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INTRODUCTION

REVIEW OF LITERATURE

NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

SCOPE FOR FURTHER RESEARCH

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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

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- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

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ANALYZING THE TRADITIONAL INDUCTION FORMAT AND RE – DESIGNING INDUCTION PROCESS AT TATA CHEMICALS LTD, MITHAPUR

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ABSTRACT

Induction is a very important attribute for any organization. The most common rate for measurement is by rating scales where employees rate accordingly to their reactions in induction programme. The new joinee joining an organization is completely new to the work place, to the new environment, to the new culture. He is not very sure about what phases of work will he be allotted in an organization. Induction helps an employee to remove such fears and increase his productivity. Another main impact of induction is that it makes an employee feels a homely atmosphere, and a sense of pride in an organization.

KEYWORDS

K – Café, Orientation, Induction, Recruitment, selection.

INTRODUCTION

Recruitment and training are major costs to any organization. Employers therefore need to retain themselves in the organization to ensure that this investment is not wasted. It's wisely said that – “First impression is the last impression”

So its therefore important to make this impression a positive one. Generally Induction is an area that is greatly neglected by the management policy with varied aims to achieve it. The newer joinees when they enter in an organization find the difference in the work culture, work environment, working habits and many other parameters. To make an Inductee comfortable in his new work environment he feels that he should be socially networked so as to attain rapid productivity. To make an inductee acclimatize in the comfort zone the management should design the induction process that is in the interest of the inductee. With respect to management it should be taken into consideration that employee turnover is always reflected as a negative reform in the balance sheet. It mainly reveals that it avails the wastage of the Human Resources that are available.

Ideally induction can defined as the methodology of making the new joiner comfortable in the organization so as to attain maximum productivity as soon as possible. Induction should make an employee productive in terms of his efficiency and his effectiveness.

In order to arrive at an Induction action plan we need to plans up the procedure in the format of three questionnaires –

- What should we discuss with the new inductees?
- Who should tell them?
- When should they be told?

LITERATURE REVIEW

Bulleen Heights School (Autism /Intellectual disability) Staff Induction School Services Officer	Staff Induction Programme 2007
Assigning an active Induction and teaming up programme at the University of Chile Patricio Poblete, Carlos Vignolo, Sergio Celis, William Young, Carlos Albornoz University Of Chile Beauchef 850, Santiago, Chile,	NCIIA 10 th Annual Meeting in Portland, Oregon, March 23-25, 2006
The University of Manchester Office of the Registrar & Secretary	Local Induction Guide
Induction Process of Unilever	-
Staff Induction Process of Sun Microsystems	-
Center for Education in Built Environment	CASE STUDY
South Carolina, Induction & Mentoring Programmes Implementation guidelines Issued by – Division of Educator quality and leadership, South Carolina Department of Education Inez Moore Tenenbaum State Superintendent of Education	Revised 2006
'Campus to Corporate'	Akshay Manwani 30/11/2009
OPC (UK) Ltd. Employee Engagement through compelling Internal Communications Employee Engagement approach examples	www.opcuk.com

On referring to the induction process of Unilever we may say that when an inductee refers or joins any organization he needs to well clear regarding what sort of sector he is joining. The inductee in Unilever makes clear that he is clear with his job description, his roles and responsibilities. The inductee is made aware regarding the social networking that he follows so that he may be settled as the most comfortable place to live in. the induction process in Unilever gives us the knowledge about the personal development plan, identification of his learning requirements & an individual's aims and objectives. The plan in Unilever also gives us the idea about the “Buddy & Mentor” programme. The Unilever defines 'buddy' as the person who solves all the queries regarding the inductee's new working lifestyle. Unilever defines 'Mentor' as the person who guides the inductee's career development.

