin immediately (possible for very large companies or organisations with seasonal hiring), or they utilise technology to deliver employee induction programs 24/7 in any location (utilised by most other organisations who don't have 10-20 new employees joining at once).

Never underestimate the impact of the first few days and weeks with a new employee. They are like clients and stakeholders - keep them waiting at your peril!

Energy management

Starting a new role is energy draining. First, there is the anxiety and anticipation felt by the new employee in the days leading up to their commencement. Next, there is the nervousness felt during their first few days as they struggle to make sense of everything. Finally, there is the energy required to learn many new ideas, skills and processes and to do so quickly.

It's quite exhausting being a new employee! The great induction programs recognise this and utilise some energy management ideas to assist, such as:

- Starting employees on a Wednesday or Thursday to shorten the first week
- Carefully mixing in onboarding, induction and on-the-job training
- Allowing new employees to have some decompression time (morning teas, leaving early)
- Mapping the induction program over a reasonable time period (not rushing or overloading)
- Giving new employees some free time to review or explore as they want to

Induction feedback

The great induction programs probably weren't great on their first roll-out. However, they were careful to obtain regular feedback from new employees and continuously improve. Over time, they became great.

Great induction programs incorporate automated new employee feedback to allow for this improvement. At the very least, they include a week one and month one automated feedback process to capture thoughts on what worked well, what should be improved, how their manager went, how HR performed and so on.

Digital learning platforms can automate this process by sending online feedback back surveys and then triggering 1:1 review meetings with managers or HR. This automation is another feature in great induction programs, where things don't happen by chance, but by design.

Case Study: SMEC and attracting, inducting and developing Australia's best graduates

Challenge	Approach	Outcome
To ensure optimal performance, SMEC needs to attract, develop and retain Australia's best graduate talent. Delivering on this was expending significant time and financial resources across the business.	To overcome geographic constraints and to optimise its training budget, SMEC implemented Tribal Habits to supplement and enhance its face-to-face training sessions.	Tribal Habits allowed SMEC to achieve it's three goals of attracting, developing and retaining Australia's best graduates. SMEC's achievements in this space saw the business awarded two 2019 LearnX awards.

SMEC is a specialist engineering, management and development consultancy, headquartered in Australia while operating out of more than 40 countries. The organisation is a member of the Surbana Jurong Group, an Asia-based urban and infrastructure consulting powerhouse. From building hydroelectric plants to sports stadiums, SMEC leads the way in delivering advanced engineering and management advisory across the world.

A Graduate Focus

To continue to deliver ground-breaking infrastructure projects and to thrive as a business, SMEC ANZ understands it must attract and develop Australia's top talent. One of the most critical talent groups for the organisation is graduates. In Australia alone, SMEC's workforce includes 160 to 200 graduates at any one time.

Polishing diamonds

SMEC had a long track record of attracting graduate talent to its business but had identified (as most businesses do) that there was a significant learning curve required to translate the technical knowledge obtained through university and other tertiary institutions into tangible skills that can be used on the job.

Feedback from previous graduates about the training and induction process had been positive, but a number of employees noted that while training was interesting and educational, it didn't always translate directly into skills they could leverage to improve their performance on the job.

The tyranny of distance

Another challenge the SMEC learning and development team faced when it came to inducting and developing graduate talent, was the dispersed nature of its workforce. SMEC's Australian operations are spread across 20 different sites, all of which house graduates. This vast geographic spread presented two key challenges when it came to training and upskilling staff.

The first was that staff in more remote locations didn't always receive the same quantity of training as those in major offices did. Secondarily, the business noted that to deliver the consistent training required it must either commit to costly face-to-face sessions with people flying in from different locations across the country or manage the duplication of effort that arose from delivering the same training across multiple locations.

This reliance on face-to-face training also meant that graduate development pathways were very time-sensitive. If someone missed a session or joined the group outside of major graduate intakes, it could be many months before they were able to attend the next round of training, which would impact their performance on the job.

From Good to Great

Despite what was considered to be a good graduate program, SMEC saw opportunities to improve the way it was training and developing its next generation of talent. Seizing on these opportunities, the CEO identified building a more robust and scalable graduate development program as the number one priority for the SMEC learning and development team.

A program of work was devised to achieve three primary objectives

1. Attract and retain the best graduate talent
2. Expose graduates to multiple disciplines of engineering so they can deliver to a high standard for SMEC clients and to the community
3. Develop graduates' soft skills beyond academic learning

The approach

The learning and development team went through a rigorous process to determine how to best meet these objectives. Interviews were carried out with current and past graduates, managers and training providers to develop an approach that would best suit the business.

At the end of this process, it was determined that a blended approach (leveraging both online and face-to-face training) would be the most effective way to deliver on the business's objectives. This approach meant the organisation could maintain a cultural connection between graduates through face-to-face sessions, but supplement and enhance these sessions in a cost-effective and timely manner by enabling graduates to do online training in their own time.

It became apparent immediately that a technology platform would be needed to support this new, blended approach to graduate induction. Until this point, all company training had been delivered face-to-face so no training platform existed in the business.

