

PLACEMENT, SOCIALIZATION AND INDUCTION

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INTRODUCTION

- ▶ Once a candidate has been selected, he /she needs to be placed in a suitable position.
- ▶ Placing the right person on the right job is as important as selecting the right person.

❖ *What is placement?*

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PLACEMENT

- ▶ Placement is assigning jobs to the selected candidates.
- ▶ Placement may include:
 - initial assessment of a new job to a new employee,
 - or an existing employee on transfer, promotion or demotion.
- ▶ Placement involves:
 - assigning a specific job to each one of the selected candidates
 - striking a fit between the requirements of a job and the candidates' competencies.

Okumbo, J.A.; (2007); *Educational Management: Theory and Practice*; University of Nairobi Press; Nairobi.
Webb, D.L. & Norton, M.S; (2013); *Human Resources Administration: Personnel Issues and Needs in Education (Allen & Bacon Educational Leadership)*; Pearson Publishers; New York.
Pigors, P. & Myers, C.; (1973); *Personnel Administration: A Point of View and A Method*; McGraw - Hill Kogakusha Ltd; Tokyo; at page 285

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Importance of Placement:

- ▶ Reduces employee absenteeism
- ▶ Reduces workplace accidents
- ▶ Reduces employee dissatisfaction
- ▶ Improves employee morale

❖ *What is probation?*

❖ *What is induction?*

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INDUCTION

Concept of Induction:

- ▶ Induction is a series of activities over a period of time.
- ▶ Induction includes orientation, initial training and mentoring.

Kimani, M.; (2019); *Legal Practice Management*; Nairobi, Kenya; LawAfrica Publishing (K) Ltd. at page 209

- ▶ Induction is a well-orchestrated event designed to socialize the new entrant with the people and the work environment in a particular organization.

Armstrong, M.; (1989); *Personnel and the Bottom Line*; Institute of Personnel Management; London; pages 136 - 179
Billimoria, R.P.; (1970); *Induction in Industry*; in *Readings in Personnel Management*; The India Institute of Personnel Management; Orient Longman Ltd; New Delhi; at page 94

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Objectives of Induction:

The overall goal of induction is to get the new staff member to reach his / her peak productivity in as short a time as possible.

- ▶ To reduce the initial anxiety all new entrants feel when they join a new job in a new organization.
- ▶ To familiarize the new employees with the job, people, work-place, work environment and the organization.
- ▶ To facilitate the outsider - insider transition in an integrated manner
- ▶ To reduce exploitation by unscrupulous co-workers
- ▶ To reduce the cultural shock faced in a new organization.
- ▶ To integrate new employees and foster the feeling of belonging in the organization.
- ▶ To help the old and new employees to bond.

Benefits of Induction Programme:

- ▶ Reduces anxiety, nervousness, absenteeism and employee turnover.
- ▶ Helps minimize the reality or cultural shock new employees undergo on joining a new organization.
- ▶ Helps integrate the new employees into the organization and fosters the feeling of belongingness.
- ▶ Binds the new employee and the present employees in a team.

Bititwara, R.P.; (1970); Induction in Industry; In Readings in Personnel Management; The India Institute of Personnel Management; Orient Longman Ltd; New Delhi; at page 95

Contents of Induction Programme:

Informal Induction:

- ▶ This is an unplanned induction programme.
- ▶ Generally carried out by medium and small-scale units.
- ▶ Are usually brief
- ▶ May be in the following two versions:
 - Supervisory System
 - Buddy or Sponsor System

Formal Induction:

- ▶ Planned programme carried out to integrate the new entrant into the organization.
- ▶ Usually carried out by large size organizations.
- ▶ Carried out by the human resource specialists through leaflets, seminars and conduct tours
- ▶ Contents of the formal induction programme cover aspects ranging from:
 - brief history of the organization;
 - organizational mission, vision, objectives and philosophies;
 - policies and procedures of the organization;
 - rules and regulation of the organization;

▶ Contents cont....

- organizational structure and authority relationship;
- terms and conditions of the job including remuneration, working hours, holidays, promotional avenues etc.;
- welfare measures like subsidized canteen, transport, health and recreation facilities etc.;
- health and safety measures;
- learning arrangement and opportunities;
- performance management process;
- pension arrangements;
- trade unions and employee involvement.

Phases of Induction Programme:

- ▶ General induction
- ▶ Specific induction
- ▶ Follow-up induction

Requisites for an Effective Induction Programme:

- ▶ Receiving New Employees
- ▶ Determining the New Employees' Need for Information
- ▶ Determining How to Present Information
- ▶ Delivering Induction Training by the Right Instructor
- ▶ Evaluating the Induction Programme

❖ *What is socialisation?*

SOCIALISATION

- ▶ Induction and socialization are different from each other.
- ▶ Induction is part of socialization.
- ▶ Induction is confined to the new recruits only, whereas socialization covers transfers and promotions as well.

Concept of Socialization:

- ▶ Socialization is the process of adaption that takes place as individuals attempt to learn the values and norms of work roles.

Kimari, M.; (2019); *Legal Practice Management*; Nairobi, Kenya; LawAfrica Publishing (K) Ltd, at page 215

Feldman, D.; (1981); *The Multiple Socialization of the Organization Members*; Academy of Management Review

Masani, V. & Schein, E.H.; *Towards a Theory of Organizational Socialism*; in Szaw, E.M. (ed); (1979); *Research and Organizational Behaviour*; Greenwich Conn; JAI Press; pages 214 - 2016.

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Goals of Socialization:

- ▶ Developing a conscience,
- ▶ teaching impulse control,
- ▶ preparing employees to perform certain social roles,
- ▶ cultivating shared sources of meaning and value.

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Phases of socialization process:

- ▶ Pre-arrival
- ▶ Encounter
- ▶ Metamorphosis

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LEGAL FRAMEWORK GOVERNING PLACEMENT, INDUCTION AND SOCIALISATION.

- ▶ Acts of Parliament:
 - The Constitution of Kenya, 2010
 - The County Governments Act, 2012
 - The Employment Act, 2007
 - The Transition to Devolved Government Act, 2012
 - The Human Resources Management Professionals Act, 2012
- ▶ International Instruments:
 - ILO Convention No 142 on Human Resources Development Convention (1975)
- ▶ Institutional Policies and Procedures:

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