The MNC faced a problem of high turnover rate, and the consistent quality of service that was being delivered by its employees. High turnover rate was greatly reflected in the balance sheet and it was annihilating the good will of the MNC. The management desired to refine its induction process every quarter. Sun Microsystems decide to have variable induction for both technical and for the non – technical staff. The induction procedure followed was long term tenure. Moreover the first week showed the inductees the manner in which they proceeded to continue their business. The Sun Microsystems announced the new concept to have the performance appraisal of the inductee after one month of joining, which would give the main idea regarding the technical and the non –

technical skills, and whether the inductees alignment matched with their (Sun Microsystems) visions or not. The Sun Microsystems also follows the methodology of ongoing training that should be given to the inductee before he is assigned with his particular job. The MNC also gives other varied trainings like those of the business etiquettes, communication skills etc. that are needed when an employee deals with his clients. The inductee is also given knowledge about the ERP systems used in the company.

The article describes the methodology of induction to be followed when the fresher joins the organization. The article clearly determines the expectation that the fresher has in his mind when he joins the organization and his expectations. The fresher is a young blood and to tend to retain the inductee in an organization the induction programme should be such that could help the students transited in the corporate they are joining through the interesting and enthusiastic programme provided.

Accordingly the induction programme needs to be –

1. Exhaustive
2. Facilitate a two way relationship
3. Encouragement of the ideas and relationships
4. It must be reflection of the live business environment
5. It must be supported with continuous feedback
6. Communication meets should be arranged at regular intervals

The employee to retain in the organization should have an emotional attachment in order to reduce the overall turnover of the company. Thus various activities should be planned out.

1. A strong and effective induction orientation programme
2. Allotment of the right person to the right job and making him explain his job description.
3. Various team building activities so as to increase the coordination amongst the new joiner and make him socially networked.
4. The allotment of leadership activities should be done at regular intervals.
5. The inductees may be allotted with a reward scheme which may serve as a propelling career driven motivating force.
6. The evaluation of the activities should be done at regular intervals so as to have a continuous follow up.
7. Common approaches should also include at the inductee should be explained by the HR policies well in advance.

RESEARCH OBJECTIVE

The main objectives of the research are –

1. To identify the effectiveness of the existing Induction process at Tata Chemicals Limited.
2. To study its corrective actions suggested by the new joiners &
3. Implement the suggestions in Re – Designing new induction process.

HYPOTHESIS

Hypothesis is to determine whether the parameters like –

1. Duration (Sufficient time spent)
2. Manner of Organization (well – organized)
3. Relevance
4. Informative (Information shared)
5. Support by HR
6. Affect the various phases of Induction like Joining formalities, Safety Induction, Plant Visit, Introduction with HOD's & Overall Induction.
7. Null Hypothesis (H₀) – The parameters affect the Overall Induction
8. Alternate Hypothesis (H_a) – The parameters do not affect the Overall induction

RESEARCH METHODOLOGY

Population – Finite population (all the new joiners of the year 2010 – 2011)

Sample – Random Sampling, size 19

Collection of Data – The source of data was primary data, as the new joiners who have joined the company in the year 2010 – 2011 were called for Induction feedback, in K – Café.

Research Design – My Research Design is Descriptive in which a detailed re – Designed induction procedure will be made after analyzing the data that reflects the Parameters which affected the overall induction.