The organisation knew that to achieve its goals, the platform would need to support customised training content. This capability was seen as critical for the team as it was understood that generic 'off the shelf' training would not deliver the specific skills that graduates require to succeed within SMEC's unique environment.

The team at SMEC were faced with a decision. Commit to a full Learning Management System (LMS) roll out and accept that they would need to pay an external third party for the custom creation of their learning content or implement Tribal Habits and allow its own employees to easily create interactive engaging training themselves. After analysing the associated costs and scalability of each option, the decision became very clear.

> TRIBAL HABITS CAME IN MORE THAN $400,000 CHEAPER THAN THE NEXT BEST ALTERNATIVE AND THE FACT THAT TRIBAL HABITS ALLOWED SMEC STAFF TO EASILY CREATE THEIR OWN TRAINING MODULES MEANT THE SOLUTION WAS INFINITELY MORE SCALABLE THAN PAYING FOR EXTERNAL TRAINING CONTENT CREATION EACH TIME A NEW NEED AROSE.

The Head of Learning and Development at SMEC said the following about the decision to go with the Tribal Habits platform

> "Tribal Habits was unique in the market as it allowed us to rapidly capture and transfer organisational knowledge via text, imagery, video and interactive elements. It captured and shared insights and tips from participants, meaning the knowledge captured in each module actually increases as users complete topics.
>
> It set and tracked on-the-job activities, as well as notifying Managers of the learning their graduates were completing. The platform provided ready-made expert content on relevant business and self-development topics, in SMEC branding, while allowing for the rapid creation of completely custom and interaction training."

Up and running in no time.

The team at SMEC were able to carry out the technical implementation of Tribal Habits in two weeks and had a fully functional graduate learning platform with custom content in place within six weeks. This is roughly half the amount of time it would have taken to implement a traditional LMS system.

As discussed earlier, the graduate development project was established to achieve three distinct goals. Here is a summary of how the team tracked against each of them.

Objective 1: Attract and retain the best graduate talent.

Feedback from the manager of the graduate program has been overwhelmingly positive. Speaking how the program has helped attract graduate talent, she said;

> "The grad program has been an invaluable attraction tool for our intake. Today's graduates want to know that their personal and professional development is important to the company they join and with the structured training the program offers, it is clear that SMEC is committed to developing our next generation of engineers."

SMEC has been able to exhibit a significant reduction in graduate turnover since the program started, as the figures below exemplify.

- Year: Graduate turnover rate
- 2017: 17%
- 2018: 12.5%
- 2019: 10.3%

Over the life of the program, graduate turnover has dropped from being 2% above the organisational average in 2017 to 0.6% below the organisational average in 2019. These figures are remarkable given that younger workforce members tend to be more transient than their older, more senior colleagues.

In the 2019 engagement survey mentioned above, 79% of ANZ employees aged 18-24 agreed or strongly agreed they would not hesitate to recommend SMEC to a friend seeking employment.

Objective 2: Expose graduates to multiple disciplines of engineering so they can deliver to a high standard for SMEC clients and to the community.

Through its self-created learning experiences, SMEC was able to expose its graduate cohort to the full array of engineering disciplines the business engaged in. This provided graduates not only with a broader knowledge base of the company's operations but also provided granular detail into how their role fits into the wider business.

These learning experiences were created by subject matter experts within the business and were positioned to specifically address the challenges and opportunities that SMEC faced as an organisation. Feedback from graduates suggests that this highly focussed approach has provided valuable insights into how the business operates and has enabled graduates to get up to speed as quickly as possible.

Objective 3: Develop graduates' soft skills beyond academic learning

As well as role-specific technical training, SMEC identified that it needed to develop the professional skills of its graduate team. To achieve this, SMEC developed several professional development pathways. These learning workflows provided graduates with a structured approach to skills that would help them succeed in a professional environment like managing emails, how to be run productive meetings and effective communications.

The combination of technical skill development, understanding how the broader business functions and soft skill development means that SMEC is approaching graduate development from a holistic point of view, ensuring all graduates have every opportunity to succeed.

Evaluations for both the face-to-face and online components of the graduate training program show that around 95% of participants find them relevant and valuable. In addition to the survey data indicating improved effectiveness on the job, anecdotal feedback from managers shows tangible improvements in performance.

An organisation-wide engagement survey was conducted in April 2019. Results from the survey revealed that 85% of ANZ employees aged 18-24 (likely to be in the graduate development program) agreed or strongly agreed that they were satisfied with the support the organisation provides for learning and education.

Onwards and upwards

Management feedback on the new graduate training program has been extremely positive, with the project being deemed a categorical success. In 2019 the SMEC management team committed to the continuation of the program stating that:

- The content and delivery were of high-quality.

- The program was delivered as scoped and to budget.
- They had received positive feedback from participants.

