

ORGANIZATIONAL DEVELOPMENT ACTION: INDUCTION PROGRAM

José G. VARGAS-HERNÁNDEZ

*University Center for Economic and Managerial Sciences, University of Guadalajara, Mexico
jvargas2006@gmail.com*

Abstract

The following dissertation aims to demonstrate if the lack of an induction process for employees in a marine industry company hinders their productivity. Also, an induction program is presented as an intervention proposal of organization development, on the premise that this program is a first step in the solving of the existing low productivity problem. By means of observation and casual interviews with the employees as research methods, it was found that the studied company personnel never went through a formal induction process and thereby, have many knowledge gaps that hinder their performance and that can be resolved by an induction program for employees.

Key words: *Organizational development, talent management, induction program, productivity.*

JEL Classification: *L210, M120, M140*

I. INTRODUCTION

The current market is a highly competitive arena in which different companies vying for leadership, growth and survival to the various internal and external forces that they face, as well as the numerous and rapid technological, social, economic and cultural changes in the environment.

In this context, it is essential to have qualified personnel to provide their talent for the benefit of organizational objectives and that by hiring such employees. They acquire the knowledge and skills necessary to perform their work satisfactorily in the shortest possible time, which impacts directly and positively on the growth of the company and therefore, in their economic benefits. Because of this, the objective of this proposal of organizational development is the implementation of an induction program through the design of an induction course that workers of the company will be applied in order to increase their productivity and have a positive impact on the organizational climate of the company.

In this proposal to mobilize organizational development presented a plan to implement a program of staff induction in a shipbuilding company, in order to solve some of the problems identified within the organization. This induction program will provide understanding to the employees of the activities carried out by the company and how the performance of their duties contributes to the achievement of its objectives and its contributions to society, contributing to the growth of the company and its collaborators.

To achieve this purpose, this paper presents the following topics: History of the problem, in which the existing problems are addressed in the company and a brief description of it and its activities; delimitation of the problem, which establishes what is intended to resolve and the research question arises; justification, where the importance of solving the problem and the benefits to be obtained are established; theoretical and conceptual framework in which a review of the academic literature on the concepts used and studies done on the subject; method used to conduct the research; results, where the findings are presented and conclusions and recommendations where a final summary of this work is done and future research are raised.

II. BACKGROUND OF THE PROBLEM

In the company considered for this proposal to mobilize organizational development it is possible to observe that there is consistently underperforming staff, usually due to factors related to the lack of guidelines on the activities involved in office but also by the existence of a discontent or noticeable fatigue in workers.

One cause of this problem is the lack of communication from the company to new employees in areas such as information about the labor contract and the roles and responsibilities of each of the posts. This coupled with the existence of disinterest in knowing the expectations of job growth with each of the workers and the lack of a period dedicated to make a proper and comprehensive induction process. On the other hand, people who occupy managerial or supervisory roles have a lot of work, which do not have the time needed to assist and train new workers entering the organization. This causes the latter to make mistakes that affect the productivity of the company, errors that could have been avoided with proper induction process.

This induction process is not established within the company causing employees are unaware of vital information to their job performance and therefore the request to their new teammates, which time of both, is lost and does not guarantee that the information they get is correct.

The Department of Human Resources Company is aware of the weaknesses caused by the lack of an established process induction. However, this task was postponed arguing that would take place later, when it counted on the time to do it. However, recently, the leadership of the organization has requested to conduct a performance review, with the aim of improving the productivity of the company and identify areas of opportunity in the different departments of the same. It was then detected clearly established the need for a structure, a job manual and an induction process to establish the bases and indicators needed for further evaluation of performance.

The central problem facing the company and is perceived by the general direction refers to low productivity by employees, even though they have enough to carry out the work performed capacity, which is part of the assumption it can help solve this problem with a proper induction process. Among the resulting consequences of the core problem are the constant reprimands to staff about their work and a high turnover rate, which favors an unfavorable work environment. The development of an authoritarian leadership by the Directorate General, considering that the staff is not efficient, so that decisions are centralized and there is little staff participation in making them.

III. DELIMITATION OF THE PROBLEM

This proposal for organizational development intervention seeks to guide and strengthen the organization in the management of its human talent, specifically in the aspect of induction of staff, in which an area of significant opportunity was detected. Thus, a proposal for an induction program that allows to develop and exploit the potential of workers, both freshmen and present, to inform more detailed aspects of the company, job title and rights and duties to which they will be developed. This with the goal of achieving workers identification with the company and give them the foundation for adaptation and integration with peers and their functions. It seeks to ultimately maximize the productivity of workers and indirectly improve the working environment of the company.

