

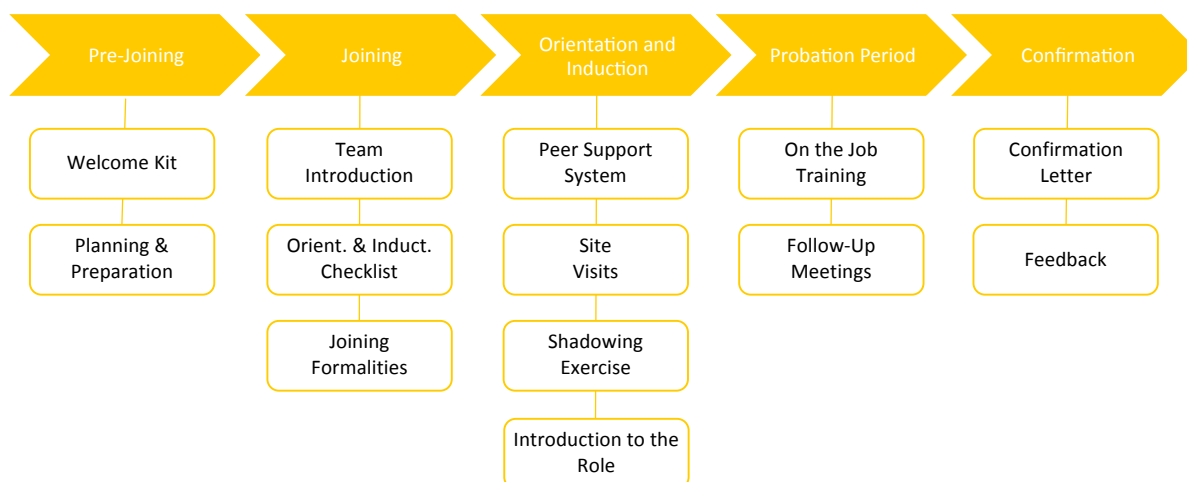
## Orientation and Induction Guide

A new staff member's view of Udaan, their job role and work environment is strongly influenced by early impressions. A well planned and executed orientation and induction process will help make those first impressions positive, and the transition into the new workplace a smooth one.

It is critical that the orientation and induction process is well planned, structured and carried out in a professional manner in order to achieve the following:

- Provide support and assistance to new staff members
- Ensure early socialisation of new employee with other team members
- Improve new employees ability to work effectively and efficiently
- Integrate the new employee into the organization's culture
- Increase employee satisfaction and retention

### Orientation and Induction



### Step 1: Pre-Joining

#### 1.1 Welcome Kit

New employees often face an information overload and the expectation to remember a lot of new people on the first day. It is therefore considered helpful to communicate with the new employee and share some relevant information before his/her official starting date. This will help to start building the relationship with the new employee and making him feel prepared and comfortable.

This can be achieved by sending the new employee a Welcome Kit containing the following documents:

- Welcome e-mail informing the new employee of joining instructions (venue, directions, time, contact information, joining formalities) (see template no. 1)
- Job description
- Employee handbook and list of public holidays
- Marketing materials such as annual report, newsletter or one pager

## 1.2 Planning and Preparation

In order to ensure that the induction and orientation process is well-planned and organized, the following tasks need to be completed beforehand by the supervisor in charge of the new employee:

- Set-up personal e-mail account
- Send out a staff announcement e-mail, to inform others in the team of the new employee's arrival and his/her new e-mail address (see template no. 2)
- Create an orientation and induction schedule (see template no. 3 and 4)
- Schedule meetings with the responsible staff members and inform them about their roles
- Arrange for a suitable work place, including office equipment

The orientation and induction schedule should be printed as a document to give to the new employee. The different meetings can also be scheduled on Google Calendar. By using Google Calendar you can easily remind everyone in the team of their duties and update meetings easily in case of any change in schedule.

## Step 2: Joining

The following activities should be carried out on the joining day of the new employee.

### 2.1 Team Introduction

On the day of joining, the supervisor will be present to greet the new employee upon arrival and make arrangements for an informal welcome with all staff members. The supervisor will introduce the new employee to everyone in the team and to his/her new workplace.

