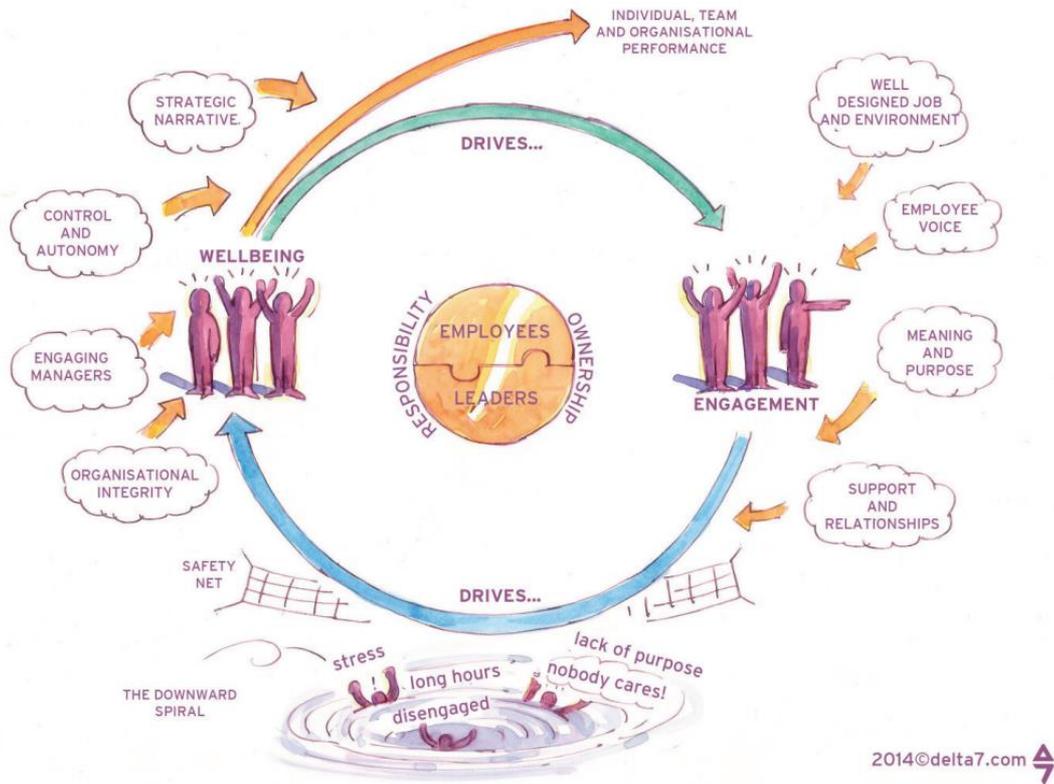


AN EFFECTIVE INDUCTION

Wellbeing and Engagement - The Virtuous Circle Model



Source: The Evidence, Employee Wellbeing and Engagement, May 2014, engageforsuccess.org

AN EFFECTIVE INDUCTION

Establish an open, loving, work-relationship

It is very difficult to establish a constructive working relationship with someone if you don't understand or know them. After recruiting someone, the first thing to do is to get to know them, begin to learn how to love and care for them; understand their strengths, areas for development, preferences in working style and how they like to be managed.

This can easily be achieved by conducting an informal exploratory interview with them. By asking the right questions you will be able to get to know the real person as opposed to the image portrayed to you by them during the interview stage.

This is a very important process, which is often neglected. Not really knowing employees is often the root of conflict situations in the work environment. (E.g. Being aware of their hobbies outside of work and actively taking an interest in them, will assist you to effectively engage with your employees).

It's also essential to build experience of feedback (positive and developmental) during the induction period, encouraging a healthy culture of 2-way feedback.

Sample Questions to ask your new hire over coffee:

1. How's it going? How do you feel in your new role?
2. What are you enjoying most about your role?
3. Is the role/team/organisation what you expected?
4. Has anything surprised you? If so, what?
5. Do you have all the tools and resources that you need?
6. Do you feel like you have gotten to know your co-workers well?
7. Do you feel out of the loop about anything?
8. What should we provide to new staff that we have missed?
9. What is working/what is not working?
10. Is anything about your role, the team or organisation still unclear?
11. How can I be a better help to you?

Based on LinkedIn - Onboarding in a Box.

What discipleship questions would you add to this list?

How would you ensure that you and your staff member are on the same page regarding the goals and objectives you expect of them?

FIRST 90 DAYS TEMPLATE

(Adapted from First 90 Days, Michael Watkins)

Plan for the First 90 Days				
Timing	Priorities	Key Actions	Milestones	Review
Before Start				
Day 1				
Week 1				
Day 30				
Day 60				
Day 90				

OBJECTIVE SETTING

The aim of the process of setting and reviewing objectives is to help staff serve in a way that makes a significant and positive impact in the ministry of the church and is motivating.

Ministry is not simply a job and this is not simply a performance review. Aspects of performance and ministry conditions are considered, but this happens in the often-complex parish context of relationships in the family and church community where personal life, ministry and friendships all overlap.

It is recommended that goals are set as part of induction, discussed regularly at 1:1 meetings, and reviewed at least annually, along with the Role Description.

Objectives – what are they?

A statement of intended outcomes, that will show the unique contribution of each position to achieving the church or organisation's goals.

The starting point is the role description and specifically the areas of responsibility. Under each, given the context of the church or ministry, develop some objectives for the year ahead.

Objectives tend to be most helpful if they are specific, realistic and if possible, easy to measure. In essence they should describe how you will know that the objective has been achieved.

