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A long and healthy life for all communities of the North West Province

STANDARD OPERATING PROCEDURE ON INDUCTION OF NEW EMPLOYEES

SEPTEMBER 2023

Author	HUMAN RESOURCES DEVELOPMENT DIRECTORATE
Review Date	September 2026
Description	This SOP document defines North West Department of Health' position on induction of new employees.
Coverage	This document is applicable to all new employees of North West Department of Health.
SOP number	HRD23/SOP03/R26

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Standard Operating Procedure: Induction of new Employees

1. Purpose	<p>1.1. This Standard Operating Procedure is a guide for managers and staff members in managing the introduction and seamless adaptation of new employees in their new work environment.</p> <p>1.2. This procedure should be read with the accompanying Human Resources Development policy on Induction and Orientation of new employees.</p>
2. Scope and application of the document	<p>2.1. This SOP is applicable to all new employees; transferred / promoted / demoted /deployed / redeployed / contract employees; Interns and learners (learnerships) of North West Department of Health.</p>
3. Legislative and related prescript mandate	<p>3.1. Public Service Act 103 of 1994 as amended.</p> <p>3.2. Public Service Regulations (PSR) 2016.</p> <p>3.3. Skills Development Act 97 of 1998</p> <p>3.4. Skills Development Levies Act 9 of 1999</p> <p>3.5. National Qualifications Framework of 2008</p> <p>3.6. Departmental Education and Training policy</p> <p>3.7. The Departmental Induction/ Orientation of new employee's policy.</p>
4. Definitions/ Glossary of terms	<p>4.1. Procedure: Steps to follow in doing the work.</p> <p>4.2. Induction: the process for welcoming newly recruited employees introducing them to the Department, so that they get familiarised with the overview of the Department's goals as well and supporting them to adjust to their new roles and working environment.</p>

	4.3. Beneficiaries: New employees; transferred / promoted / demoted /deployed / redeployed / contract employees; Interns and learners (learnerships) for North West Department of Health.
5. Background	5.1. Individuals join North West Department of Health for various reasons: either as new appointees in the Public Service; on promotions, lateral transfers, on contract or deployment. This guide will therefore detail the required steps for the induction of these employees.
6. SOP details	<p>6.1. Notice of induction must be communicated to line managers and immediate supervisors a week before the commencement of sessions.</p> <p>6.2. Attendance of induction sessions will be compulsory for all newly appointed employees.</p> <p>6.3. Employees will receive general induction within a month of their employment/appointment.</p> <p>6.4. Duration of the induction sessions will not exceed 5 working days.</p> <p>6.5. Presentations on different topics will be done by experts in specific fields.</p> <p>6.6. Beneficiaries will be provided with induction package which contains presentations and policies that cut across all employees.</p> <p>6.7. Other legislative documents/ policies that are relevant to specific units shall be provided for by the relevant Unit.</p> <p>6.8. Beneficiaries shall complete an evaluation form at the end of sessions as part of feedback.</p>

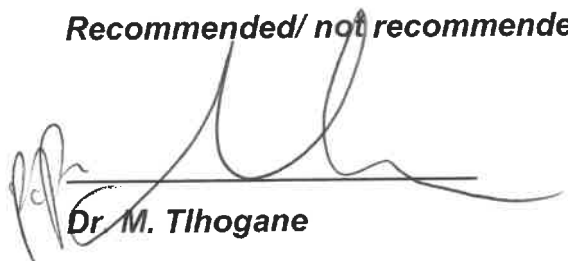
	<p>6.9. Analysis of the evaluation form shall be done by the Human Resources Development unit and feedback be given to relevant presenters.</p> <p>6.10. Attendance registers must be signed by all attendees and must be kept on the attendees file as Portfolio of Evidence of attendance.</p>
7. Roles and Responsibilities	<p>7.1. Human Resources Management Unit</p> <p>7.1.1. Upon appointment of new employees the Unit must on a monthly basis provide information to all line managers on the number of newly appointed employees in their sections and their commencement dates.</p> <p>7.1.2. Assist in the standardization of the content for induction</p> <p>7.1.3. Provide HRD Unit with the number of beneficiaries to be inducted and both agree on the dates and content of the Induction Programme.</p> <p>7.1.4. Together with the section/unit in charge prepare the induction schedule in consultation with the line manager and record the details of the induction schedule.</p> <p>7.2. Line Managers</p> <p>7.2.1. Must receive the new employees and introduce them to their core workers.</p> <p>7.2.2. Conduct a familiarization tour of the workplace.</p> <p>7.2.3. Inform employees of their immediate supervisors.</p>