### 2.2 Orientation and Induction Checklist

After this the formal orientation and induction process will be initiated by giving the new employee a copy of the checklist and explaining each activity and planned schedule in more detail. Ensure to clarify any questions or concerns raised at this point. Inform the new employee that he/she is jointly responsible for completing the checklist during the first week at work and reschedule any activities in case of unforeseen changes.

### **2.3 Joining Formalities**

The joining formalities should be completed on the first day at work. The new employee has been informed in the welcome e-mail, which documents he/she is expected to bring. Generally the following documents are requested:

- Identity proof/address proof (e.g. PAN card, Aadhar card)
- 2 passport sized photographs
- Photocopies of relevant qualification certificates
- Signed appointment letter and contract
- Relieving letter

The new employee will also be asked to fill in a Personal Information Form (see template no. 5) providing personal contact details, an emergency contact as well as relevant health related information.

## **Step 3: Orientation and Induction**

The structured and more formal part of the orientation and induction process at Udaan is spread across the first week.

### **3.1 Peer Support System**

To support the new employee in their role it is a good practice to assign him/her a buddy or mentor. That person will be responsible to show the new employee the workplace and surroundings, involve him/her in tea and lunch breaks and any other activities outside work. The buddy or mentor will check in with the new employee informally on a regular basis and be available to answer any questions or give advice on where to find the answers.

### **3.2 Site Visits**

As part of the orientation and induction process the new employee will be taken to all the programme sites to get an overview of Udaan's programmes and interact with teachers and beneficiaries. Assigned staff members will be responsible to introduce the new employee to the programme sites to increase his/her interaction with different people in the team.

### **3.3 Shadowing Exercise**

Whenever possible a person should be assigned to the new employee that he/she can shadow. That person is usually a peer that undertakes the same or similar role and responsibilities or a person that formely has been in the same position. Shadowing gives the new employee the opportunity to learn new skills by observing someone else, having the opportunity to ask questions and discuss good practice.

### **3.4 Introduction to the Role**

The responsible supervisor will go with the new employee in detail through the JD that he/she has received as part of the Welcome Kit. This ideally happens only on the third or fourth day, when the employee has already gained a certain understanding of the organization. It is crucial to explain in more detail each task that is listed on the JD and clarify any doubts that the new employee might have regarding his/her role.

This is also the time to set clear expectations and deliverables. Give the new employee small tasks with concrete deliverables and deadlines at the beginning. This will help the employee to better understand what is expected from him/her and will give you an opportunity to observe his/her performance.

## **Step 4: Probation Period**

Following the first week of structured orientation and induction the employee will go through a more informal on the job training to get familiar with his/her specific role and responsibilities, which will only be completed at the end of the probation period.

### **4.1 On the Job Training**

Whenever possible job shadowing can be used as an effective method for helping employees develop the necessary knowledge and skills by first observing a peer and then perform the same tasks on their own.

If it is a new position, that has not previously existed in the organization, the supervisor needs to spend enough time with the new employee to explain him/her what is expected from the role, set weekly goals and deliverables and give clear instructions.

### **4.2 Follow-Up Meetings**

During the probation period weekly follow-up sessions should be organized by the supervisor to give the new employee a platform to ask questions and address any concerns. This is also the moment where the supervisor will monitor progress, identify gaps and provide further support and guidance as required.

## **Step 5: Confirmation**

### **5.1 Confirmation Letter**

After successful completion of the probation period and satisfactory performance the employee will receive an official confirmation letter (see template no. 5). If the supervisor feels that the new employee is not yet completely ready to take over the new role, the

probation period can be extended by another three months to give the new employee additional support and training.

## 5.2 Feedback

At the end of the probation period, once the formal and informal orientation and induction process have been completed the new employee should be asked to give feedback about his/her experience. This will help the organization understand if there are any gaps in the current orientation and induction process and how they can improve it.

Some questions that can be asked are:

- What has the team done to make you feel comfortable?
- Were there moments when you did not feel comfortable?
- What was the best part of your first week?
- What was the most challenging part of your first week?
- How supported did you feel during the first few months on the job?
- Is there anything that we should do differently in the future?