RESULT ANALYSIS

PARTICULARS	AS IT IS	TO BE
JOINING FORMALITIES	JOINING FORMALITIES	
	• The joining forms are not filled online	• The joining forms should be filled online
	• Joining Formalities are time consuming	• Joining Formalities should not be time consuming
	• Preferential dates of joining are not given	• Preferential dates of joining should be given
	• The security is not well informed well in advance regarding the new joiner	• The security should be informed well in advance regarding the new joiner
	• Continuous follow up is not taken	• Continuous follow up should be taken
	• Working e – mail id is not provided in advance	• Valid and working e – mail id should be provided in advance
	• Dependents and its eligibility is not give prior attention	• Dependents and their eligibility should be given prior attention so as to move forward for various processes like schools etc.
	• FAQ's are not provided well in advance	• FAQ's should be provided well in advance
	• Confirmation related to candidate's arrival in town should be intimated by candidate	• Confirmation of candidate's arrival should be submitted by candidate
	• Town office is not intimated for maintenance of quarters in advance	• Town office should be intimated well in advance for maintenance of quarters
	• Measurement relating to PPE's is not submitted by candidate	• Measurement relating to PPE's should be given by candidate so that he can obtain uniforms, glares, safety shoes etc on the day of joining
PROVISION OF INDUCTION KIT	INDUCTION KIT	
	• No employee handbook is provided	• Employee handbook should be provided
	• No calendar is provided	• Calendar should be provided
	• No Welcome mail from HR Head is forwarded	• Welcome mail from HR Head should be provided
	• Templates of PPT's are not given	• Templates of PPT's should be given
	• TCoC is not provided	• TCoC should be provided
	• No inclusion of 'Creation of Wealth'	• 'Creation of Wealth', should be included
	• No provision of Stationery	• Provision of Stationery should be made
	• Provision of punch – cards takes a long processing time	• Provision of punch – cards should be provided on the DOJ
	• No provision of extension numbers should be provided	• Extension number should be provided
	• No provision of Sexual Harassment Policy	• Sexual Harassment Policy should be provided
	• Mission, Vision & Value statements are not included	• Mission, Vision & Value Statements should be included
	• ISMS Manual is not provided	• ISMS Manual should be provided
	• TCL Brochure is not provided	• TCL Brochure should be provided
	• Information Booklet relating to Mithapur & its remote areas is not provided	• Information Booklet relating to Mithapur & its remote areas should be provided
PLANT & DEPARTMENTAL VISITS	PLANT VISITS / DEPARTMENTAL VISITS	
	• Departmental training is of 7 days	• Departmental training should be of 14 days
	• Departmental training is not inter – related	• Departmental training should be inter – related
	• Departmental training is not found interactive	• Departmental training should be interactive
	• Departmental representative is not involved	• Departmental representative should be involved
	• The inter – relation of departments is not maintained in departmental training	• The inter – relation of departments should be maintained in departmental training
	• Many HOD's are involved.	• A minimum of 3-4 HOD's should be involved
	• The HOD's are not found interactive	• The HOD's needs to be interactive
	• Processing Layout is not provided	• Processing Layout should be provided
	• Processing Functions are not explained	• Processing Functions should be explained
	• Plant layout is not provided	• Plant Layout should be provided
	• Cross functional relations are not explained	• Cross functional relations should be explained
	• Various team building activities are not found	• Team building activities should be included
	• Formal meets are not arranged on regular basis	• Formal meets should be arranged on regular basis
	• Safety induction is not spent with more time	• Safety induction should be spent with more time
	• Current induction format is not feasible	• New joiners demand new induction format
	• Know More Booklet relating to departmental induction that an inductee is following is not provided	• Know More Booklet relating to the departmental induction that an inductee is following should be provided
	• Joining Circular to the departmental heads relating to the batch who is going to join them for induction is not provided	• Joining Circular to all the departmental heads relating to the batch who is going to join them for induction should be provided
	• A specific person who is responsible to carry out induction of that particular batch joined in every department is not assigned	• A specific person who will be assigned to carry out induction of that particular batch should be assigned
	• Continuous follow-up relating to plant or departmental visit is not taken	• Continuous follow – up is necessary in terms of plant or departmental visit that are undergoing by an inductee
POST – INDUCTION PHASE	POST – INDUCTION PHASE	
	• Feedback regarding the inductee's induction is taken	• An inductee expects the report regarding the feeling that they had for induction
	• Questionnaire is not provided	• Questionnaire should be provided
	• Buddy programme is not implemented	• Buddy programe should be implemented
	• Mentor concept is not implemented	• Mentor concept should be implemented
	• Social meets are not arranged at regular intervals	• Social meets should be arranged at regular intervals
	• Analysis of the opportunities is not done at regular intervals	• Analysis of opportunities should be done at regular intervals
	• Progress of the new joiner is not reviewed	• Progress of the new joiner should be reviewed
	• Consideration of training needs is not done	• Consideration of training needs should be done
	• Communication meets are not arranged	• Communication meets should be arranged
	• Monthly meetings are not arranged with HR Head	• Monthly Meetings should be arranged with HR Head
	• Meetings are not arranged with VP (Manufacturing)	• Meetings should be arranged quarterly with VP (Manufacturing)
	• Goal Sheet submission is not done by candidate	• Goal Sheet submission should be done by candidate on monthly or quarterly basis