Although numerous problems within the organization were identified, this proposal focuses on the problem of low productivity, which covers different aspects within the organization and whose resolution involves as a first step the development of an induction program of the company by which workers shall be informed on conditions of their contract. These conditions can only be explained in a superficial way and this leads to unpleasant surprises for the worker and an induction program for the post, so that the person knows in detail his functions and activities, as well as the chain of command for reporting.

This induction program is chosen for this proposal for intervention, being an organizational development strategy is feasible implementation and serve as a first step in solving the problems of the company, being an empirical proposed solution and realizable to promote within the organization a business vision based on human talent management as a basis to achieve their goals and grow to their maximum capacity.

To achieve the goal, it is necessary to consider the following research question: Does the lack of an induction process negatively affect the productivity of workers? Thus, it could be possible to sustain the proposed organizational development intervention on the development of a program induction.

IV. JUSTIFICATION

In the current context of large corporate competitiveness, the contribution of workers in their potential, capabilities, ideas and opinions for continuous improvement in the performance of their work is essential. Thus, in order to be more effective and competitive in the job performance it is required an adequate explanation of the organization, its importance, performance, history, goals and work processes, to mention a few aspects that allow guide staff for information and identification with his position and the company. As undoubtedly the worker rests much of the success in meeting the challenges posed by the organization in the short and long term, which is due to fully develop his talents and use it for the benefit of the organization.

This proposal emphasizes the key role of human talent within an institution, as an essential component to achieve organizational objectives pursued. It is therefore, an imperative that workers are integrated to companies to have broad and deep knowledge regarding the role that mainly correspond them to take in their work place.

The benefits of a proper induction program focus on helping the new employee to properly perform his job which in the long term serve as an aid in the professional development of the person throughout his working life and prepare to meet future liabilities inside the company. In addition, the induction program improves productivity of new employees by reducing the time it takes to integrate their activities and reduce errors that could commit to not having enough information, which impacts positively on the work environment company to avoid reprimands and sanctions.

In organizational literature it has been studied what happens to an organization when you choose to shelve the process of induction and socialization of new employees, giving rise to a problem that causes workers to leave within a few weeks or months (Taylor, 2005; Lashey & Best, 2002; Sprogøe & Elkjaer, 2010). Therefore, when an organization does not have an induction program it is unable to grow and develop to its full potential since workers will not perform their work satisfactorily and efficiently. In addition, all of this has a negative impact on internal communication and the organizational climate of the company.

Upon arrival a new worker should receive guidance and training in which you learn about the company and about the tasks that take place in it, and after that in a few hours and with an encouraging attitude by the instructor to become an employee capable of make important contributions to the organization. Because of this, it is essential for the company to have a program of induction appropriate to their needs, which can solve the problems mentioned.

It should be mentioned that the proposal for the induction program developed take into consideration not only to new employees who join the organization but also includes all workers. This is in order to strengthen the company and its staff holistically, as well as to remedy any shortcomings due to lack of prior induction program. Thus, induction should be given priority as part of the recruitment process or if a change occurs in the procedures or activities, revealing in this case the new procedures, organizational rules and regulations or changes. One should not forget that business efficiency is an element of survival that defines the future of organizations, training and staff development to be essential and the induction process strengthens education a person receives for professional growth in order to stimulate their effectiveness in office, while the company gets qualified and productive.

The proposed organizational development intervention involves developing an induction program according to their needs to have a positive impact in the short, medium and long term in the organization, which will facilitate both the domestic public as outside the company. On the one hand, workers of the company will facilitate the development of a sense of belonging to the institution in which they work and managers will have better skilled and motivated staff, while externally benefit when dealing with employees who know their roles and they seek to serve them with kindness and efficiency.

V. REVIEW OF LITERATURE

Productivity can be defined as the efficient use of resources (labor, capital, land, materials, energy and information) in the production of various products and services or as the relationship between the results and the time it takes to obtain them (Prokopenko, 1987). However, Pritchard (1995) considers that there is an approach to the concept of productivity that involves anything that allows the organization to function better, including efficiency and effectiveness, but also concepts such as rotation, moral and innovation, to name a few. Giampietro, Bukkens and Pimentel (1993) indicate that measuring productivity should establish the relationship between the work and the cost of such work, while for Tangen (2002), productivity is related on the one hand, with the availability and use of resources, and on the other hand, with the creation of value obtained when activities and resources add value to the products produced.

