

The International Union Against Tuberculosis and Lung Disease (The Union): Introduction of a new staff induction and orientation programme

Background

The International Union Against Tuberculosis and Lung Disease ([The Union](#)) is an international scientific institute delivering technical assistance, operational research and education addressing the challenges of tuberculosis, lung disease, HIV/AIDS and tobacco control in low- and middle-income countries. It is also a Federation with more than 15,000 members and subscribers from 150 countries committed to the same vision: providing health solutions for vulnerable communities across the world. In addition, The Union offers technical assistance at the request of governments, agencies and other organisations to provide assistance addressing both national priorities and international standards, policies and objectives for a wide range of serious illnesses. Headquartered in Paris, The Union has offices in 12 countries.



Rationale

In the early 2000s, The Union began a process of decentralisation to become closer to its members and the people it serves. With the decentralisation process came growth in staff numbers. To reinforce a sense of unity and 'one organisation' amongst the offices, a key initiative from the Human Resources (HR) department was the introduction of an **orientation programme**. The orientation agenda included meetings and presentations from different department and units organised by the International HR Officer when new staff came to the Paris headquarters.

The orientation process ensures new staff:

- Feel welcomed into The Union Family.
- Are adequately integrated in the organisation.
- Receive support from their line supervisor and other staff members.

Process and Output

In 2013, with the arrival of a new Global HR Director, the orientation agenda was enhanced and has since become an induction programme to cover not just presentations but pre- and post-joining guidelines and material. The Communications and HR units worked together to produce a Welcome Pack for new staff.

Welcome Pack contents

1. Pre-joining Welcome Pack
 - Welcome letter
 - The Union's mission, vision, values
 - The seven strategic imperatives
 - The Executive Management team
 - The Union at a glance
2. Day 1 Welcome Pack
 - Institute organisation chart
 - Paris headquarters organisation chart
 - Country/regional office organisation chart
 - Project matrix
3. Week 1 Welcome Pack

The HR team produced guidelines to help offices organise local induction programmes and create their own welcome packs with both organisational level content and a local focus. A PowerPoint presentation (excerpt below) is available for managers to support them implementing the process.

Induction programme					
Pre-employment (Phase 1)		Orientation (Phase 2)		Probation period (Phase 3)	
Job offer is accepted	Documents for new staff	Day 1 of joining	Week 1 of joining	During probation	End of probation
<u>Documents to request from new staff:</u> - Reference checks - Valid work permit - Social security number - Academic and professional diplomas <u>Office Arrangements</u> - Office - Building - Access badge (if applicable) - Computer - Union email created - Phone set-up	- Contract of employment - Conflict of interest disclosure form - Welcome pack pre-joining - HR and line supervisor prepare orientation programme	<u>Welcome pack day 1:</u> - Supervisor welcomes new staff - Tour of The Union offices - Meeting with HR - Completing employee forms, taking bank details, explaining orientation programme - IT: Use of computers, data protection policy, travel & logistics, telephone system, health & safety	<u>Welcome pack week 1:</u> - Presentations by each of the department and unit heads - Meeting with line supervisor - Overview of role and individual, department and unit responsibilities - HR goes through: Employee manual including annual and sick leave procedures - Performance cycle	- Broaden network and contacts within office and across other Union offices - Probation mid-point review meeting with line supervisor - Feedback on new staff's experience and integration	- Line supervisor meeting 1 week before end of probation: - New staff member informed of successful/unsuccessful completion of probation or extension of probation - Continuous employment or extension of probation confirmed in writing before last day of probation

Through HR community meetings (bi-monthly video conferences with all Union offices), HR representatives are encouraged to introduce the induction programme as a standard practice. Staff taken through this orientation process receive an [induction evaluation questionnaire](#) at the end of the process.

Results and Impact

Overall, the feedback from staff who have recently gone through the induction programme has been positive. It helped them to learn about their particular units and departments, their role and responsibilities, where people are based, and about the culture of the organisation. Staff who have gone through an orientation have gained a better overview of the Union's programmes and activities. For those who have come to the Paris headquarters, the feedback was that this helped them to have a better relationship with the Paris-based staff. Staff also benefit from an on-going follow-up to ensure in-depth onboarding.



Magdalena Rusinska, Team Administrator, The Union, UK: *“My induction in the Edinburgh office gave me a clear idea of what my role is. As it was still a lot to grasp and I needed time to process all the information and get to know all the procedures and policies, it was really the induction in the Paris head office that helped me fully understand my position and the story behind it. The picture was complete.”*

Louise Stewart, Technical Editor, The Union, Paris: *“During the induction, the information I received helped me to understand the overall mission and vision of The Union as a whole and to better perform my own tasks and responsibilities.”*

Challenges

At present, management and technical staff come to the Paris headquarters for an orientation. There is an increasing demand to ensure support and administrative staff who cannot travel to Paris (for budget reasons) have an organisational level global orientation from headquarters. To respond to this demand, there are plans to run the orientation using video conference facility [GoTo Meeting](#).

Lessons Learned

- Global HR team should develop the tools such as guidelines and materials for offices to run their induction programmes, and organise workshops, which can also be conducted over Skype or video conference, to train HR staff and line supervisors on how to use the tools.
- The tools (including the welcome pack) should be reviewed regularly to ensure accuracy of the information provided.
- The onboarding process starts at the recruitment stage – think enriching “user experience” from the early stage of interaction with future staff members.
- Line supervisors should also play a more active role in organising the orientation agenda.
- Feedback from users should be sought to inform the updating process.

Additional resources

- [The Union Induction Programme Presentation](#)
- [The Union Induction Programme Evaluation Questionnaire](#)