

SECTION FOUR RETENTION

INDUCTION

Successful recruitment and retention is built on a foundation of clearly understanding the expectations of the employer and employee in the workplace. Induction is a fundamental part of this foundation. So what makes a good induction program?

Knowledge

It is important to assess the level of knowledge that the new employee has about your business and the type of work they will be expected to do.

- ▶ For many Indigenous people this may be their first work experience. Others may have worked in other industries where the rules and work expectations are very different.
- ▶ An induction needs to both assess where people are now and what information they need to get where you want them to be. Where new employees lack cultural knowledge or understanding of the workplace this needs to be built into the induction process.
- ▶ Where people have limited literacy or numeracy the induction needs to be delivered and assessed flexibly to ensure the new employees have acquired the necessary knowledge.
- ▶ An induction for Indigenous employees may require a greater deal of reflection and talking issues through.
- ▶ An induction should not be viewed as a one off but rather an ongoing process of learning and sharing experiences.

Attitudes

Indigenous people are as diverse a group as any other employees. They will come with a range of experiences that will have formed their views of themselves and the world. Some of these will reflect the negative experiences they may have had in other situations, such as school and other workplaces.

- ▶ It is important that the induction process demonstrates the focus which your business places on having Indigenous employees.
- ▶ All induction programs should include information on the local Indigenous cultures and recognise their importance to the community and your business. It is useful to form a relationship with a local Indigenous organisation to deliver this part of the induction.
- ▶ Remember the induction must reflect the attitudes of the business toward the new employees. If you want a positive outcome you need to reflect a positive attitude.

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Practices

The induction process must clearly explain the expectations of the employer on the employee. These should also be reflected in the human resources practices and may need to be reinforced over the orientation and probationary periods of the employee.

WHY?

- Clear rules need to be communicated, maintained and reinforced around issues such as attendance, informing the workplace about illness or personal family crisis, etc.
- It is also important to have a clear process of dealing with unsatisfactory work practices.
- There needs to be a clear grievance process for staff when they feel that work practices of others toward them are not appropriate.
- There needs to be an identified internal support process for Indigenous staff during the orientation stage and this should be developed during induction.
- Indigenous staff need to feel able to talk openly about practices that impact on them.

WANT TO KNOW MORE?



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