The 10th Dimension – the power of 10...

...a series of articles by Dr Ed Bonner BDS MDent, Sloan Fellow London Business School, practice coach and development consultant

The importance of induction

Induction can be defined as an introduction or initiation, or the act of carrying these out. Unfortunately it is observed more often in the breach than in the act. I give a great deal of thought about selecting a person to fill a vacancy, but not enough to ensure that in the instance and entry to the practice is a smooth comfortable process. Is it sufficient to say, ‘Welcome to the practice, I hope you will be happy here – if you have any problems give me a call?’ I don’t think so!

I’ve recently read a management handbook called Excellent Employment, but regretfully the author fully bears out my point. More than a hundred pages are dedicated to the selection process, and then a hall page to induction, which, even if the ultimate in brevity, is worth quoting in full: “Once you have found your amazing new recruit with the fabulous attitude and all the skills you required, don’t abandon him. Finding great people is only a small part of the employee equation; you have to find a way to retain them. Thank back to those times when you took on a new job. Was there an induction programme or were you just left to work things out for yourself? Were you given a buddy or mentor, someone to look after you during that first week or so, or were you left to get on with it alone? Did anyone sit with you at regular intervals during your first three months to tell you how you were progressing, or were you left to guess?” That was it.

Very good, but only a hint of a taste, let alone even one course of a meal.

Here you just left to work things out for yourself?

Who needs induction?

All of the following should be subject to an induction programme:
• All full-time, part-time, and temporary employees
• Those returning to work after a lengthy absence
• Temporary staff
• Work-experience students (with these, one should do a risk assessment with school or education authority)

External contractors such as builders.

Purpose of induction

1. One should never assume levels of competence in respect of key subjects, including infection control, safety, and personal protection, managing emergencies, and integrating radiation, and managing emergencies.

2. Effective integration
3. Retention of new staff
4. Creates opportunities to communicate and establish policies and procedures
5. Demonstrates who is responsible for what, sources of advice, and lines of responsibility
6. Demonstrates the mission and vision, and values and principles of the practice
7. Creates an understanding of organisation culture
8. Assist with ‘managing’ attitudes and behaviours
9. The induction period enables the new employee to learn quickly whether he/she wishes to remain in the job.

By complying with legislation, which a proper induction process obliges one to do, the risk of later litigation and prosecution is significantly reduced.

Structuring induction

Pre-employment: starts with offer-of-employment letter; involves learning, enables preparation; health & safety policy statement.

Initiation and employment on probation: One should appoint a competent buddy/mentor the newcomer, who should also be encouraged to shadow other employees. Induction includes a specified probationary period during which the new employee has a formal opportunity to learn enough about the practice in order to become a fully-functional member of the team in the shortest time possible.

It begins with assigning the ‘new’ employee the responsibilities of becoming familiar with the practice manual (assuming this exists)! The purpose of the manual is to provide the foundation and principles on which the practice is established and defines the boundaries or scope of its operation. It includes its policies and procedures. During this period the employee will learn the likes and dislikes of the employer and other members of staff and also of the patients.

Post probation: this is based on periodic reviews – are aims and objectives being achieved? The purpose is to identify further training needs.

Lack of induction leads to:
1. Lack of understanding and responsibility
2. Low motivation
3. Low morale
4. Increased complacency
5. Inefficient, ineffective and unsafe work practices
6. Failure to work to full potential
7. Mistakes leading to accidents
8. Unsafe practices leading to ill-health
9. Employees leaving, leading to increased recruitment costs
10. Risk to protection of patients.

It is apparent from the foregoing that proper induction of members of temporary and permanent, full- and part-time staff is an essential part of the process of successful employment, and is ignored at one’s peril.

Part of the content of this article follows the approach of Jane Bonehill, a former dental nurse who now runs DenMed, and I would like to thank her for allowing me to refer to her methods.

Information via the written word

The fourth in the new managing information series of articles, by Dr Ed Bonner

I am in danger of creating something to heavy to move anywhere! If you remember nothing else from this article, do not forget that if you expect your patients to spend more than a couple of minutes reading your brochure or website you are probably being wildly optimistic, as probably am I thinking that you are still reading this article.

If I cannot say what I want to say in 600 words, he it in an article, website, or brochure, I run the risk of being a bore. I spend more time frittering out superfluous words than writing them in the first place. Not everyone is or should be a comedian, but a touch of humour never goes amiss, especially when dealing with as serious a subject as dentistry! The length of sentence should vary: long sentences mixed up with shorter ones make a tastier salad than sentences of uniform length.

What is important however is the message you are trying to sell to your reader or patient. The writing technique I employ is the same as that which I apply in my consultancy. The 10th Dimension: distill everything essential into no more and no less than 10 points. Somewhere to evidence from say, 25, at other times you may struggle to find 10 points of importance, but this can be a highly disciplined and creative way of disseminating information. To illustrate the point, I have highlighted key words or phrases in the above text.

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