

# Department of Education

## Induction Strategy





## Supporting reconciliation Acknowledgement of Country

The Department of Education acknowledges the Traditional Owners of the lands from across Queensland. We pay our respects to Elders past, present and emerging, for they hold the memories, the traditions, the culture and the hopes of Aboriginal and Torres Strait Islander peoples across the state.

A better understanding and respect for Aboriginal and Torres Strait Islander cultures develops an enriched appreciation of Australia's cultural heritage and can lead to reconciliation. This is essential to the maturity of Australia as a nation and fundamental to the development of an Australian identity.

*The Landscape of Learning* is a custom embodied design for the Queensland Department of Education, produced in collaboration through a co-design process with Iscarlot Media (IM) in 2022.



## Purpose

This strategy sets out the department's expectation for employees to:

- have the knowledge they need to do their job effectively
- understand their specific workplace context, and how their role aligns with the department's priorities

We use a range of resources to support this strategy.



## Our vision

Here at the department, we want to provide a comprehensive induction program for all new starters and transferees that improves engagement and retention. This will support an important strategic objective of having a workforce comprising 'capable, confident people delivering our vision'.

## Our commitment



This strategy provides a model that advocates a consistent, contextualised and connected approach to induction across the whole department.

Induction is a mandatory accountability for leaders. This approach is adopted in support of induction being the basis of a strong workplace culture that values the performance of all employees.



## Defining induction

Induction can be defined as a 'critical phase within a continuum of professional learning'<sup>1</sup>

Induction isn't a one-off event. It's a comprehensive process supported by various levels across the organisation (corporate, regional and local).

Anyone new to the organisation or transferring to a new role is provided with an induction program. This includes:

- permanent, part-time, temporary and casual employees
- roles ranging from entry level to senior management
- contractors with duties similar to those of departmental employees.

<sup>1</sup> Department of Education, Science and Training 2002, *An Ethic of Care: Effective Programmes for Beginning Teachers*, Tasmanian Educational Leaders Institute, Department of Education Tasmania, Commonwealth Department of Education, Science and Training, p. 113



## Benefits of induction

- Employees settle into their new role faster and become productive sooner.
- Employees more likely to feel they belong to the organisation.
- Employees more likely to operate at their fullest potential.
- Improved employee morale and engagement, and greater commitment to the organisation.
- Improved job proficiency.
- Lower employee turnover.
- Reduced recruitment and training costs.



## Our approach to induction

Our approach to induction is characterised by 6 principles. These core principles shape our induction approach for new starters and transferees across the department.

They also inform operational decision making, and influence stakeholder actions and behaviours.



### People first

We look at things from the new person's point of view.



### Consistent

We reinforce key messages about our values and strategic objectives.



### Proactive planning

We start planning before they start.



### Contextualised

We help people adapt and integrate into their workplace.



### Professional learning

We set people up for success in their new role.



### Connected

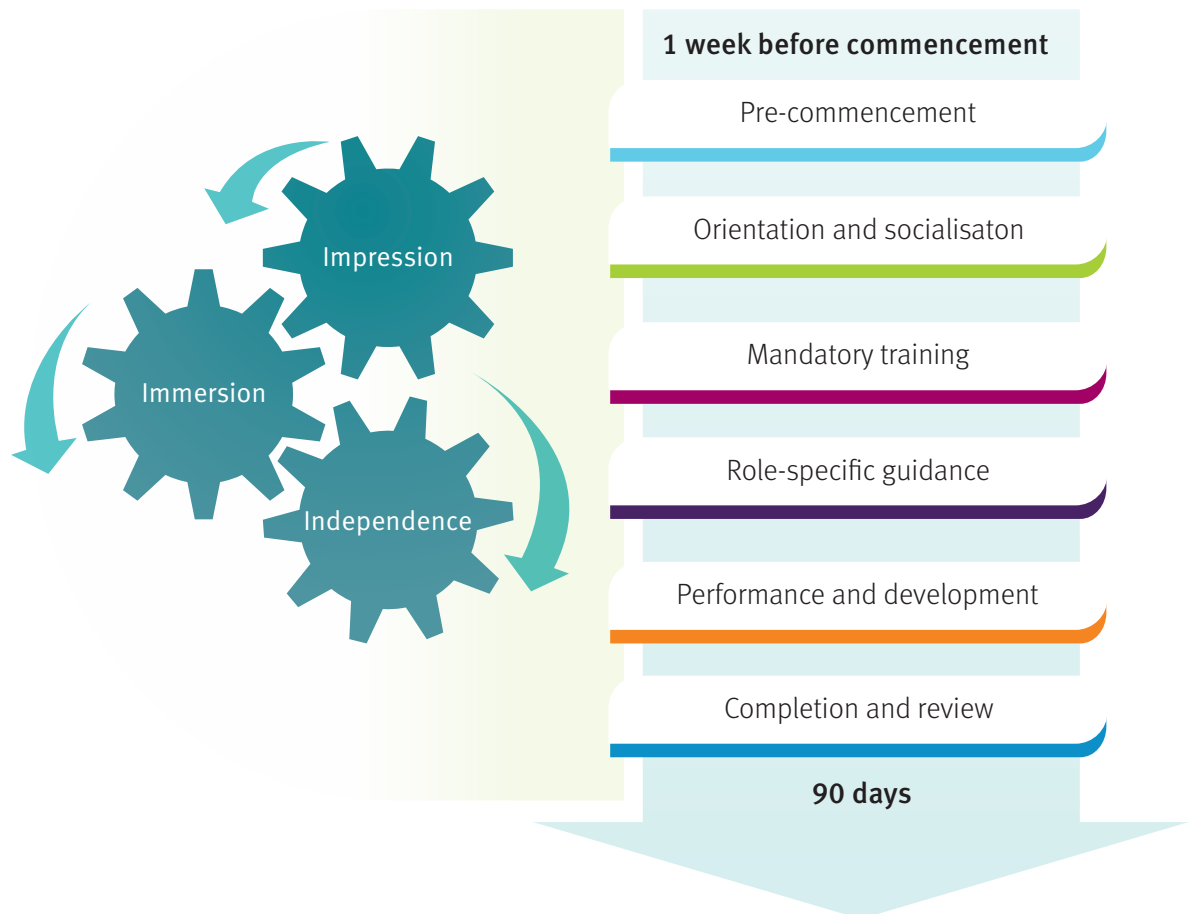
We encourage collaboration and networking to build positive relationships.



