

# **Induction of new employees of the Technical University of Dortmund**

## **- Handout -**

This manual serves as a recommendation for the induction of new employees in technology and administration.

After the selection and hiring of the person in question, there follows a phase of familiarization, to be measured individually in each case, which is carried out by the relevant department or by the chair or institute.

The induction phase serves several objectives. For example, a well-founded, professionally experienced induction of new employees is essential for their subsequent work performance and quality, to avoid excessive demands and dissatisfaction.

At the same time, the induction phase is also an element of the TU Dortmund University's welcoming culture. This means that it has a special role to play in view of the increasing shortage of skilled workers in many professional fields. New employees should feel welcome and accepted at TU Dortmund University in general and in the department, chair or institute in particular, and should see themselves as part of a team as quickly as possible.

### **1. Responsibilities**

The organization and implementation of the induction phase is the responsibility of the respective department, chair or institute. In addition to the existing training courses for managers, Human Resources Development supports the induction process by providing handouts and, on request, in an advisory capacity.

The organization of the induction and, if necessary, the preparation of an induction plan are explicitly the task of the respective manager. The induction can be delegated, the contact person should be announced in the department.

### **2. Goals of the familiarization phase**

- The structure and organization of the TU Dortmund and its organizational units should be communicated.
- Personnel and spatial orientation must be made possible.
- The work tasks and their accomplishment shall be communicated.
- Expectations of the working method, quality and performance standards must be clearly stated.
- Qualification needs are to be identified.
- The specifics of the department, chair or institute must be conveyed.

### **3. Phases of familiarization**

The induction process is divided into four phases:

1. before starting work
2. on the first working day
3. first month
4. second to sixth month

### 3.1 Before starting work

Before the first day of work, all formalities relating to the employment relationship are completed and the workplace is set up. This includes, among other things:

- Conclusion of contracts by the Personnel and Legal Department
- Provision of a workstation, ergonomically correct furniture
- Installation and activation of the required software
- Telephone and mail connection
- Informing the colleagues about the new employee
- If necessary, preparation of a familiarization plan
- Clarification of responsibilities for the duration of the induction period, if necessary definition of a contact person for start-up support.
- If necessary, set up computer access
- Flexitime facility, if applicable

### 3.2 On the first day of work

On the first day, the manager welcomes the new employee as personally as possible and introduces him or her to colleagues. Furthermore, an initial orientation meeting with the manager should take place on the first day. Contents can be:

- Classification of the organizational unit in the structure of the TU Dortmund University
- Placement of the position in the team
- Tasks, requirements and expectations of employees
- If necessary, discussion of the familiarization plan
- Appointment of a contact person for launch support
- Handover of keys and work equipment
- Application for the UniCard Personal
- Reference to the welcome event for new employees
- Working hours (flexitime, if applicable)
- Order of business cards, if necessary
- Initial instruction (escape routes, assembly point, emergency numbers, first aiders, workplace-related information, especially in laboratories and workshops)
- Explanation of the framework: Team meetings, break regulations

Afterwards, the employee is to be accompanied to the workplace.

In addition, there are a number of informal ways to make the new employee feel welcome. This could be, for example, a first lunch together with colleagues.

### 3.3 First month

The induction phase can vary in length depending on the previous experience of the new employee and the complexity of the tasks.

Regular feedback is important during the entire induction phase. Apart from everyday work or service meetings or feedback from colleagues, this should also be provided in a structured manner by the manager.

Concrete topics in the first weeks can be:

- Discussion of the first work steps
- Definition of first projects and tasks (if necessary according to familiarization plan)
- Presenting to extended group of people
- Responsibilities within and outside one's own area
- Information about university contact points
- Clarification of training needs
- important forms on the net
- Corporate Design
- Internal customs and rules (e.g. team meetings)

The feedback serves as a feedback for both sides: The manager can learn something about the status of the induction and the state of mind during the induction.

The new employee should be encouraged to ask questions for which he/she might not have explicitly requested an interview. Feedback basically includes positive and negative aspects.

The feedback interview should take into account the fact that shortly after starting work, full work performance and/or error-free work quality cannot yet be expected.

### 3.4 Second to sixth month

In this phase, familiarization should be completed to the extent that day-to-day business can be handled largely independently. If necessary, the familiarization plan should be checked to see whether it has been completed, with the exception of outstanding training courses. The first absolute training courses should be reflected upon.

Regular feedback should also be provided during this phase. With a view to the probationary period, it is important to give indications now if there are concerns that the probationary period might not be successful. The problems should be named as concretely as possible so that solutions can be sought together. It also makes sense to be open to suggestions from employees.

Good performance and/or good quality of work should be acknowledged in the feedback. Criticism should be made as early as possible. In the feedback discussions, it should be made clear which expectations were not met.

Should the employer consider terminating the employment contract during the probationary period, the Human Resources and Legal Department must be informed in good time (before the end of the fourth month) so that the necessary steps can be taken in due form and time.

When new employees resign, the reasons should be asked. Human Resources Development should also ask for an exit interview.

In the event of termination, care must be taken to ensure that TU Dortmund University maintains a reputation as a good employer. The separation should be fair. The employee must be supported in the same way as when he/she was hired. In addition to a good reference, this also includes assistance with the return of keys and work equipment.

In any case, it should also be questioned what possibilities for improvement there are in the context of personnel selection or induction.

### **Familiarization plan**

Possible initial work content for the first weeks or months should be determined. Excessive or insufficient demands should be avoided. It should be determined which person will support the individual work tasks. The induction plan should contain a factual and temporal structure.

Templates for familiarization plans as well as sample plans are provided by HR Development. These are intended as an aid.