Speaking on the impact of the program, SMEC's state manager for QLD and NT stated;

> "I'M VERY PLEASED TO SEE THE IMPACT THE GRADUATE DEVELOPMENT PROGRAM IS HAVING ON OUR BUSINESS OUTCOMES. NOT ONLY HAS THE PROGRAM CREATED AN EDGE FOR SMEC AS AN EMPLOYER OF CHOICE, BUT IT IS ALSO PROVIDING THE GRADUATES WITH GENUINE OPPORTUNITIES TO BECOME ROUNDED PROFESSIONALS."

Based on the positive outcomes delivered, the CEO of SMEC & CEO International Surbana Jurong Group advocated for the program to be expanded beyond ANZ and a modified version is currently being deployed in the Africa Division. A sister company is also in the process of joining the program from July 2019, largely based on the feedback from participants and management.

> THE PROJECT HAS NOT ONLY GARNERED INTERNAL PRAISE. SMEC AUSTRALIA'S GRADUATE DEVELOPMENT PROGRAM HAS BEEN RECOGNISED AS A LEADER IN THE INDUSTRY, WINNING GOLD FOR BEST LEARNING & DEVELOPMENT PROJECT (INDUCTION/ONBOARDING) AND SILVER FOR BEST LEARNING MODEL (BLENDED) AT THE LEARNX LIVE AWARDS 2019.

What is Tribal Habits?

Tribal Habits is the all-in-one learning platform for modern organisations. We provide online training that's easy to create, engaging to learn and simple to manage.

- **Easy to create**. Allow your staff to share what they know. If you can create a PowerPoint presentation, you can create interactive online training in Tribal Habits.
- **Engaging to learn**. Training your team will love. Tribal Habits leverages video, social learning and interactive elements to inspire employees to make real change.
- **Simple to manage**. Easy enrolments and powerful automation remove the burden of managing training. Detailed reporting provides insights on real outcomes.

What types of organisations use Tribal Habits?

- **5-500 employees**, which may not have any dedicated training resources or existing online learning platform. In these organisations, it is often the business managers or human resources team who looks after training. For these organisations, we offer 'enterprise-level' outcomes but at a far more affordable cost and with a simpler process.
- **500-50,000+ employees**, which may or may not have a learning and development team, but are struggling to keep up with training requests. In these organisations, there is often a huge demand for training but traditional eLearning authoring tools are too slow. For these organisations, we leverage existing resources and supercharge learning output.

Tribal Habits gives us more control over our content in terms of developing and editing it. It's much more responsive than other learning platforms we have used before, where you request changes and it takes a long time to be done. We can just make changes instantly now.

Queensland Human Rights Commission

Tribal Habits is unique in the market as it allowed us to rapidly capture and transfer organisational knowledge via text, imagery, video and interactive elements. It also shares tips from participants, meaning the knowledge captured increases as users complete topics!

SMEC
Member of the Surbana Jurong Group

Content creation is easy and fun on Tribal Habits; the system's built-in structure ensures that content is organised in a manner that enables the final output to be exactly what's needed. This gives me great confidence that my training will hit the mark.

MOQdigital
Leading Business Transformation

It would have taken us up to a year to create the topics using a traditional e-learning authoring tool. With Tribal Habits we were delivering amazing training in three months, and we've estimated the cost has been about 25% of what it would have been had we gone with a traditional solution.

Cardno

Tribal Habits' online compliance library has been a game-changer for us. We now have total peace of mind that our people are safe and our brand and organisational reputation is protected. Delivering compliance training online has also saved us a significant amount of time, money and hassle.

CARROLL & O'DEA LAWYERS

Tribal Habits' video feedback on the topics we created is amazing - really useful suggestions and so easy to follow. People are already loving the training! The system is so easy to use, and the interactive elements have allowed us to make training a lot more engaging. We couldn't ask for anything more.

DVCONNECT
Be heard. Be safe.

What are the top features of Tribal Habits?

Rapidly create online training on any topic

Learners crave relevant training. Tribal Habits allows anyone to build relevant, engaging online training. The content you create will speak to your learners and appear in your branding.

- ✔ Intuitive, fast and powerful building block elearning authoring process
- ✔ Built-in image library (2 million+ images), image editor and video hosting
- ✔ Real-time feedback of your modules from Sage, our digital learning designer
- ✔ Free video analysis of your modules from our expert learning designers
- ✔ Version control, wide range of interactions, uploads/downloads, embeds and more

Modules are responsive to any device, can support WCAG 2.1 accessibility to a Level AA standard, are streamed on-demand in a lightweight environment and allow for social learning opportunities between users.

Tap into ready-made modules – branded and editable!

Access 100's of fully editable online courses from Australian compliance topics to personal development courses.

Our training library is more than just a random assortment of videos and articles. Every module is professionally designed, appears in your organisation's branding and is 100% editable by you at no extra cost. Import and immediately use, or create a copy and fine-tune as needed.

Automate training management for online and offline learning

Tribal Habits removes the administrative burden of managing training. We want you to focus on unlocking great training content and connecting employees and knowledge. A range of automations and rules make it easy for anyone to manage users and enrolments.

