

Broome Tourism Employment Plan Case Study – Staff Induction Programs

RECRUITMENT, RETENTION & CAREER DEVELOPMENT

This case study is part of a series of resource materials developed as part of the Broome Tourism Employment Plan (BTEP) project in 2012-2013.

WORKFORCE ISSUE(S)

A well-prepared and comprehensive induction program welcomes new employees in tourism and hospitality to the business, prepares them for their roles and reduces the rate of staff turnover.

Induction programs assist new staff to develop theoretical and practical skills and interact effectively with their employer and other employees. New employees develop quickly an understanding of the responsibilities of their new roles and their employer's expectations.

To ensure their smooth transition to training, temporary residents on visas require induction programs which are modifications of those available to Australian citizens and permanent residents.

BACKGROUND

An induction program is an important process for bringing staff into an organisation. For the new employee it provides an introduction to the working environment and their place within the organisation.

A comprehensive induction process covers the rights of employer and employee, and the terms and conditions of employment. As a priority the induction program must cover any legal and compliance requirements and the health and safety of the new employee.

Induction programs assist new staff to understand the culture of the business and the processes they

are required to follow. The programs also benefit staff who are changing roles within an organisation.

People who enter Australia on a temporary Training and Research Visa 402 to undertake structured occupational training require an enhanced induction program.



PROJECT AIMS

Part of an organisation's knowledge management process, an induction program is intended to enable the new starter to become an integrated member of the team. Rather than simply commence the duties of a position, the new employee gains a better understanding of their job and how their role fits in with the rest of the company.

For Visa 402 trainees the induction program is about providing the opportunity to acquire a set of skills, which are put into practice during their internship and later applied in assisting with the training and coaching of new associates.

IMPLEMENTATION

At Kimberley Accommodation new employees undergo a comprehensive induction program encompassing:

- business structure and customer service standards;
- employment conditions;
- staff amenities and house rules;
- introductions to key people;
- crowd control and security procedures; and
- health, safety and responsible service of alcohol training.

The induction program is documented, reviewed, dated and signed by employee and trainer.

Kimberley Accommodation trainees on 402 visas attend some formal training sessions with other interns but the main focus of their induction program is on-the-job training.

This hands-on training gives the trainee opportunities to receive one-on-one coaching and to put their new skills into practice while under direct supervision.

Key features of the program include:

- demonstrations, workplace delivery and opportunities to practice;
- shadowing, mentoring and reinforcement;
- workplace projects; and
- coaching, both on-the-job and off-the-job.

Trainees are assessed on evaluations based on:

- oral presentations and on-the-job observations;
- performance reviews;
- workplace projects; and
- behavioural interviewing and feedback.

"Kimberley Accommodation's induction programs very effectively acquaint new staff with their duties and responsibilities as well as our expectations".

Rebekah Green

OUTCOMES

- Increased productivity.
- Reduced short-term turnover of staff.
- Improved performance, attitudes and commitment within the organisation.

CHALLENGES/ISSUES

- Having the trained staff necessary to implement the induction properly and in detail.
- During peak periods being so busy that sometimes corners are cut in the induction process.
- Employees not seeing the importance of the induction process giving rise to the need to make it more fun and engaging whilst remaining compliant and informative i.e. tangible "hands on" training is necessary.
- Staff turnover and the amount of time that senior staff are required to allocate to the induction process.



FURTHER INFORMATION

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