# Timeframe

Induction isn't a one-off event. It's a comprehensive approach that generally occurs during the first 90 days of the employee's time in the department.

## Delivered over time



For employees on probation, the induction period runs concurrently with and supports the [probation process](#).

For employees with internal transfers, secondments and higher duties, the period could be shorter and align with their [performance and development plan](#) review cycle.

For casual or voluntary staff and contractors, the leader/manager will determine the period based on:

- the timeframe of their employment
- the hours they're employed
- the nature of their work
- the geographical location of the worksite.



## Record keeping

The [Induction planner](#) helps the leader/manager plan and guide the induction program at the local level. It's then signed by both the leader/manager and the employee to verify all relevant activities have been completed within the designated timeframes.

Once completed and signed, the induction planner becomes a record of activities performed during induction. As such it must be stored appropriately, and available on request for audit purposes.

- Induction planners for Central Office and regional office staff should be stored in Content Manager.
- Induction planners for school staff should be stored in G:\Data\Admin.

For more information on record keeping, please review the [Information asset and recordkeeping procedure](#).



## Roles and responsibilities

### Central Office team

- Maintains and promote OnePortal induction pages and resources.
- Manages and report on mandatory training.
- Provides guidance on process and expectations.
- Distributes feedback surveys 90 days from their start date.
- Analyses feedback and update induction program, processes and resources as necessary.

### Regional offices

- Facilitate regional induction, events and networking opportunities.
- Support workplaces to contextualise induction programs.

### Leaders (principals, managers, supervisors)

- Ensure local induction is provided to:
  - newly appointed employees
  - employees transferred or seconded to the workplace
  - employees returning from extended leave
  - employees promoted or undertaking higher duties with new responsibilities
  - temporary and casual employees
  - contractors with duties similar to departmental employees
  - volunteers/visitors.
- Develop and document a contextualised local induction program using the Induction Planner.



## Roles and responsibilities (cont.)

- Ensure mandatory training is completed:
  - as appropriate to their role
  - within designated timeframes
  - in accordance with the Mandatory Training Ready Reckoner
- Support experienced employees to buddy/mentor the new starter / transferee.
- Facilitate regular one-on-one meetings to support understanding of all induction content and provide role clarity.
- Establish performance and development plans as necessary.
- Provide opportunities for the new starter / transferee to provide feedback on their induction.
- Sign the Induction planner to confirm understanding and completion of the program.
- Ensure completed records of induction are stored appropriately (i.e. G:\Data\Admin or Content Manager), and available on request.

### Buddy (if relevant)

- Helps the new starter / transferee throughout their induction.
- Introduces the employee to colleagues.
- Provides information and advice about the workplace.

### Mentor (if relevant)

- Helps the new starter / transferee throughout their induction.
- Meets regularly to develop an ongoing professional relationship.
- Provides feedback, and encourages them to reflect on how they're doing.

### New starters or transferees

- Participates in all induction activities and complete them within designated timeframes.
- Completes mandatory training as required in accordance with the [Mandatory Annual Training Ready Reckoner](#).
- Asks questions about anything they don't understand.
- Discusses anything else they need with their leader/manager or buddy/mentor.
- Signs the induction planner to show they understand and have completed the program.



## Resources for induction

We have range of resources to help with employee inductions, including:

- [OneInduction – Leader guide to induction](#)
- [Induction Planner](#)
- [Mandatory Annual Training – Ready Reckoner](#)
- [Mentoring Hub](#)

## **OneInduction:** Induction Strategy

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Release date: July 2023

O123034\_Induction Strategy [21/06/2023]