- ✔ Automate due dates, notifications, certified dates and certification
- ✔ Enrol via 10 different methods – spreadsheets, groups, managers, links and more
- ✔ Dedicated manager's view, including enrolments, reminders and emailed reports
- ✔ Dynamic training catalogue, which adjusts available modules to suit the learner's role
- ✔ Integrate with 3,000+ other platforms to reduce effort and ensure data consistency

Add online or offline events to any module, with calendar bookings, roll-calls, locations or more. Record external knowledge, such as licences, accreditations and qualifications for a complete view of all completed learning.

Go deep with learning data and detailed reporting

Tribal Habits tracks far more than just training completion. You can report on all learning contributions, outcomes and activities.

- ✔ Training completion data for every part of every module
- ✔ Compliance completion and expiry (past and future)
- ✔ Job role tracking for required competencies and skills
- ✔ External training – licences, accreditations, qualifications
- ✔ Continuing education reports by time or points, with custom categories
- ✔ Filter by any user data field and download all data into spreadsheets

What problems can Tribal Habits help solve?

Tribal Habits offers complete online training solutions for your organisation on any stage of the journey. We typically help organisations with five key solutions through the learning journey.

Manage training online

Organisations waste a great deal of time delivering the same training over and over. Offline management of training is time-consuming and frustrating, and issues with version control mean your staff could be accessing information that is no longer accurate.

Tribal Habits remedies these challenges by providing a 'single source of training truth'. Reporting is simple and powerful, while automation and reminders drastically reduce the administrative burden associated with managing training.

Meet compliance needs

Compliance training is a vital part of your organisation's strategy, protecting your staff and boosting the bottom line. From building a culture of safety to helping managers develop strong and inclusive teams, compliance training is a critical part of your reputation.

Tribal Habits' library of engaging, interactive compliance training is fully approved by Australian lawyers. Our library can be supplemented by self-created compliance topics using a simple drag and drop editor, providing you with a comprehensive online compliance training solution.

Convert existing training

If you're already running face-to-face training and workshops with PowerPoint presentations and facilitator-led engagements, you've done the hard work. Moving your training content online is a breeze with Tribal Habits.

Open up a world of new learning opportunities by moving away presentations and documents, and away from the logistical challenges of face-to-face training. Unlike a traditional learning management system, Tribal Habits has a completely integrated online training creation toolset.

Optimise employee induction

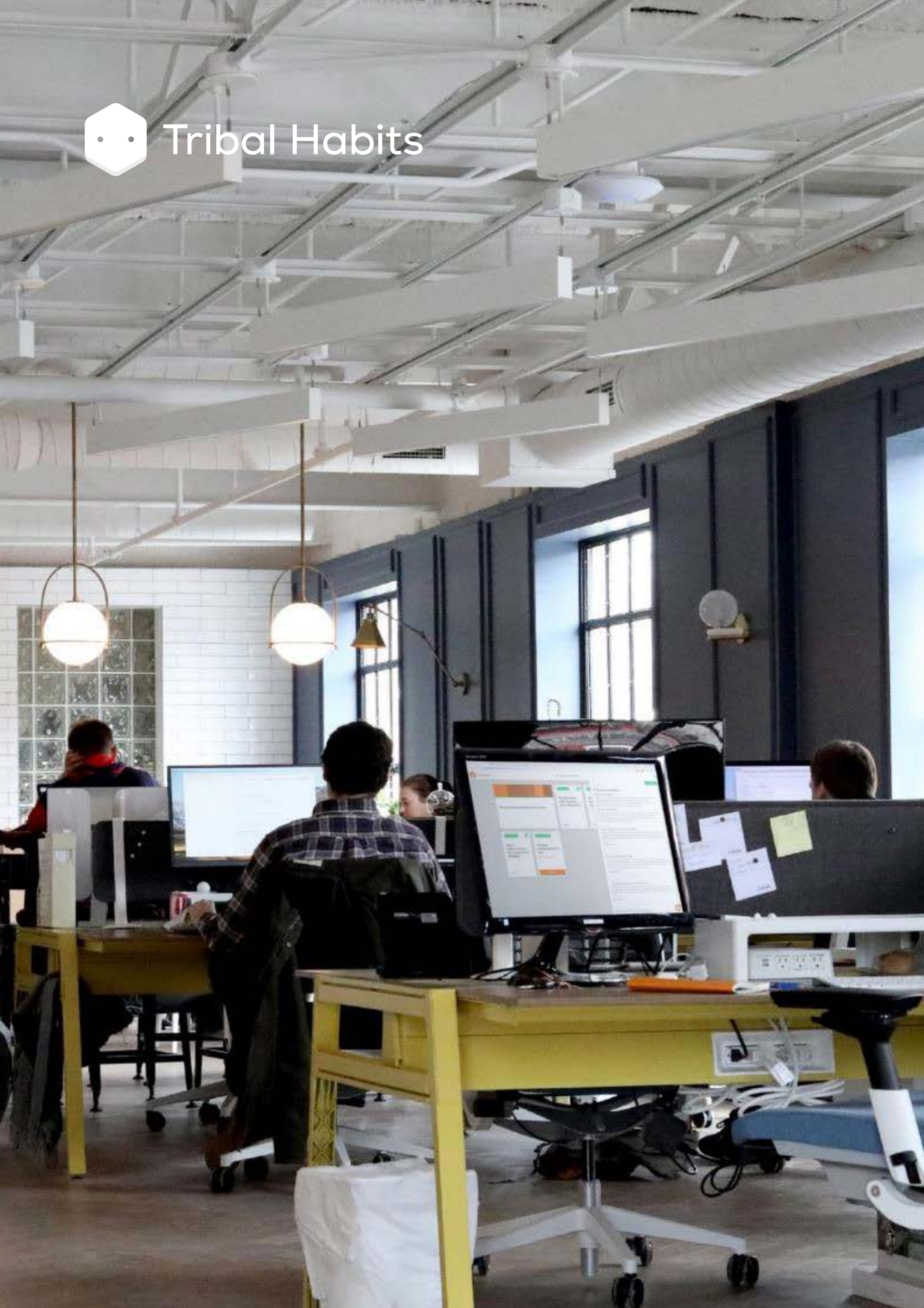
How new employees are brought into an organisation matters. Optimising employee induction reduces employee churn, engages staff, reduces rework and makes new starters productive in far less time.