Commitment to Objectives

There is considerable evidence to indicate that objectives enhance performance because they:

- Focus attention on the critical aspects of a role and require the employee to confront choices about priorities. Having objectives provides a yardstick against which to assess progress and maintain clarity of direction in changing environments.
- Produce higher effort and persistence. People will persist longer in the face of obstacles and setbacks when they have a clear goal which they accept as their responsibility and which they would like to achieve.
- Lead to action planning as staff try to identify different ways of achieving the objectives they have set themselves. Once they decide what they would like to achieve, the question of how follows naturally. Those who don't know the purpose of their role are less likely to question the usefulness of activities.

SMART Objectives - a helpful tip

Well-defined objectives contain the following features, which are easily remembered by the acronym SMART:

Specific	Does the objective spell out in concrete specific terms what is to be achieved and to what degree?
Measurable	Does it contain quantitative and qualitative terms and conditions that are easy to measure?
Achievable	Does the objective set a target, which is ambitious yet, achievable and defines the conditions?
Realistic / Result-driven	Instead of describing an activity, does the objective identify a specific product, result or outcome, which is something of value?
Trackable / Time bound	Does the objective include a time limit in which to achieve the result?

ANNUAL OBJECTIVE SETTING - TEMPLATE

Then Jesus came to them and said, "All authority in heaven and on earth has been given to me. Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age." Matthew 28:18-20 (NIV)

NAME: _____

Date: _____

Objectives should be:

- completed during induction;
- updated at least annually (with the Role Description & Development plan);
- followed-up regularly in 1:1 meetings.

Objective	Time-Frame	Gospel Outcomes
<p><i>Look at the role description and specifically the areas of responsibility. Under each, given the context of the church or ministry, develop some objectives for the year ahead.</i></p> <p><i>Objectives tend to be most helpful if they are specific, realistic and if possible, easy to measure.</i></p> <p><i>Define your unique contribution to the church or organisation's goals and describe how you will know that the objective has been achieved.</i></p> <p><i>A statement relating to expected behaviour in line with Christian values is also recommended.</i></p>		<p><i>Recognise the ultimate aims of proclaiming the Scriptures through which the Holy Spirit of God speaks, sowing the gospel, loving God's people and praying for the church.</i></p>

ANNUAL OBJECTIVE SETTING - SAMPLE

Then Jesus came to them and said, "All authority in heaven and on earth has been given to me. Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age." Matthew 28:18-20 (NIV)

NAME: _____

Date: _____

Objectives should be:

- completed during induction;
- updated at least annually (with the Role Description & Development plan);
- followed-up regularly in 1:1 meetings.

Objective	Time-Frame	Gospel Outcomes
<p><i>Look at the role description and specifically the areas of responsibility. Under each, given the context of the church or ministry, develop some objectives for the year ahead.</i></p> <p><i>Objectives tend to be most helpful if they are specific, realistic and if possible, easy to measure.</i></p> <p><i>Define your unique contribution to the church or organisation's goals and describe how you will know that the objective has been achieved.</i></p> <p><i>A statement relating to expected behaviour in line with Christian values is also recommended.</i></p> <p>For example:</p>		<p><i>Recognise the ultimate aims of proclaiming the Scriptures through which the Holy Spirit of God speaks, sowing the gospel, loving God's people and praying for the church.</i></p>
<p>Oversee youth work by:</p> <ul style="list-style-type: none"> • Producing a 12-month plan for a new approach to youth events at our church and present it for feedback at the strategic offsite. • Creating a role description and recruit 3 new Youth Group leaders. • Creating an appropriate schedule and undertake 1:1 discipleship of youth leaders, starting in term 2. • Conducting growth group leaders' discipleship training each term. 	<ul style="list-style-type: none"> • May offsite • End June • Ongoing • Quarterly 	<ul style="list-style-type: none"> • To effectively proclaim the Scriptures to the youth in our parish. • To grow mature young leaders in Christ and equip them for His service.
<p>Develop the MTS program by:</p> <ul style="list-style-type: none"> • Attending MTS info night and write proposal for parish council for taking on 2 MTS workers at our church next year. • Finalising plan with Senior Rector. • Managing appropriate recruitment and onboarding for 2 new MTS workers. 	<ul style="list-style-type: none"> • July • August • December - March 	<ul style="list-style-type: none"> • Engage our Parish Council in reaching others for Christ. • Expand our team's capacity to proclaim the gospel. • Help develop more people for ministry.

<p>Oversee the church bulletin and weekly e-newsletter by:</p> <ul style="list-style-type: none"> • Gathering input and preparing draft bulletin and e-newsletter for approval at team meeting. • Ensuring distribution list kept up to date. • Distributing weekly email. • Ensuring bulletins are printed and at church entrance by end of day every Friday. 	<ul style="list-style-type: none"> • Wednesday, weekly • Weekly • By 4pm every Thursday. • COB Friday, weekly. 	<ul style="list-style-type: none"> • Relieve the administrative burden on the Minister's and Assistant Ministers to enable them to focus on pastoral work and prayer. • Improve communication between the church and its members, that they will be encouraged to participate in Church community and initiatives for Christ's glory.
<p>Undertake 2 – 3 personal quiet times per week to reflect on God's word and pray for His will.</p>	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Ministry is committed to God in prayer. • Personal relationship with God is prioritised.
<p>Conduct yourself in a manner that is consistent with the teaching of the Bible, as understood and professed by the Diocese of Sydney, both during and outside your work hours.</p>	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Christian values upheld and fostered in all circumstances, as an example pointing others to Christ.