Also, Anderson, Fornell, and Rust (1997) argue that instead of increasing investment in capital and labor, productivity can increase by reallocating resources through changes in strategy, processes and / or the organizational structure and values. Thus, the induction process would be one of these changes that increase productivity. According to Gonzalez and Olivares (2008) induction is an information process in which new workers are given the basic information they need to perform their job functions satisfactorily, besides being part of a socialization process in that instills staff attitudes, values and standards of behavior prevailing in the company. So that through this form of corporate communication the new worker will receive information about the company that will create an institutional image of the organization affecting how they perceive to it from an internal perspective.

With the arguments of Stone and Meltz (1993), it is possible to define induction as a process by which a new employee is indoctrinated on norms, values and behaviors of the organization, to develop the self-confidence and integrate the company. Also, for Koontz and Weihrich (1994) is a socialization process through which skills and abilities required for the job are acquired, appropriate work roles are defined and the worker adapts to the norms and values of the team.

Induction is a program whose objective is to guide and train the worker rookie in his new responsibilities, and teach the policies, methods, procedures and other matters of interest related to the organization of the company, which should make for efficient exercise of the position (Barquero, 2004). In addition, Acevedo and Yancey (2011) mentioned as benefits of an induction program improving the person-job fit, reduce turnover and absenteeism, and improve engagement and job satisfaction.

For an induction program to be successful it is necessary to have the participation of senior management in both its development and implementation. However, it is important to mention that all members of the company in contact with the new worker play an important role in the process of induction, because if they are dissatisfied or unhappy, they will transmit these sentiments to the new hire, causing a bad impression of the organization and hindering their integration (Arias, 1976).

Several studies have addressed the effects of the induction process in organizations, such as the Hendricks and Louw-Potgieter (2012), who sought to know if the theory on the creation of an induction process afforded the expected results, demonstrating if the induction program is based on an inadequate theory, will not achieve the proposed benefits. In addition, Lewis, Thomas and Bradley (2012) found a positive relationship between the induction process and employee engagement; Atkins and Gilbert (2003) evaluated an induction program and its effectiveness with respect to work done by a project team, based on the assumption that the effectiveness of a working group can be improved with a thorough induction process. Arachchige (2014) demonstrated through a

qualitative study that the lack of an induction process in the company causes a significant drop in efficiency and labor productivity, a goal that also shares this work.

VI. RESEARCH METHOD

The informal interview is a research technique that facilitates obtaining responses that are closer to the ideas and private feelings of people, contrary to public opinion that would provide in a formal setting, because respondents did not know they are being investigated (Moeller, Mescher, More and Shafer, 1980). Garzón (undated) indicates that in the interview questions are usually open so that the person can go about building the answer, are flexible and adapt to both research and subjects, occurs in a spontaneous and natural way in the course of personal interaction, so it cannot be fully planned by the investigator and often do not notice the person being interviewed.

For this work, it was used this qualitative research technique to obtain relevant information on the induction process (or lack thereof) received by workers of the company and how they had integrated their activities when they entered, as thus respondents could feel the confidence to express them freely without fear of reprisal. 10 workers were interviewed from different hierarchical levels and departments to acquire relevant information on the induction of the organization.

The topics considered in conducting the interview include:

A. If workers received some type of information, guidance or training to quickly become familiar with their job functions.

B. The issues were explained to them (or not) to their entry from the areas of Human Resources, Security, Systems and the department to which they were integrated.

C. The way they conducted their process of "socialization" into the company after admission.

D. The responsibility of business confidence in the development and integration of new workers.

E. The support they received from their peers when they entered the company.

F. If they had errors and wasted time that could have been avoided if having been taught or clarified certain labor issues.

G. The way they were learning so much their job functions and other aspects of the company as security, general procedures, contract conditions and organizational culture, to name a few

VII. RESULTS

A. DIAGNOSTIC

In carrying out informal interviews with staff of the company the following main findings were made:

- An induction process was not received as such and interviewees were learning the functions of his position by observing their peers or direct indications of their boss in carrying out their work.
- The functions of the posts are not clearly established and there is discontent when a worker performs a function that according to another, it does not correspond.
- All the basic aspects of the use of facilities and equipment company were learned through coworkers.
- The existence of company policies or code of conduct is unknown because they were never mentioned.
- The working conditions and benefits were not explained to them clearly, so at first doubts arose regarding their pay and benefits.
- Institutional philosophy is not internalized by workers who do not remember it, plus they fail to understand how their work contributes to the development of the company.
- Very basic knowledge of necessary security measures within the company and ignored procedures to follow in case of emergencies.
- Lack of goals in the performance of their duties, as only concentrate on the work that arises every day.
- Existence of little teamwork, while the relationship with peers is cordial and friendly in some cases.
- There is a feeling of discontent within the company to perceive that his salary is less than that should correspond to the activities carried out and the time worked.