	<p>7.3. Immediate Supervisors</p> <p>7.3.1. Allocate workspace to the new employee</p> <p>7.3.2. Provide the necessary tools that would be needed.</p> <p>7.3.3. Release all newly appointed employees to attend scheduled induction</p> <p>7.3.4. Inform employees of the compulsory induction programme that would follow for all new employees.</p> <p>7.4. HRD Units (Districts; Hospitals and Provincial Office)</p> <p>7.4.1. Identify venues for the Induction sessions.</p> <p>7.4.2. Inform line managers and supervisors on dates for induction.</p> <p>7.4.3. Share information on the contents of the programme with presenters of different Units which they shall have discussed with HRM Units.</p> <p>7.4.4. Keep records of all beneficiaries of induction.</p> <p>7.4.5. Coordinates compulsory Induction programmes by National School of Government.</p>
8. Reference	8.1. North West Provincial Department of Health Induction/ Orientation policy.
9. Attachments	9.1. Policy on Induction/ Orientation for new employees
10. Monitoring and review	10.1. Human Resources Development / Corporate Services will monitor Implementation of this SOP.

	10.2. The SOP will be reviewed after three years from the date of Approval.
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11. SOP APPROVAL:

Recommended/ not recommended


Dr. M. Tlhogane

Chief Director: Corporate Services

18/10/23
Date

Approved/ not approved


Mr. O. Mongale

Head of Department

North West Department of Health

19/10/2023
Date



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Department of
Health
North West Province
REPUBLIC OF SOUTH AFRICA



A long and healthy life for all communities of the North West Province

POLICY ON INDUCTION/ ORIENTATION FOR NEW EMPLOYEES

FEBRUARY 2021

Author	HUMAN RESOURCES DEVELOPMENT DIRECTORATE
Review date	February 2024
Description	This document defines the Department's position on Induction/ Orientation of New Employees.
Coverage	The policy is applicable to all employees of North West Department of Health.
Policy Number	HRD21/P02/R24

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PART A

1. Policy Statement

Caring for the new employee will positively reflect on productivity and excellence and increase the level of job satisfaction. As a matter of fact, the induction programme for new employees is deemed to be important since it constitutes the starting point for an ideal work relationship between the employee and his employer. It provides a positive work environment for creative delivery of the induction programme, in order to make a good first impression with the new employees as it helps boost their passion for work and loyalty to the institution.

The above places a pressing need on the Department to invest in processes and mechanisms that will ensure that the required performance and service delivery are achieved. These processes and mechanisms should be informed and guided by the provisions of the Human Resources legislation in the country.

2. Purpose

The policy aims to ensure that the manner in which the Department welcomes and inducts employees meets the following key objectives:

- a) To welcome them to the organization.
- b) To brief them on the relevant structures, lines of communication, Standard Operating Procedures and other relevant documents.
- c) To reduce the fear and insecurity that comes with the change.
- d) To enable the participants to settle in the institution or in their new roles quickly so as to become productive and efficient employees.
- e) To foster good work performance and motivate participants so as to reduce turnover and absenteeism.

- f) To ensure employee retention; and
- g) To ensure that employees are aware of the institution's culture, organisational structure and leadership.

3. Scope

This policy shall be applicable to all newly appointed employees (temporary/interns/agency and contract workers) who works for North West Department of Health and those who have been promoted, transferred, redeployed or demoted.

4. Legislative Framework

Amongst other legislative framework, this policy is underpinned by the following :

- a) The Constitution of Republic of South Africa, Act 108 of 1996
- b) The Public Service Act 103 of 1994 as amended
- c) The Public Service Regulations
- d) Employment Equity Act 55 of 1998
- e) The Skills Development Act 97 of 1998
- f) The Skills Levies Act 9 of 1999
- g) The White Paper on Public Service Training and Development
- h) National Qualification Framework Act 2008
- i) The National Skills Development Strategy
- j) Human Resource Development Strategy
- k) National Development Plan

