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## Overview

This standard is about inducting individuals – who may be new recruits or people already in the organisation – into new work roles.

This standard is not intended for human resources specialists. It is relevant to managers and leaders who are responsible for inducting individuals into new work roles in their organisation or their particular area of responsibility.

This standard links closely to *CFAM&LDA2 Recruit, select and retain people*, *CFAM&LDA4 Manage the redeployment of people*, *CFAM&LDB1 Build teams* and all the standards in key area *DC Develop and support individuals*.

# CFAM&LDA3 - SQA Unit Code H41M 04

## Induct individuals into their roles

### Performance criteria

- You must be able to:*
- P1 Engage appropriate people within your organisation and other key stakeholders in inducting people into their roles.
  - P2 Ensure you comply with your organisation's induction, equality, diversity and inclusion policies.
  - P3 Seek and make use of specialist resources, where required.
  - P4 Welcome individuals and explain the unique contribution they are expected to make to achieving the objectives of the organisation and their work area.
  - P5 Explain to individuals the purpose and importance of a structured induction programme.
  - P6 Establish individuals' needs for information about your organisation, organisational policies and practices, their work roles and people they will work with.
  - P7 Establish any specific learning and development needs to enable individuals to perform their duties safely and effectively.
  - P8 Provide individuals with an induction programme to meet their information, learning and development needs.
  - P9 Take account of individuals' diverse needs when designing their induction programmes.
  - P10 Introduce individuals to the people they will work with, explaining respective roles and how they will interface.
  - P11 Encourage individuals to take responsibility for monitoring their progress and completing their induction programmes.
  - P12 Provide support, supervision and feedback to enable individuals to perform effectively as soon as possible.
  - P13 Obtain feedback and engage individuals in evaluating the effectiveness of their induction programmes and identifying any areas for improvement.

## Knowledge and understanding

*You need to know and understand:*

### General knowledge and understanding

- K1 How to engage employees and other stakeholders in induction processes.
- K2 How to identify individuals' information, learning and development needs.
- K3 The purpose and importance of a structured induction programme.
- K4 What an induction programme should cover.
- K5 How to identify and take account of individuals' diverse needs in induction programmes.
- K6 How to encourage individuals to take responsibility for their progress.
- K7 How to provide the support, supervision and feedback individuals need.
- K8 How and when to review individuals' progress towards achieving the objectives in their induction programmes.
- K9 How to obtain and make use of feedback.
- K10 The importance of evaluating the effectiveness of induction programmes and identifying areas for improvement.

*You need to know and understand:*

### Industry/sector specific knowledge and understanding

- K11 Employment practices in your sector.
- K12 Legal, regulatory and ethical requirements in your sector.
- K13 Working culture and practices in your sector.

*You need to know and understand:*

### Context specific knowledge and understanding

- K14 Your organisation's induction policy.
- K15 Your organisation's equality, diversity and inclusion policy.
- K16 Specialist resources available to support induction and how to make use of them.
- K17 Individuals within your area of responsibility, their roles, responsibilities, competences and potential.
- K18 The diverse needs of your workforce.
- K19 Training and development opportunities and resources available.

## Behaviours

*When performing to this standard, you are likely to demonstrate the following behaviours:*

- 1 Seize opportunities presented by the diversity of people
- 2 Identify people's information needs
- 3 Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding
- 4 Present information clearly, concisely, accurately and in ways that promote understanding
- 5 Make time available to support others
- 6 Support others to make effective use of their abilities
- 7 Give feedback to others to help them maintain and improve their performance
- 8 Inspire others with the desire to learn
- 9 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 10 Watch out for potential risks and hazards
- 11 Agree challenging but achievable objectives
- 12 Prioritise objectives and plan work to make the effective use of time and resources
- 13 Clearly agree what is expected of others and hold them to account
- 14 Make appropriate information and knowledge available promptly to those who need it and have a right to it.

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### Skills

*When performing to this standard, you are likely to demonstrate the following skills:*

- Communicating
- Evaluating
- Inspiring
- Involving others
- Obtaining feedback
- Presenting information
- Prioritising
- Providing feedback
- Valuing and supporting others

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## Induct individuals into their roles

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**Suite** Management & Leadership

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