B. INTERVENTION PLAN

To solve the perceived problems of low productivity is proposed as a strategy an induction program, which is viable in its application and does not require high material costs because only the working time of a few workers used, who will develop the project in times when there is no significant workload and that otherwise they would not be exploited.

The project duration is less than other organizational development strategies and the implementation of strategic direction and planning, quality control, human resource management, to name a few, since it focuses only on one aspect of the field of human resources, addressing new workers. In this way, you can avoid conflicts that could arise if you try to change the organizational culture and management style of the company, because it is always necessary to face resistance to change of workers who can show nervous and fearful new ways of carrying out their duties. Therefore, the proposal for an induction program is the organizational development strategy involving lower cost, project duration and resistance to change, while also serves as a first step in optimizing the company and focuses on the most important resource that counts: human talent.

C. IMPLEMENTATION

This proposal for organizational development will take place at the headquarters of the company, which consists of a space located in a corporate building. In that geographic location it is placed the induction process for new staff, because this is where the human resources department of the company is located and who will manage the process, besides being the workplace of its administrative staff is located and where they have access to materials and resources.

The implementation of this proposal to mobilize organizational development includes the following: General induction program and to the position and Evaluation induction program.

1) INDUCTION PROGRAM

The induction program is proposed for the company as follows:

Before the arrival of the new worker to the company:

- a) The Human Resources Department will discuss with the responsible for the area where the new worker provide services to report on his entry and establish together the physical place where he will labor.
- b) The director or head of the area will make a presentation to people who are related to the deal because the new employee, indicating the need for recruitment, helping to create an environment open to receive it.
- c) Prepare all documentation to the new member that must sign before beginning work.
- d) Configuration by the area of systems users and passwords, and the permissions that will have access to information and programs of the company.
- e) Assign a mentor in the area of human resources who will carry out the induction program.

The day of the arrival of the new partner:

- a) Welcome to the company by the human resources mentor.
- b) Proceed to the signature of the required documents (contract, confidentiality agreement).
- c) Discuss the worker will receive an induction process to facilitate his integration into the company and resolve any questions he has regarding his work and which involves joining the company.
- d) Talk to inform the new partner what he can find in the manual induction: information about the company, institutional philosophy, its position in the market, competition and goals for the year; company policies and aspects SSPA (Safety, Health and Environmental Protection); questions about working hours and incident management; benefits; dress code and rules of procedure of the office.
- e) Emphasize that should be directed to human resource mentor if he has any further questions about the items listed above.
- f) Explanation of the security system that exists in the office facilities and if necessary, to register the new employee with his respective security key so that he can turn off the alarm.
- g) Indicate the procedure to follow up in case of an earthquake or medical emergency, first aid application and indicate the emergency exits.
- h) Report briefly on each of the areas of the company and its functions in general.
- i) Worker presentation with all staff at the same time carried out a tour of the facility, pointing out where each area and each worker is.
- j) In addition, he will be told who are his direct boss, peers and subordinates, and other people he will have direct interaction within the organization.
- k) Provide information regarding physical resources, materials and technology with which he will have to do his work, mentioning where and when he can get the material, and the person to whom he can go to apply.
- l) Explanation on the use of photocopiers, printers, projectors and other common office supplies.
- m) Explanation on the use of telephone lines and policies concerning the use of computers and internet telephony.
- n) Physical delivery of the following documents: working credential, induction manual and code of conduct, as well as an explanation of where to find both documents electronically; directory telephone extensions and e-mails of workers of the company.
- o) The human resources mentor leave the worker with his line manager or area manager who will have a brief meeting at which this person will tell the new employee his role within the company and how their position contributes to achieve the objectives of the same.

p) In addition, the boss will present the objectives to be achieved during the duration of the contract or, in case of a contract for an indefinite period, set goals for short periods so that gradually, the worker carries out in full activities and responsibilities of the position.

q) It will clearly be described his position, roles and responsibilities and what is expected of the worker and the people with whom he will interact in the course of his duties.

r) At the end, he will be given a physical copy and via email the description of the functions of his office, where its objectives are indicated at short and long term, its scope, functions that will play and responsibilities incumbent upon him

s) The immediate boss should emphasize that if in case the worker has any questions about his work may approach the boss, providing security that will listen and help their integration into the company, his position and his companions.