Tribal Habits optimises employee induction by delivering induction learning pathways that align new starters to organisational culture and processes, while bringing them up to speed as quickly as possible with consistent, repeatable training.

Share best practices

Over time, your top-performing employees have developed unique skills and approaches. Successful organisations capture and transfer this knowledge increasing the capability of their workforce and protecting again the loss of critical knowledge as staff move on.

Tribal Habits' simple drag and drop editor allows anyone in your organisation to create learning experiences based on their unique knowledge. These experiences can be shared across your team, broadening the organisation's knowledge base and turning best practice into everyday practice.


Tribal Habits

How does Tribal Habits boost online training?

How does Tribal Habits make training easy to create?

If you can create a PowerPoint presentation, you can create online training in Tribal Habits.

1. **Start by importing from a library**. Tribal Habits has two libraries of world-class training content ready to be imported into your portal. From Australian online compliance training to personal development training, we have you covered. Our library topics appear in your branding and seamlessly plug-and-play with any training modules of your own. Access instant training content or complement internal knowledge.
2. **Start from a training template**. Creating your own training in Tribal Habits is simple. Start from one of our commonly used online training templates, or simply begin from scratch. Our building block editor makes capturing knowledge as easy as creating a PowerPoint presentation. Except now you have interactive online learning, complete with tracking and reporting! You can also upload existing elearning from legacy formats including SCORM, xAPI, AICC and cmi5.
3. **Start by following a guided process**. Tribal Habits provides a fully guided process to create online training that ensures you capture the information that is most pertinent to your organisation. Our online training building block editor allows Tribal Habits to automatically format all your training content. You can also tap into free advice from our experts to ensure your training is on point.
4. **Allow us to lend a hand**. Call on the experience and expertise of the Tribal Habits team to get the job done for you. Whether it be updating and transferring old material or starting from scratch, we're here to help. We can provide advice on training curriculums, transfer existing training content or run briefing sessions with your internal experts to motivate and inspire their efforts.

How does Tribal Habits make training engaging to learn?

Tribal Habits' modern interface leverages video, social learning and interactive elements to inspire employees to make real change.

- **A modern learning experience**. Today's organisation is mobile, agile and responsive. That's why Tribal Habits is available 24/7 and performs on any device. It's like using a modern website, not an old-fashioned slide show. Tribal Habits user interface is sleek, intuitive and requires no training. We automatic adapt content to your brand standards, including modules from our ready-made libraries.
- **Social sharing and peer learning**. Reflection questions encourage learners to periodically share thoughts with other learners to improve knowledge retention and foster a feeling of social learning. Tribal Habits can share insights that other users have gleaned through their learning journey. These connections enhance the learning experience by providing context and social proof.
- **Move from theory to practice**. To facilitate the flow of information from theory to practice, Tribal Habits actively prompts users to implement what they learn into their day-to-day jobs (and feedback about outcomes achieved). The best performing teams are those that continuously practice and reinforce what they learn in training. Tribal Habits understands this and includes built-in features to support implementation.

How does Tribal Habits make training simple to manage?

Easy enrolments and powerful automation remove the burden of managing training. Detailed reporting provides insights on real outcomes.

- **Automate the mundane**. Tribal Habits removes the administrative burden of managing training. We want you to focus on unlocking great training content and connecting employees and knowledge. Simply enrol staff in pathways, and our set-and-forget admin panel automatically sends training prompts to users and tracks training progress and knowledge transfer throughout your organisation.
- **A single view of training**. Tribal Habits is your repeatable, foolproof approach to training. Do away with spreadsheets, folders, emails, PDFs and slides, all containing different information and no completion data. Online training provides the same experience to every employee, every time, in any location. Tribal Habits' version control ensures staff access only the latest information at all times.
- **Detailed reporting and analytics**. Tribal Habits reporting goes way beyond simple topic completion tracking. Two-way communication and feedback loops allow staff to comment on what they've learnt and the effectiveness of training. Reporting shows how new skills have been implemented in day-to-day work and highlights the requirement for further training—filter training data online with interactive graphs or offline via CSV.