5. Definition of Terms

- a. **Induction** – training in a form of introduction for new employees in order to enable them to do their work in a new profession or job role within an organisation.
- b. **Beneficiary** – any person who gains an advantage and/or profits from something.
- c. **Duration** – the time during which something continues.
- d. **Retention** – An effort by an organisation to maintain a working environment which supports current staff in remaining with the company.
- e. **Dispute Resolution** – is a structured process that addresses disputes or grievances that arise between two or more parties engaged in business, legal, or societal relationships.
- f. **Monitoring and Evaluation** – is a process that assists improve performance and achieve results.
- g. **Standard Operating Procedures** – is a set of step-by-step instructions compiled by an organization to help workers carry out complex routine operations which aim to achieve efficiency, quality output and uniformity of performance, while reducing miscommunication and failure to comply with industry regulations.
- h. **Job satisfaction** – a feeling of fulfilment or enjoyment that a person derives from their job.
- i. **Re-deployment** – assign employee or resources to a new place or task.
- j. **Demotion** – move someone to a lower position or rank, usually as a punishment.

6. Background

The Department realized that in order to maintain effective and efficient service delivery, all employees must be taken through a comprehensive induction process. It commits itself to assist new employees to integrate into the culture of the organisation and to acquaint themselves with details and the requirements of the job as quickly as possible.

The induction process will take place by means of a formal induction checklist which will guide the Human Resource functionaries and Directors of Departments or delegates for the purpose of employee orientation.

7. Induction Training

Induction training in the Department shall be conducted for all employees of the Department as follows:

a. Departmental Induction

- I. Should be done within a month when an employee has reported for duty.
- II. Departmental/Sectional induction programme will be tailored to the employee's specific directorate.

b. Compulsory Induction Programme

- I. Public servants entering the state, regardless of their differing backgrounds, skills and experience need to be oriented around a common programme to understand and implement the agenda of the state.
- II. It is therefore mandatory that all new entrants to the public service attend Compulsory Induction Programme (CIP) during the first twenty four months of employment.

- III. On 31 July 2012 the Public Service Coordinating Bargaining Council (PSCBC) concluded Resolution 1 of 2012, in terms of Clause 4 of the agreement, the qualifying period for new entrants for pay progression is extended to 24 months. The aim of this extension in the pay progression period is to ensure the development and professionalizing of public servants.
- IV. On 31 October 2012 the Minister for the Public Service and Administration issued a Directive on the implementation of the Compulsory Induction Programme in the Public Service.

8. Duration of Induction

- a) Compulsory Induction Programme shall be undertaken over a year
- b) Departmental Induction shall be conducted for a period not exceeding two days.
- c) The departmental induction period can be extended for a longer period if the need arises to ensure that new employees are properly inducted.
- d) Existing employees shall be subjected to induction process on an ongoing basis depending on availability of new or amended policies and programmes.

9. Phases of Induction

- a. **Pre-employment:** this involves the personnel sub-directorate concerning details of the contract of employment, working hours, salary, pension, medical aid, starting date which will be set out in the letter of appointment. Should an employee be recruited from a destination other than where he/she is to assume duty, the procedure with regards to travel arrangements should be provided.
- b. **Day one:** the supervisor meets the new employee at the beginning of the day and performs day one induction items as specified in the induction programme. The new employee will receive an induction kit in his/her first day in the Department. The kit as a roadmap on his/her way into the Department for at least the first three months and will cover the issues on the checklist at

his/her own time. Furthermore the employee will be welcomed in and introduced to his/her colleagues in the Division.

- c. ***During the first three months:*** gaining some practice in the workplace is the best way to settle into the work environment and find acceptance in his/her team. This will mean explanations of the job specification, skills and knowledge critical for job performance. Where the job fits into the organisation and other job related issues. The nature of the Department, culture, values, and beliefs, ethical business conduct, history of the department, organogram (structure), major activities, the Department's strategic focus and priorities will have to be explained in great depth. The necessary visit to places of interest and appointments with specialists in certain fields e.g. Labour relations should be made in these first three months. Performance Management Agreement to be completed
- d. ***Three to six months:*** at the beginning of this stage, a discussion between the supervisor and the employee should be arranged to ensure that the induction programme has met all the needs of the employee as well as those of the Department. Placement interviews or reviews will be conducted after six months.