t) The HR mentor will lead the new employee to his workspace and systems area to deliver the computer equipment assigned, indicating the programs available to the machine that has been granted, users and passwords required to enter the enterprise network and remote desktops, setting up his email account and explanation of how to access the shared folders available on the internal network.

u) Brief explanation from systems will be given on the use of biometric system of attendance and worker's subscription in it.

v) In addition, the Head of systems will tell the new worker that he can go to the department in case he encounters a problem with the computer equipment and company network.

w) The HR department will send an email to the corporate mail company, which reaches all staff warning of the new entry; email address, physical location of your workspace and telephone extension

After the arrival of the new partner

a) The new employee must perform the tasks assigned to him under the direct supervision of his boss, who will provide feedback on their performance.

b) A week after admission to the organization, the HR mentor briefly will talk with the new employee to hear his views on the company and the way he has been integrated to it, asking if he has felt comfortable working there. The HR Mentor will also ask if the new worker has any questions about the company, his position or working conditions.

c) He will also be asked for his opinion regarding the induction program, if considered useful, if he thinks positively influenced his integration into the company and if he has any suggestions for improvement. Similarly, a survey will be applied to assess the quality of the induction received.

2). EVALUATION

The proposal for the induction program includes the following assessment:

a) Financial evaluation of the project: to maintain the stipulated expenses, set times for meetings of project progress must be respected, since most of the investment refers to the man-hours worked. On the other hand, with respect to the printing costs shall be agreed beforehand with the supplier costs by a written quote authorized by the company.

b) Technical evaluation of the project will involve the implementation of the activities established in the corresponding time scheduling in order not to delay delivery times. It should also be counted on the following printed documents: a program of induction, induction manual and code of conduct, with its corresponding format design

c) Evaluation of the solution: after being approved the proposal induction, the program shall apply to a worker entrance observing the first day if the person's understanding the operation of the company and if he makes questions about it.

At the end of the induction process, the new employee is asked to answer a questionnaire on the induction process received. Human resources management filed the determined form and takes into account the person's comments concerning his induction process for improvement. A subsequent week after the admission of new worker, it will be conducted a short interview asking his opinion on the induction program and the utility that had for him when entering to work, which will continue every week during the first month of work. These meetings will be conducted informally because this will encourage constructive feedback in a relaxed atmosphere for the new worker.

After a month of entry, it will be verified with the direct manager of the new worker if he/she has met the objectives of his/her position, plus revised if incurred in errors or mistakes resulting from a lack of information. Within six months after the implementation of the induction program, it will be made an analysis of all new employees who have joined the company to observe their integration into the company, their performance at work and to know the opinion they have formed.

VIII. CONCLUSIONS AND RECOMMENDATIONS

This proposal for intervention made an emphasis on the key role of human talent management within a company as a key to achieving organizational objectives pursued and to do an induction program as proposed component that would develop and harness the workers potential, seeking to reduce error rates at work and improve productivity. For the realization of this proposal it was carried out a diagnosis of the company, finding numerous problematic elements. However, the solution is focused on low productivity, so it is interesting to note that a strategy with a range limited to a particular area as it is an induction program may have an impact on aspects such as organizational climate and leadership styles.

Despite the limitations encountered to carry out a thorough investigation into the company, informal interviews with company employees at meal times allowed obtaining a significant amount of information regarding the induction process received by the staff and the prevailing organizational climate, which helped in the development of an induction program that meets the needs of its staff.

In order to make a proposal for intervention of organizational development, the method used to carry out a diagnosis, in which the importance of intellectual capital in business and management of human talent was emphasized considering as the proposal process of staff induction. Fortunately, in the case of this induction program, resource investment relates almost entirely while some workers are within their own working hours, so it does not require a significant expense for the company and its benefits far outweigh the investment.

As a result, this proposed intervention generated an induction program based on organizational development strategies as an empirical and achievable proposal, which seeks to assist in the performance of its staff in order to solve the problems faced arising from the lack of a formal process induction. So that, after its implementation, the induction program will help strengthen the organization as a corporate vision based on talent management as the foundation for its growth and achieve its objectives.

It is also important to mention that the induction program strategy based on the principles of human talent management is feasible to be used as a model for other organizations if carried out the necessary adjustments according to their particular needs. The creation of manuals of posts and procedures, leadership programs, measuring work environment or recognition programs are other organizational development strategies that would help improve productivity. They are viable implemented and do not require high investment in economic matters, only disposition to implement them.