What ready-made training can we access?

Here's a <u>sample</u> of the 100s of modules in our library – all in your branding and fully editable.

Communication and Personal Development

- An introduction to emotional intelligence
- An introduction to negotiation skills
- Best practice listening skills
- Building your influencing skills
- Coming back from a big mistake
- Communicating effectively in the workplace
- Communicating with management and stakeholders
- Designing presentations that engage
- Introduction to effective decision-making skills
- Managing and resolving conflict
- Overcoming imposter syndrome
- Overcoming the fear of failure
- Problem solving and creativity
- Professional business writing skills
- Staying productive: Managing internal meetings
- Staying productive: Managing your emails
- Staying productive: Managing your priorities
- Verbal communication: Advanced skills
- Verbal communication: Essential skills

Equal Employment Opportunity (EEO)

- Anti-bullying and anti-harassment for employees
- Anti-bullying and anti-harassment for managers
- Equal employment opportunity for employees
- Equal employment opportunity for managers
- Overcoming unconscious bias
- Sexual harassment awareness

Finance and Regulation

- Anti-money laundering
- Competition/Consumer law: Conduct and Statements
- Competition/Consumer law: Introduction
- Competition/Consumer law: Safety and Warranties
- Fraud and corruption awareness and prevention
- Modern slavery awareness
- Privacy in the workplace
- Whistleblowing awareness for employees

Health and Safety

- Alcohol and drugs in the workplace
- Colds, flu and COVID-19 prevention
- Driver safety
- Duty of care for employees / managers
- Information Security: Employee awareness
- Information Security: Phishing awareness
- Information Security: Social Media
- Injury management for employees / managers
- Managing mental health in the workplace
- Managing slip and trip hazards
- Manual handling safety
- Mental health awareness for employees
- Office and workspace ergonomics
- Risk management for managers
- Risk management for workers
- Safety for children and vulnerable people
- Warden Training
- Workplace health and safety fundamentals
- Workplace incident investigation

Leadership and Management

- Delegating as a manager or leader
- Five successful leadership styles
- Holding productive 1-on-1 meetings with your team
- Managing teams for better performance
- Motivating your staff and teams
- Setting expectations with staff and teams
- The five core skills for leadership
- Transition from employee to manager

Project Management

- Project Management: Overview
- Project Management: Practical ideas
- Project Management: Selecting a framework
- Project Management: Scheduling and deliverables
- Project Management: Tasks, time and resources
- Project Management: Managing communication
- Project Management: Project meetings
- Project Management: Reporting and KPIs
- Project Management: Costs, risks and quality
- Project Management: Scope management
- Project Management: Change management

Remote working

- Interviewing skills: Remote hires
- IT security while working from home
- Managing remote and virtual teams
- Running successful virtual team meetings
- Staying productive: Working at home

Sales and Service

- Best practices in client service
- Building trust in the sales process
- Conducting effective client review meetings
- Confident and effective business networking
- Creating sales momentum and closing more deals
- Defining your ideal client
- Developing a compelling value proposition
- Generating upselling and cross-selling opportunities
- Marketing tactics to help client referrals
- Obtaining client referrals and references
- Sales proposals and engaging writing skills
- Sales proposals and managing the process
- Sales proposals and pitching for success
- Strategies to boost repeat business
- Successfully helping upset clients
- Successfully responding to client objections
- Understanding and managing client expectations
- Understanding the client buying cycle

Talent Management

- Coaching and developing staff
- Creating a personal training plan
- Discussing performance with staff
- Interviewing skills: Advance techniques
- Interviewing skills: Essential skills
- Managing staff training for success
- Managing staff underperformance
- Mentoring: An introduction to being a mentee
- Mentoring: An introduction to being a mentor
- Recognising and rewarding staff performance
- Writing effective position descriptions

How affordable is Tribal Habits?

1 - No upfront fees

It's so easy to get started with Tribal Habits - there are no upfront costs!

- ✔ No set-up fees. All plans have no set-up or implementation fees.
- ✔ No storage fees. All plans have unlimited stored users and training content.
- ✔ No support fees. All plans, including admin training and passionate support.
- ✔ No branding fees. All plans include a private, branded online training portal.

2 – Select your packages

Choose from one of two packages.

Creator

In this package, you gain access to our complete creator toolset. You can create unlimited online training (topics, articles and pathways) on any knowledge important to your organisation.

Creator + Library (Most popular and best value)

In this package, you can not only create your own training, but you gain access to our entire library of ready-made training. Our ready-made training modules are complete online learning experiences, with interactions, media, assessments, templates and more. Library modules appear in your branding and are interchangeable with training you create. With the Creator + Library package you can also edit our library content to rapidly develop custom training for your organisation. It's the best of both worlds – create your own, use our modules or seamlessly customise and combine.