FINDING AND SUGGESTION**RE – DESIGNED INDUCTION FORMAT**

S. No	Description	Information Flow		Time of Action
		From	To	
Stage 1: - OFFER ACCEPTANCE				
1	Offer Letter	HR	Candidate	
2	Acceptance	Candidate	HR	
3	Eligibility of Self & Dependents	HR	Candidate	10 days before Joining
4	Intimation to town for Accommodation maintenance	HR	Town Admin	after acceptance
4	HR Manager's Contact address	HR	Candidate	after acceptance
Stage 2: - FORMS FILLING & FOLLOW UP				
5	Resignation Acceptance Letter	Candidate	HR	after acceptance
6	Confirmed DOJ through mail	Candidate	HR	after acceptance
7	Fortnightly follow – up with Candidate	HR	Candidate	after acceptance
8	Online Form Filling	Candidate	HR	10 days before Joining
9	Online Document Submission	Candidate	HR	10 days before Joining
10	Intimation to Mithamahal	HR	Mithamahal	10 days before Joining
11	Informing Functional Unit/Department	HR	Functional unit/Department	7 days before Joining
12	Intimation to department to acquire System & work space			
13	Documents to be brought by candidate	HR	Candidate	7 days before Joining
14	Pre - Joining Intimation	HR	Candidate	7 days before Joining
15	PPE's Follow up	HR	Candidate	7 days before Joining
16	Contact Details of Mithamahal	HR	Candidate	7 days before Joining
17	Confirmation by Town for readiness of Accommodation	Town Admin	HR Manager	7 days before Joining
18	Arrival Confirmation (day, time, mode)	Candidate	HR	7 days before Joining
19	Intimation for Email id Creation	HR	IT	4 days before Joining
20	Reminder to Mithamahal/Hostel Complex with time of arrival	HR	Mithamahal	2 days before Joining
21	Intimating Security about New joinee	HR	Security	1 Day before Joining
Stage 4: - WELCOMING				
22	Receive new joinee at reception	HR Manager	Candidate	Candidate enters TATA CHEMICALS LIMITED
23	Forms filling, Joining Intimation Form, TCoC, SHE Policy	Candidate	HR	
24	Online SAP related details fill up	Candidate	Online	
25	Bank A/c Opening	Candidate		
26	Formalities of Medical Book	Candidate	HR	
27	Introduction with HR Team	HR	Candidate	
28	Joining Circular	HR	All Departments	
29	Introduction to functional unit/department	HOD	Candidate	
30	Welcome mail from HR Head	HR head	Candidate	
31	Introducing Buddy	HR	Candidate	
32	Handover Induction Kit	HR	Candidate	
33	Plant Visit	HR	Candidate	
34	Reminder to each Department on the day of Plant visit	HR	Departments	During Plant Visit
34	Induction Feedback	HR	Candidate	After Plant Visit
Stage 5: - FORMAL/INFORMAL MEETS				
35	Assign one HR person to each inductee	HR	Candidate	On DOJ
36	Meeting with assigned HR manager	HR	Candidate	Monthly till 6 months
37	Introducing Mentor(whenever Applicable)	HR	Candidate	After 1 Month of Joining
38	Goal Sheet Submission (online/ Offline)	Candidate	HOD	3rd Month
39	Communication meet with VP- Manufacturing	Candidate	VP- Manufacturing	within the quarter of Joining
40	Communication meet with HR Head	Candidate	HR Head	within the quarter of Joining
41	Feedback Of Buddy Program	Candidate	HR	3rd Month
42	Welcome all new joinee of the year (Yearly event)	HR	All new joinee	Yearly
43	Induction Feedback	HR	Candidate	Yearly
44	Induction Report	Candidate	HR	Yearly