Despite all the possible options for this proposed intervention, it was chosen the induction process as the first step that all workers should take when they enter the company, so it is essential to start the initial phase of organizational learning that allows the transformation of human capital into intellectual capital and human talent. This proposed intervention seeks to join efforts to improve the competitiveness of Mexican companies, as well as being an effort to spread an entrepreneurial vision that has as its focus the management of human talent and intellectual capital, which is the transcendental element that will allow an organization its permanence, growth and the achievement of its objectives.

IX. APPENDIX A

Assessment Questionnaire Induction Process

Departament:	
Name:	Date:

I was personally presented to my new collaborators, direct boss and co-workers during my first days in the company? ¿Fue presentado personalmente a sus nuevos colaboradores, jefe directo y otros compañeros de trabajo durante sus primeros días en la empresa?	SÍ <input type="checkbox"/> NO <input type="checkbox"/>
Does the presentation with company employees help me to feel welcome to the team? ¿La presentación con los trabajadores de la empresa le ayudó a sentirse bienvenido al equipo?	SÍ <input type="checkbox"/> NO <input type="checkbox"/>
Was I adequately explained the important policies and procedures in relation to my work (security policy, incident management, vacation and disabilities, work schedules, etc.)? ¿Le explicaron adecuadamente las políticas y procedimientos importantes en relación a su trabajo (políticas de seguridad, gestión de incidencias, vacaciones e incapacidades, horarios de trabajo, entre otros)?	SÍ <input type="checkbox"/> NO <input type="checkbox"/>
Did I receive enough information on using the security system of the facility? ¿Recibió información suficiente sobre el uso del sistema de seguridad de las instalaciones?	SÍ <input type="checkbox"/> NO <input type="checkbox"/>
Did I receive enough information on the procedure in case of an earthquake or medical	SÍ <input type="checkbox"/> NO <input type="checkbox"/>

<p>emergency, applying first aid and emergency exits? ¿Recibió información suficiente sobre el procedimiento en caso de sismo o emergencia médica, aplicación de primeros auxilios y salidas de emergencia?</p>	
<p>Have I been indicated the different areas of the company and the functions performed? ¿Le indicaron las diferentes áreas de la empresa y las funciones que se realizan?</p>	SÍ <input type="checkbox"/> NO <input type="checkbox"/>
<p>Did I receive enough information about the physical, material and technological resources with which will, as well as where to find them and apply? ¿Recibió información suficiente sobre los recursos físicos, materiales y tecnológicos con los que contará, así como dónde puede encontrarlos y solicitarlos?</p>	SÍ <input type="checkbox"/> NO <input type="checkbox"/>
<p>Did I receive enough information about the use of printers, copiers, projectors and other office supplies? ¿Recibió información suficiente sobre el uso de impresoras, fotocopiadores, proyectores y demás insumos de oficina?</p>	SÍ <input type="checkbox"/> NO <input type="checkbox"/>
<p>Did I receive enough information on the use of telephone lines and the company policy on equipment and internet telephony? ¿Recibió información suficiente sobre el uso de las líneas telefónicas y la política de la empresa sobre los equipos de telefonía e internet?</p>	SÍ <input type="checkbox"/> NO <input type="checkbox"/>
<p>Have I been given my badge work? ¿Le entregaron su credencial de trabajo?</p>	SÍ <input type="checkbox"/> NO <input type="checkbox"/>
<p>Did I get a set of induction manual and a code of conduct? ¿Recibió un juego del manual de inducción y uno del código de conducta?</p>	SÍ <input type="checkbox"/> NO <input type="checkbox"/>
<p>In case I did not received any, mention which one was needed: INDUCTION MANUAL <input type="checkbox"/> CODE OF CONDUCT <input type="checkbox"/> En caso de que no le entregaran alguno, mencione cuál hizo falta: MANUAL DE INDUCCIÓN <input type="checkbox"/> CÓDIGO DE CONDUCTA <input type="checkbox"/></p>	
<p>It was delivered to me the directory telephone extensions and emails? ¿Se le entregó el directorio de extensiones telefónicas y correos electrónicos?</p>	SÍ <input type="checkbox"/> NO <input type="checkbox"/>
<p>Was I told where I can find the induction and code of conduct electronically? ¿Se le indicó donde puede encontrar el manual de inducción y el código de conducta de manera electrónica?</p>	SÍ <input type="checkbox"/> NO <input type="checkbox"/>
<p>Was I told where I can find the induction and code of conduct electronically? ¿Se le informó donde puede encontrar el manual de inducción y el código de conducta de manera electrónica?</p>	SÍ <input type="checkbox"/> NO <input type="checkbox"/>
<p>Did my mentor use simple language during the induction process? ¿Su mentor utilizó un lenguaje sencillo durante el proceso de inducción?</p>	SÍ <input type="checkbox"/> NO <input type="checkbox"/>
<p>Did my direct boss talk about my role within the company and how my position contributes to achieving my goals? ¿Su jefe directo le platicó sobre su papel al interior de la empresa y la manera en que su puesto contribuye a lograr sus objetivos?</p>	SÍ <input type="checkbox"/> NO <input type="checkbox"/>
<p>In my induction to the job, I was provided with targets for my position that I consider appropriate? En su inducción al puesto de trabajo, ¿le proporcionaron objetivos relativos a su puesto que usted considera apropiados?</p>	SÍ <input type="checkbox"/> NO <input type="checkbox"/>
<p>Did the induction process help me understand the nature of my work, responsibilities, functions and evaluation criteria? ¿El proceso de inducción le ayudó a comprender la naturaleza de su trabajo, sus responsabilidades, funciones y los criterios de evaluación?</p>	SÍ <input type="checkbox"/> NO <input type="checkbox"/>
<p>Did I get physically and electronically the description of the functions of my position, in which my objectives indicate the short and long term, scope, functions and responsibilities that will play incumbent upon me? ¿Recibió de manera física y electrónica la descripción de las funciones de su puesto, en la que se indiquen sus objetivos a corto y largo plazo, sus alcances, las funciones que desempeñará y las responsabilidades que le competen?</p>	SÍ <input type="checkbox"/> NO <input type="checkbox"/>
<p>In case they did not hand over me this document somehow, mention which one was needed: PHYSICAL <input type="checkbox"/> ELECTRONICS <input type="checkbox"/> En caso de que no le entregaran este documento de alguna manera, mencione cuál hizo falta: FÍSICA <input type="checkbox"/> ELECTRÓNICA <input type="checkbox"/></p>	
<p>Did my direct boss told him that I can approach him if I have any questions regarding my position? ¿Su jefe directo le comentó que puede acercarse a él en caso de tener alguna duda con respecto a su puesto?</p>	SÍ <input type="checkbox"/> NO <input type="checkbox"/>