3 - Only pay for actual use

Unlike most learning platforms, we do not charge based on stored users. Our plans are based on 'active users'. An active user is a user in your portal who logs in during a calendar month. Active users are counted on their first log in each calendar month and can then login as much as they like, to create or complete as much training as they like.

For example, if your organisation has 500 employees, but only 200 tend to login in each month, you only need a 200 monthly active user plan. Don't worry if you overrun your plan either – you are simply charged for the incremental extra users for that one month at the same monthly rate. **Active user plans can cut your training costs by 30-50% (compared to stored user plans).**

4 – Select a monthly or annual subscription

Then just select a payment plan to suit your needs.

- Monthly plans suit organisations with less than 75 active users per month. You pay for actual use each month, which keeps costs flexible and aligned with your value. Monthly plans start from $7.50 per active user per month.
- Annual plans offer discounted, and predictable, annual costs. You pay for 12 months of active users in advance. Annual plans start from 100 active users per month ($5.50 per active user per month) and increase in multiples of 50 users.

How secure is Tribal Habits?

We take security seriously at Tribal Habits. We want you to feel Tribal Habits is a safe and trustworthy portal for your staff, clients and prospects to build a community of knowledge.

- Constant vulnerability testing, including during code development and from third party security firms (including annual penetration and vulnerability testing by external firms).
- We are hosted by Amazon Web Servers and take full advantage of their security and infrastructure capabilities (including DDOS protection, IAM monitoring and full backups).
- All data is encrypted in transit and at rest using industry standard encryption. Geographic filtering is available to restrict user access from specified countries.
- Our Security Policy, Security Practices, Incident Response and Acceptable IT Use documentation are available for review – just contact us for a copy.
- Tribal Habits is fully SAML 2.0 compliant and integrates with compatible Single-Sign-On platforms (Azure AD, Okta, OneLogin and more) for additional user security.

A good starting point for a security review is our online Security FAQs.

How easy is it to implement Tribal Habits?

Very easy.

1. First, your trial portal will become your live portal. This means most of the initial set-up for your portal is already complete during the trial. In fact, the workload to implement Tribal Habits is far less than other online platforms and can be measured in minutes.
2. Second, you can import (and update) users and existing training records via spreadsheet or enable single-sign-on to auto-create new users. In either case, establishing your initial users takes minutes. Most of the work will be in preparing a spreadsheet of your users to upload.
3. Third, importing topics from our libraries and establishing initial pathways or enrolments takes minutes. Topics are imported in seconds, and it takes less than a minute to activate some due dates, notifications and reminders of each topic. Similarly, you can upload existing training content in SCORM (or similar format) in minutes.
4. Fourth, when it comes to creating your own online training, Tribal Habits will be faster than any other alternatives. We have template topics, guided processes, pre-formatted content, built-in feedback and free human reviews. We'll shortcut you from paper-training to interactive online modules in hours or days - not weeks or months.
5. Fifth, you receive private Zoom training sessions on both creating training content and managing your training processes. We have an extensive knowledge base of support articles, built-in modules on using the platform, live admin chat (during Australian business hours) and regular Town Hall webinars with the Tribal Habits community.

