Induction Checklist for Managers Including Probation management and Awards and Agreements

QHEPS PAGES:
- Probation period: https://qheps.health.qld.gov.au/hr/onboarding/induction/collaborative-conversation-probation
- Awards and Agreements: https://qheps.health.qld.gov.au/hr/policies-agreements-directives/awards-agreements

As a manager, you are responsible for the induction of new employees in your team. Follow the induction timeline to view your responsibilities at each stage of the process. Underpinning the induction timeline is the “collaborative conversation” – reflecting an ongoing dialogue between you and your employees to build trust, establish expectations and offer structure to set you both up for success across the onboarding period and beyond.

1. Ensure effective onboarding for your new employee
   - Don’t overwhelm with information – deliver easy-to-consume amounts
   - Don’t intimidate your new employee – stagger introductions
   - Stay connected – don’t let them ‘sink or swim’
   - Be available to answer questions
   - Encourage open and honest communication
   - Mode a value-led approach
   - What tools will support your new employee? (eg. team member photo page)
   - Plan your local induction in advance
   - Personalise the induction program – tailor to your employee’s job / experience / responsibilities
   - Consider your first impressions
   - Evaluate your induction – seek continuous improvement
   - Set achievable goals in the first weeks

2. Discussion topics – First conversations with your new employee
   - Introduce yourself! Offer insight into your work history within and outside the department
   - Explain your job – what it entails and how it relates to your new employee’s job
   - Explain how your unit fits into the branch / division / department
   - Highlight your team’s purpose with the broader priorities of the department
   - Outline your style of management
   - Talk about your new employee’s work style
   - Articulate the performance and behavioural expectations of your team
   - Establish realistic expectations of your availability
   - Discuss how often you can meet / connect with your team
3. Providing constructive feedback for your new employee (for check ins)
   - Be specific. Avoid general statements
   - Relate your feedback to the job, not the person
   - Use specific examples
   - Clarify your message is understood
   - Actively listen to feedback from your employee
   - Develop a plan and timeline for action
   - Consider your employee’s confidence and self esteem
   - Show empathy
   - Consider how you might change your style to suit your employee

Tools: (From Department of Health)
   - Check-in meeting template
   - Record of conversation template

4. Preparing for the 90-day review meeting (end of probation period)
   - Remember to highlight the review’s value (ie productive vs punitive)
   - Make it a collaborative process with your employee
   - Ask open-ended questions to promote conversation
   - Be open and honest
   - Encourage your employee to talk candidly
   - Offer and be willing to accept constructive feedback
   - Focus only on facts
   - Highlight your employee’s strengths and positive contributions
   - Offer specific examples as well as an overall picture of progress
   - Build and plan for ongoing support

5. Conducting the 90-day review
   As you near the end of the 90 days of onboarding, it is time to schedule a review to offer (and accept) constructive feedback on performance against the objectives and goals that you and your employee established.
   Hold the review prior to the end of the 90-day period. If this also aligns with the end of their probation period, it will be your opportunity to inform your employee of its outcome. Make sure you give your employee advance notice of their meeting to allow them enough time to prepare and plan their part of the conversation.

TOOLS (From Department of Health):
   90 day review meeting – conversation template
   90 day review meeting – employee self assessment

Be clear on the purpose of the review meeting – what will be discussed and what happens after the meeting? Recognising your employee’s positive contributions, including achieved goals is just as important at this meeting as identifying and building an action plan for areas for improvement.
Though the 90 day review meeting marks the end of the onboarding period, the collaborative conversation continues for ongoing performance planning and development.

Tips, tools and resources for Managers - https://qheps.health.qld.gov.au/hr/onboarding/tips-tools-resources-managers

For more information on how to get the best out of your PDP process, contact your local HR Business Partner, or Education Coordinator, Ann Whalley on 5433 8282 or ann.whalley@health.qld.gov.au
Probation and the collaborative conversations

Setting up for success

New permanent employees within the department are subject to a probationary period and for the majority this will align with the 90-day period of onboarding. Detailed information relating to probation periods can be found in each award. For further information visit the Awards and agreements page on QHEPS.

The probationary period is a good way to carefully consider whether your new employee is able to meet the standards and expectations of the job and decide whether to confirm their permanent appointment. Probation also provides an opportunity for your new employee to determine their own ‘fit’ in their role and the workplace. Holding regular conversations during your employees first 90 days with the department will form the basis for a decision on probation.

Introducing the collaborative conversation at the start of onboarding creates a positive probation experience – one where it is easy for you to assess your employee’s capability and your employee can gauge their own progress and feel empowered to influence the outcome of their probation. Goals and expectations are set early and a cycle of review and feedback can occur regularly across the 90 days of onboarding. There’s time to plan and correct any identified performance or behavioural issues within the probation period, giving your employee the best opportunity to demonstrate their capability. For employees that you recommend for permanent appointment, the collaborative conversation will form the foundation for an ongoing performance and career planning dialogue.

What happens if my new employee is not suitable for a permanent appointment

Over the 90 days, it may become clear that your new employee is unsuitable for their role and you may not wish to recommend their permanent appointment. The collaborative conversation is the key to managing this situation well. It will ensure your employee is never surprised by discussions at the 90-day review meeting, as it will never be the first performance conversation. Rather, the 90-day review will be a reflection of your continuous feedback and collaborative actions.

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