<p>Did the area of Systems gave me my computer equipment, presented the programs available to my machine, users and passwords required to access the corporate intranet and other remote desktops, set up my email account and explained how to access the shared folders available on the internal network? ¿El área de Sistemas le hizo entrega de su equipo de cómputo, le presentó los programas con que cuenta su máquina, los usuarios y las contraseñas requeridas para ingresar a la intranet empresarial y a otros escritorios remotos, configuró su cuenta de correo electrónico y le explicó cómo acceder a las carpetas compartidas disponibles en la red interna?</p>	<p>SÍ <input type="checkbox"/> NO <input type="checkbox"/></p>
<p>In case I have not been explained any of these aspects, I mentioned which one (s) I was not be indicated: En caso de que no le explicaran alguno de estos aspectos, mencione cuál(es) no se le indicó:</p>	
<p>Did the area of Systems explain me the use of biometric enterprise system? ¿El área de Sistemas le explicó el uso del sistema biométrico de la empresa?</p>	<p>SÍ <input type="checkbox"/> NO <input type="checkbox"/></p>
<p>After the induction process, was I been able to use the office supplies and equipment required in the performance of their functions (copier, scanner, computer package)? Después del proceso de inducción, ¿ha sido capaz de utilizar el material de oficina y equipo necesario en el desempeño de sus funciones (copiadora, escáner, paquetería de cómputo)?</p>	<p>SÍ <input type="checkbox"/> NO <input type="checkbox"/></p>
<p>Please indicate a problem with my team if any: Favor de indicar algún problema con su equipo de trabajo en caso de existir:</p>	
<p>Have I read the manual induction and code of conduct provided by the company, including its policies? ¿Ha leído el manual de inducción y código de conducta proporcionados por la empresa, incluyendo sus políticas?</p>	<p>SÍ <input type="checkbox"/> NO <input type="checkbox"/></p>
<p>Did I think it took me some aspect to my induction program? ¿Considera que le hizo falta algún aspecto a su programa de inducción?</p>	<p>SÍ <input type="checkbox"/> NO <input type="checkbox"/></p>
<p>If so, indicate which: De ser así, indique cuál:</p>	
<p>What was MY overall impression of the induction program I have received? ¿Cuál fue su impresión general sobre el programa de inducción que recibió?</p>	
<p>If I could improve some aspects of my induction program, what would it be and how it could be improved? Si pudiera mejorar algún aspecto de su programa de inducción, ¿cuál sería y cómo podría mejorarse?</p>	
<p>My comments on aspects of the induction program in which I have received little information: Por favor, comente sobre los aspectos del programa de inducción en los que recibió poca información:</p>	
<p>My comments on aspects of the induction program that I found most useful: Por favor, comente sobre los aspectos del programa de inducción que encontró más útiles:</p>	
<p>My comments on aspects of the induction program I found little useful: Por favor, comente sobre los aspectos del programa de inducción que encontró poco útiles:</p>	
<p>Did my mentor from Human Resources department showed a willingness during my induction process? ¿Su mentor del departamento de Recursos Humanos mostró una buena disposición durante su proceso de inducción?</p>	<p>SÍ <input type="checkbox"/> NO <input type="checkbox"/></p>
<p>Have I gone to the Human Resources department if I require any additional information? ¿Ha acudido al departamento de Recursos Humanos en caso de requerir alguna información adicional?</p>	<p>SÍ <input type="checkbox"/> NO <input type="checkbox"/></p>
<p>What information is required in the performance of my functions that was not provided to me? ¿Qué información requirió en el desempeño de sus funciones que no le fue proporcionada?</p>	
<p>How it could be improved the induction program I have received? ¿Cómo podría mejorarse el programa de inducción que recibió?</p>	
<p>Other comments: Otros comentarios:</p>	