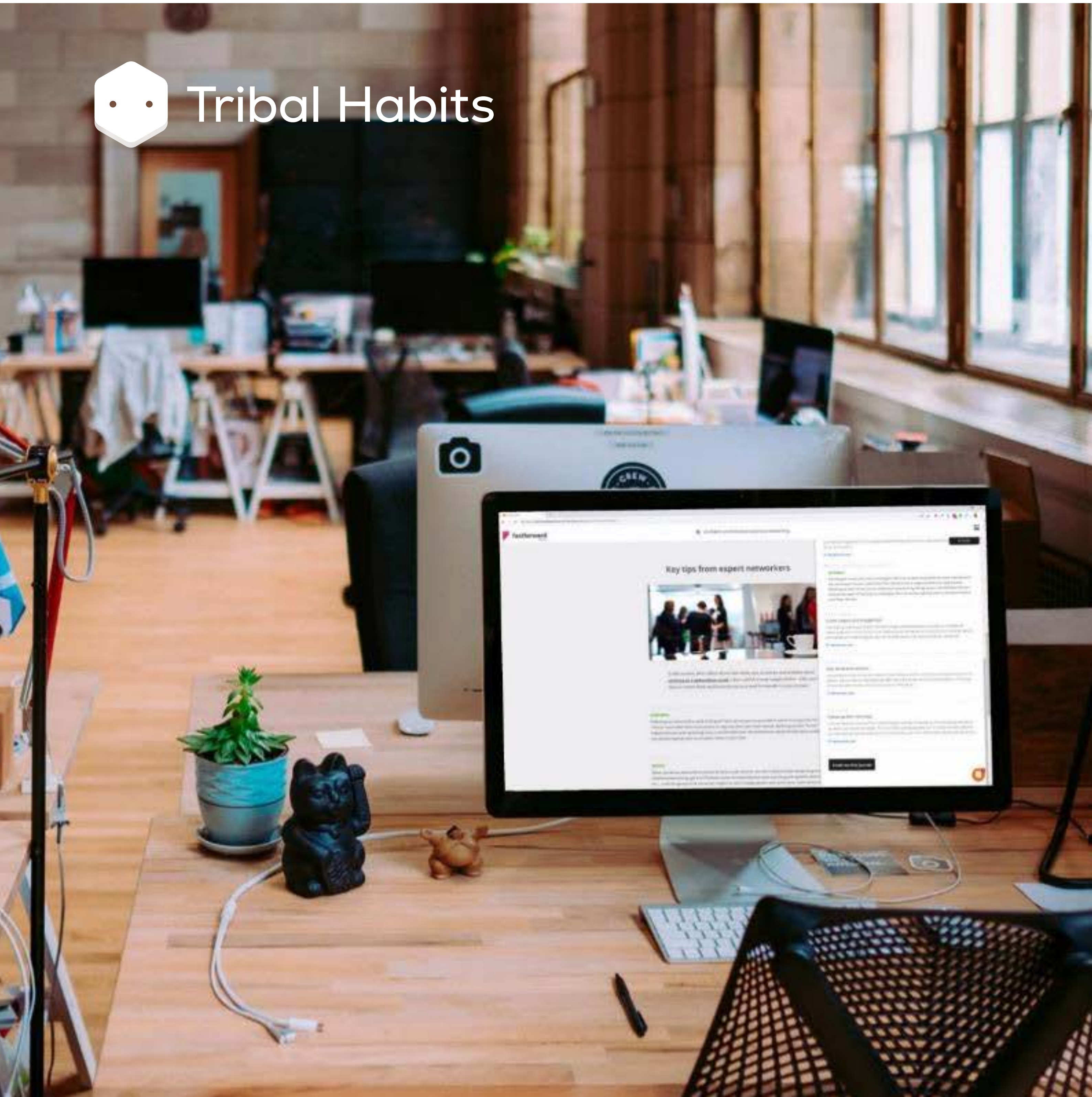
You can continue reading about on-going support after your initial implementation online.

How can I get started with Tribal Habits?

A quick demo will give you everything you need to know about Tribal Habits and how to make it a success within your organisation. After the demo, you'll have access to a free, full-featured trial portal to you get started.

There's no catch. You're not signing up for pushy sales calls and endless emails. There's no obligation or credit card required. Your trial is hosted on Amazon servers. We really just want to show you how Tribal Habits works. We think you're going to love it.

Go to https://tribalhabits.com/get-started/ to organise your demo.



Other Tribal Habits Guidebooks

Manage Training Online

Examine a step-by-step guide to saving time, money and hassle with an online learning platform in this 60-page guidebook.

Spread over three parts, you'll learn:

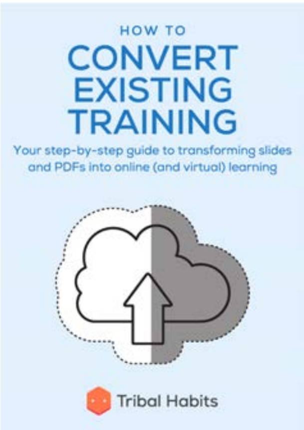
1. Why you should manage training online
2. Which online learning platform suits your organisation
3. How to implement a learning platform

Deliver Compliance Training

This guidebook outlines the steps to build an easy, affordable and effective online compliance training strategy.

Over two details sections, you'll learn:

1. Why you need compliance training, including key reasons to support your business case
2. How to implement an online compliance training strategy, including detailed topic checklists



Convert Existing Training

This guidebook outlines a step-by-step guide to transforming slides and PDFs into online training.

With three detailed chapters, you'll learn:

1. Why offline content should be converted to online training
2. How to map out a plan to convert content to online
3. How to manage virtual training for blended learning

Share Best Practices

This guidebook examines a step-by-step guide to turning best practice into common practice with online training.

Across six key articles, you'll learn how to identify and work with your subject matter experts and help build a culture of collaboration and knowledge sharing in your organisation.

Reduce Training Costs

[In this guidebook, you can review tips and tricks to set a training budget and maximise your training expenditure.]

Over seven detailed articles, we examine how to set a training budget, the most common costs of training (and how to reduce or eliminate them) and examine more cost-effective ways to deliver training than expensive traditional methods.

Tribal Habits Success Stories

[In this guidebook, get inspired by real-life success stories from leading organisations across Australia as they use Tribal Habits to improve their learning.]

There are detailed examples of real implementation in compliance, induction, best practices and converting existing training materials.

Tribal Habits Training Libraries

[In this guidebook, you can review the entire range of ready-made training modules in the Tribal Habits Foundation, Development, Compliance and Template libraries.]

See how quickly you can be activating our ready-made training modules in your organisation's branding.