10. Roles and responsibilities

10.1 Responsibility of Induction Practitioners

The following components will be involved in the induction process:

A. Human Resources Management Directorate

The Human Resources Division will be responsible for issues such as the employment contracts, compensation, Medical schemes, Pension funds as well as the development and monitoring of the implementation of the induction checklist.

B. The Director

It is the responsibility of the Director to meet all new employees and briefly explain to them the roles and responsibilities of the particular Directorate within the Department.

C. The immediate supervisor

- I. The immediate supervisor must ensure that employees in the section receive all the information necessary to enable them to function as efficiently and effectively as possible. This will include the introduction of new employees to co-workers, explaining job duties and responsibilities as well as procedures, rules and regulations and also taking the employees on a familiarization tour of the workplace.
- II. It is the employee's immediate supervisor's responsibility to ensure that the employee achieves the right balance between job, personal and team factors. The induction period represents an ideal opportunity for supervisors to establish themselves as leaders of the sections, while at the same time build a sound working relationship with the new employee. **Induction of a new employee is a responsibility that may never be delegated.**

11. Beneficiaries of the Induction Process

There are three categories of employees who will benefit from induction process as follows:

(a) New Employees

It is vital that all new employees should receive a proper induction training.

(b) Transferred/Promoted Employees

Existing employees who have been transferred or promoted within the organization will receive an induction, especially if the transfer or promotion involves a significant change of environment.

(c) All Current Employees

Re-orientation briefing involving all current employees shall take place from time to time to disseminate information relating to new policies that have been formulated and other policies that have been amended / reviewed.

12. Monitoring and Evaluation

The following quantitative measures shall be carried out by the Human Resources Functionaries every quarter to evaluate the success of the induction process.

- a) Districts will be responsible for the programme and updating of any induction material except the contents of the Employee handbook. The latter would be maintained by the Human Resources Development / Management Sub-Directorates in the Corporate Service.
- b) A monitoring function in terms of the policy and implementation of the programme in the districts and corporate services will be performed by Human Resource Development training and transformation.
- c) Feedback from sectional heads – PMDS bi-annual reports.
- d) Develop an assessment tool in accordance with the checklist

13. Review of the policy

This policy shall be reviewed every three years in line with government legislation and other prescripts. It will be implemented immediately after approval by the Accounting Officer.

PART B

ANNEXURE A

2. INDUCTION CHECKLIST

(A) AREAS TO BE COVERED DURING INDUCTION

1. OVERVIEW OF THE DEPARTMENT	
a) Welcoming speech	
b) Historical background and culture of the organisation	
c) Services and customers served	
d) Scope of diversity of activities	
e) Organisational structure of the company including admin units	
f) Designations and names of top management	
2. KEY POLICIES AND PROCEDURES	
a) Conditions of Service	
b) Employment Policy	
c) Human Resource Development Policy	
d) Promotion Policy	
e) Succession Planning Policy	
f) Performance Management Policy	
g) Employment Equity Policy	
h) Employee Health and Wellness	
i) Labour Relations	
j) Occupational health and safety policy	
k) Function related policies (PFMA, Clinical procedures)	
l) Security and Records Management Policy	
m) Knowledge and Information Management Policy	
3. COMPENSATION	
a) Salary Scales	
b) Hours of work	

c) Overtime	
d) Holiday Pay	
e) Shiftwork	
f) How and when pay is received	
g) Deductions required and optional with specific amounts	
h) Advances on salary	
4. FRINGE BENEFITS	
a) Medical Schemes (deduction & company contribution)	
b) Pension Funds and Retirement options (deduction & company contribution)	
c) Leave: vacation, sick, family illness, bereavement, maternity, study leave etc.	
d) On the job training opportunities	
e) Counseling services, recreation and social activities	
f) Study opportunities (bursaries)	
g) Housing Scheme	
5. HEALTH PROMOTION, SAFETY AND ACCIDENT PREVENTION	
a) Health Clinics	
b) Exercise and recreation Centre	
c) Safety precautions	
d) Reporting of hazards	
e) Accident procedures and reporting	
f) Protective clothing and footwear	
g) Use of alcohol and drugs on the job	
6. EMPLOYEE AND TRADE UNION RELATIONS	
a) Terms and Conditions of employment	
b) Probationary period and expectations on the job conduct	
c) Reporting of sickness and lateness for work	
d) Employee rights and responsibilities	
e) Relations with Supervisors and Shop stewards	
f) Employee organisations and options	
g) Supervision and evaluation of performance	