X. REFERENCES

1. Acevedo, J. M., & Yancey G. B. (2011). Assessing New Employee Orientation Programs, *Journal of Workplace Learning*, Vol. 23, No. 5, pp. 349-354.
2. Anderson, E. W., Fornell, C., & Rust, R. T. (1997). Customer satisfaction, productivity, and profitability: Differences between goods and services. *Marketing science*, 16(2), 129-145.
3. Arachchige, B. H. (2014). Absence of Induction and Its Impact on the Organization. *IUP Journal Of Management Research*, 13(2), 7-16.
4. Arias, F. (1976). *Administración de Recursos Humanos*. México: Editorial Trillas.
5. Atkins, S., & Gilbert, G. (2003). THE ROLE OF INDUCTION AND TRAINING IN TEAM EFFECTIVENESS. *Project Management Journal*, 34(2), 48.
6. Bermúdez Restrepo, H. L. (2012). ¿Socialización o individuación? Dos enfoques para examinar la inducción de los nuevos trabajadores. *Cuadernos De Administración*, 28(48), 134-148.
7. Garzón, F. R. *CÓMO ELABORAR UNA ENTREVISTA*.
8. González, M., & Olivares, S. (2008). *Administración de Recursos Humanos: Diversidad-Caos*. México: Grupo Editorial Patria.
9. Hendricks, K., & Louw-Potgieter, J. (2012). A theory evaluation of an induction programme. *SA Journal Of Human Resource Management*, 10(3).
10. Koontz, H., y Wehrich, H. (1994). *Administración una perspectiva global*, México: McGraw Hill.
11. Lashley, C. & Best, W. (2002), 'Employee induction in licensed retail organizations', *International Journal of Contemporary Hospitality Management*, Vol. 14, No. 1, 6-13.
12. Lewis, A., Thomas, B., & Bradley, O. (2012). EMPLOYEE SOCIALISATION: A PLATFORM FOR EMPLOYEE ENGAGEMENT?. *International Journal Of Employment Studies*, 20(1), 25-59.
13. Moeller, G. H., Mescher, M. A., More, T. A., & Shafer, E. L. (1980). The informal interview as a technique for recreation research. *Journal of Leisure Research*, 12(2), 174.
14. Prokopenko, J. (1987). *Productivity Management: a practical handbook*. Ginebra: International Labour Office.
15. Sprogoe, J. & Elkjaer, B. (2010), 'Induction – organizational renewal and the maintenance of status quo', *Society and Business Review*, Vol. 5, No. 2, 130- 143.
16. Tangen, S. (2002). Understanding the concept of productivity. In *Proceedings of the 7th Asia-Pacific Industrial Engineering and Management Systems Conference*, Taipei (pp. 18-20).
17. Taylor, S. (2005), *People Resourcing*, 3rd Edition, London, CIPD.
18. Williams, N. (2009). Effective staff inductions lead to broader benefits. *Personnel Today*, 26.