

## **THE FOLLOW-UP PROCEDURE**

The responsibility of the personnel department does not end when a new employee is safely settled in his job. There can be no relaxing in the interests of the employee's welfare. It is very important that the new employee be assured by his first impressions, that every care and attention is being given to him to ensure that he is happy in his job.

In a large organisation the responsibility for induction would be undertaken by a special induction officer. This officer will keep a "watching brief" on all new employees. If they do not show any interest in employee activities he should tactfully try to find out the reason. It is imperative, however, that the induction officer does not give the impression that compulsion is being applied. There may be perfectly good reasons why workers do not take part in employee activities. It may be that they have outside interests which may take up most of their spare time. On the other hand, it may be that the employee in question is not too happy in his present setting, and it may be necessary for some adjustments to be made.

The personnel department is, moreover, continuously interested in seeing that the new employee is doing his work satisfactorily without hindrances, real or imaginary, to effective performance. An occasional chat with the new employee by either the induction or employment officer may help to remove misunderstandings and/or give further encouragement for greater participation in all employee activities, and in any schemes for the further success of the organisation.

After the newness has worn off the workers: At this stage they have passed through the induction and follow up processes, and are settled in their jobs. However, from time

to time, various problems can arise. These problems can involve their work activities or their private affairs, but in either case they need advice and guidance. The personnel department should have the facilities, which should be made well-known to the employees, where they can get advice and guidance.- There should be someone who is sympathetic and is able to get to the gist of the problem. This person should have an initial chat with the employee and if he is unable to provide a solution, he should be able to pass the employee on to a member of the personnel staff who has specialised knowledge in the matter under question, for example, someone who can deal with legal matters. In most cases, however, it is just a matter of having someone impartial to whom one can pour out one's troubles.

Before leaving this discussion of the personnel department there is one important matter which should be discussed. At some stage in a worker's career he will decide to leave the organisation. It may be because he has reached the age of retirement, it may be for sickness reasons, or it may be that the worker is dissatisfied with his job. Whatever the reason for leaving, it is essential that the leaving worker be interviewed by a member of the personnel department. If the reason for leaving is retirement or sickness the officer should thank the members for their contribution to the organisation and have a discussion regarding the job. It may be that they can make suggestions which they were not keen to make while they were still in the job, or they can give their overall impressions of working for the firm, which will always help future planning. In the case of a worker who is leaving to go to another job, he should be interviewed to find out his reasons. It may be a genuine reason of a better offer and greater opportunities, but it may be that there is dissatisfaction with the job or the working situation. If possible the reasons should be discovered in order to prevent further staff dissatisfaction.