DEPARTMENTAL INDUCTION

TATA CHEMICALS LIMITED, MITHAPUR							
Name Of Employee							
Designation							
Function/Dept/Section							
Location							
Date Of Joining							
Index For Induction Schedule At Base Location							
Sr No.	Date & Day	Category	Sub Category	Schedule	Contact Person	Desig.	Signature
1	DAY 1	HR	HR	Joining Formalities & Tata Group & TCL introduction	Ashutosh Sohale & Upendra Bhayani		
2	Day 2	HR	HR & ESS	1st Half	Ashutosh Sohale		
		Personnel, KM	Personnel	2nd Half	Nilesh Joshi		
			KM, Unnati		S P Vithlani/B K Acharya/Pritesh Goswami		
					Milind Gajjar/S B Tank		
3	DAY 3	SHE	Safety	1st Half	DK Thakur & Team		
				2nd Half			
4	DAY 4	SHE	Safety	1st Half	DK Thakur & Team		
				2nd Half			
5	DAY 4	Power Plant	Power Plant	1st Half	Hitendra Padh/Hitesh Panchasara		
		Soda Ash, SAMG	Soda Ash				
			SAMG		MSS Rao/ D B Shukla		
					Maresh Deshpande/C B Andrews		
6	DAY 5	CC Group, Marine Chemicals	CC & Marine group	1st Half	R A Vadgama		
			MCMG	2nd Half	V R Trivedi		
			Business Excellence		Shalin Mehta		
7	DAY 6	Salt	Vaccum Salt	1st Half	P M Patel/Bhaveshe Patel		
			Solar Salt	2nd Half	Prakash Trivedi		
8	DAY 7	Loco , CMS, Workshop & foundary	CMS	1st Half	Harsh D Patel		
			Workshop & Foundary	2nd Half	A L Sah/Subrato Ghosh		
			Transport		R R Gheriya		
9	DAY 8	Instrumentation, Electrical, Accounts	Instrumentation	1st Half	B G Modhvadia		
			Electrical	2nd Half	Dilip Modi		
			Accounts		Chanchal Sinha		
10	DAY 9	Cement/MHY	Cement	1st Half	S Chakraborty/Suresh Patel		
			IBL	2nd Half	Bhaveshe Bhayani		
11	DAY 10	Projects & Commercial	Project	1st Half	N Kamath		
			Detailed Engg		Ramesh Babu		
			Technical Services	2nd Half	N azmul Hasan		
			Civil Eng		Ashok Dani		
			Mechanical Const.		Sanjay Bhayani		
12	DAY 11	Technical Services & Quality	Purchase	1st Half	Avdheshe Chaudhary		
			Stores		Pushpendra Rathore		
			SCM		Alpesh Patel		
			Community	2nd Half	Rishi Ptahania		
			Town		Commndt. Bakshi		
			Hospital		Dr. Hasurkar		

CONCLUSION

The psychology and the organizational behavior of the employees working in the company may vary at large. Some may prefer an elongated induction process before they are allotted with their job – description, while some may prefer to have an induction of their job and would prefer to start off. The major factors that would affect the Induction process re – designed in general are –

1. Age of the employees.
2. Expectations of the employees towards the company.
3. Need for providing Induction.

Thus the induction process re – designed would not be favorable to each and every Employees of the organization but would be favorable to major crowd of the company as the Induction process is re – designed after analyzing the feedback, suggestions that were given By the new joinees at K – café. Thus, it can be clearly said that the induction process re – Designed is an outcome of the improvements that were needed in the core areas where the traditional approach for induction had a loophole. The pedagogy of the employees towards the company may not be the same throughout. Their demands may vary with time. The feedback and the suggestions that were obtained in analyzing the new joinee's feedback forms was for the year 2010 – 2011, but it may vary to Wider aspect in the upcoming years.

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