

Recipe 27: Telecommunications induction

The situation

The organisation is a multinational telecommunications company with offices in around 50 cities worldwide. All new starters currently attend a two-day induction workshop. The first day deals with company-wide information and includes site tours and video messages from senior staff as well as key information about facilities, resources and processes. The second day is job-specific training, carried out in small groups.

The company has identified two key problems with the existing induction programme. Firstly, there is currently a high turnover of staff, which suggests that new starters are not integrating well. Secondly, the two-day programme, which often needs to be repeated for absentees, in every office across the world, consumes a lot of time and money which could potentially be used more efficiently.

The requirement is therefore to create a unifying induction programme, which will create a sense of community amongst staff across the globe and communicate key, company-wide messages more quickly and conveniently than the existing workshop. Due to the variety of job roles, all new starters must still undergo one day of face-to-face, job-specific induction training.

The strategy

The organisation decided on a programme centred on structured instruction to ensure the key messages are communicated effectively, with additional elements of exploration and social interaction designed to combat the high turnover rate.

The blend

Elements	Methods	Media
Welcome message	Welcome message from the head of the organisation, introducing the company's vision and the induction process	Podcast

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Networking	A facility for meeting colleagues, asking questions and becoming familiar with the company culture	Online social networking site
Key messages	Introduction to the company history, strategy and ambitions, along with important information relating to health and safety, HR and career development	30-minute e-learning course, including a 3D modelling element allowing a virtual site tour
Integration	Social gathering to allow learners to meet colleagues in a relaxed setting outside the office	Face-to-face social gathering

The rationale

The new, four-stage induction programme combines formal and informal learning with social opportunities to ensure that the dual objectives of reducing company time spent on inductions, while still fostering a familial environment are met.

The only mandatory training is the online element, which communicates all the key messages about the company and its culture, facilities and processes. This ensures a minimum level of knowledge and competency but offers the learner further opportunities to extend their induction outside company time.

To further encourage this interaction with other employees, the induction programme begins before the learner officially starts work. The welcome message podcast is the first stage in an ongoing integration and support programme. The social networking site, which can be used long after starting work, encourages new starters to seek advice and information from their peers rather than their line manager (again, reducing the need to answer these questions during company time). The social gathering goes a long way towards enhancing a feeling of integration and combating high staff turnover.

The combination of formal learning, informal learning and social interaction means that information is available in a format to suit every learner and provides an ongoing support system beyond the formal online training course and job-specific induction workshop.