h) Discipline and reprimands	
i) Grievance procedure	
j) Termination of employment (resignation, lay-off, discharge, retirement)	
k) Communications: channels of communication upwards and downwards, suggestion system, posting materials on bulletin board and sharing new ideas.	
l) Sanitation and Cleanliness	
m) Wearing of safety equipment, badges and uniforms where required	
n) Bringing things to and removing things from Departmental grounds	
o) On site political activity	
7. ECONOMIC FACTORS	
a) Costs of damage to equipments	
b) Costs of theft to equipments	
c) Labour costs	
d) Costs of equipment	
e) Costs of absenteeism, lateness and accidents	
8. TOUR OF FACILITY	
a) Rest rooms	
b) Approved entrances and exits	
c) Supervisors residence where applicable	
d) Supply room and maintenance department	
e) Sanitation and security offices	
f) First Aid Kit where available	
g) Food services and cafeteria	
h) Restricted areas for eating and smoking	
i) Car parking areas	
j) Photocopying machines	
k) Main Departmental offices including District offices (location)	
1. INTRODUCTION TO DEPARTMENT EMPLOYEES	
a) By means available, (Walk ins, email, e-magazine)	

(B) POST-INDUCTION RESPONSIBILITIES**DIRECTOR'S / IMMEDIATE SUPERVISOR'S INDUCTION CHECKLIST**

2. JOB / DUTIES AND RESPONSIBILITIES	
a) Identify a mentor to assist the new employee	
b) Detailed explanation of job description and its relations with others in the Department and the expected results.	
c) Discussion of common problems and how to avoid and overcome them	
d) Performance standards and basis of performance evaluation	
e) Number of daily work hours and times	
f) Overtime needs and requirements	
g) Extra duty assignments (e.g. changing duties to cover for an absent worker)	
h) Required records and reports	
i) Check-out on equipment to be used	
j) Explanation of how and where to get tools, have equipment maintained and repaired.	
k) Types of assistance available	
l) When and how to ask for help	
m) Determine training needs based on the relevant job description	
3. POLICIES, PROCEDURES, RULES AND REGULATIONS	
a) Rules unique to the job and/or department	
b) Computer passwords if hardware is available	
c) Handling emergencies, safety precautions and accident prevention	
d) Reporting of hazards and accidents	
e) Cleanliness standards and sanitation	
f) Dress code	
g) Security, theft problems and costs	

h) Relations with outside people	
i) Removal of assets from the department	
j) Smoking restrictions	
k) Break periods	
l) Making and receiving personal telephone calls during working hours	
m) Requisitioning suppliers and equipment	
n) Monitoring and evaluating of employee performance	
o) Going to shops during working hours	

14. Policy approval :



Dr. M. Tlhogane

Chief Director: Corporate Services

08/02/2021

Date

Approved/ not approved

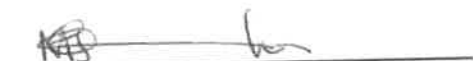
Recommended


Ms. J. Hunter

Administrator and Accounting Officer

14/4/2021

Date



HON. MEC. Mr. M. Sambatha

North West Department of Health

25/5/2021

Date



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CORPORATE SERVICES

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Adv. T. Mmako
Director: Legal Services
NW Department of Health
Mahikeng
2745

Dear Adv Mmako

APPOINTMENT AS ACTING CHIEF DIRECTOR CORPORATE SERVICES: NORTH WEST HEALTH

The above matter refers.

You are hereby appointed as the Acting Chief Director Corporate Services in terms of Public Service Act, 1994 as amended, Section 32 (1) and PS regulations, 2016, regulations 63 (1) for the period 16 to 20 October 2023.

You are therefore, requested to respond to all the administrative matters as the Acting Chief Director: Corporate Services during this period.

It will be highly appreciated if you could indicate your acceptance/ non – acceptance of this acting appointment.

Thanking you for your usual cooperation and support.

Kind regards,


HON MADODA SAMBATHA, MPL
MEC FOR HEALTH

DATE: 13 OCTOBER 2023

I THELVI MMAKO hereby accept/ accept the appointment as
Acting CDCS effective from 16 – 20 Oct 2023


ADV T MMAKO
DIRECTOR: LEGAL SERVICES

16/10/23
DATE