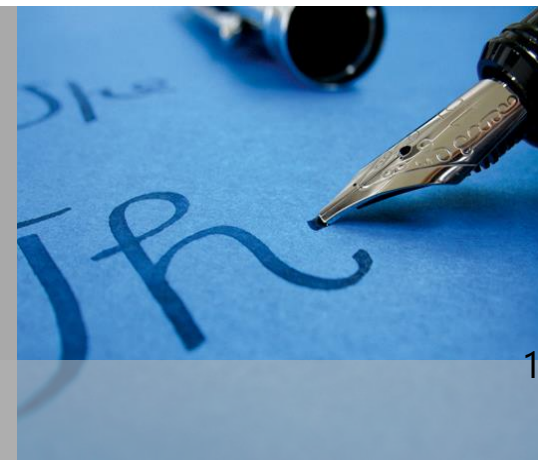


Effective Practice in Induction of New Staff

ENQA Workshop on Staff Development in QA Agencies

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Marion Moser



Induction for all?

- Training on the job vs. structured induction?
- Basic competencies of new colleagues, but working in an agency is a „special job“
- Values and culture of the agency, understanding of the job and responsibilities
- Damage through not qualified agency members, loss of trust in quality assurance procedures in higher education institutions and only limited understanding of the agency and their role in it

Pre-Induction Period

Recruitment phase

- *Job announcement*
 - *Information about the agency*
 - *Job description*
 - *Profile of the applicant (knowledge, competences, skills)*
- *Job interview*

Pre-employment phase

- *Sending employment contract together with information about the agency, the new place to live, (information about first day of work)*
- *Visit to the office (if possible)*
- *Information of colleagues, set up of the work place, preparing the working plan and the induction phase*

Induction Period

- Duration (previous work experience, skills and competences of new colleague)
- Objectives: Identification of competencies and skills to be fostered
- Expectations of new staff member
- Desk based research cannot replace face to face communication
- Mentoring (criteria for the selection of the mentor, additional workload)
- First day:
 - First meeting with the mentor and the team of colleagues
 - Tour through the facilities, rules within the agency
 - Induction package (compilation of relevant literature, e.g. guidelines, quality management handbook, relevant legal rules, ESG, information through intranet), timetable

Induction Period

- First week:
 - Introduction to the key aspects of the job
 - Introduction to the induction programme and the (realistic) work plan
 - Introduction to work ethics of the agency and its values
 - Ensure that the new employee has the necessary support

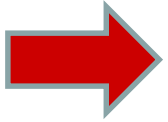
- First month
 - better understanding about the competencies and areas of development, personal development plan should be developed
 - Feedback of the team colleagues working with the new employee

Induction Period

- Preparing for managing review procedures
 - Observing the first review procedure
 - Shift to a more proactive role in the next procedures under the guidance of an experienced colleague
 - Carrying out the first own review under observation of an experienced colleague
- Regular meetings with the mentor
- Beside the national context the European context should be also considered
- Participation in conferences, workshops
- Social dimension (lunch, welcome evening, welcome present etc.)

Post-Induction Period

- Feedback of the employee
- Evaluation of the induction period by the mentor (objectives met, improvements needed?)



Induction period \neq probation period

Thank you for your attention!