

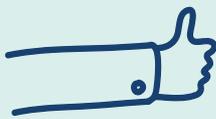
Creating a wellbeing induction

An induction sets the scene for how an organisation's culture works and how new staff members (kaimahi hou) become part of a new environment. Including wellbeing in your induction process helps new employees to understand the support available to them and sets out how your workplace will support their mental health and wellbeing at work.

A good induction should highlight how the workplace values employee wellbeing, identity and mental health. This can help reduce stigma and discrimination and promote access and support – so people can do their best work.

Often we forget to highlight the importance of mental health and what support services are available in your workplace – whether those are to strengthen staff wellbeing or to assist when things aren't going so well.

The goal of a wellbeing induction is to help new staff:



Feel good



Function well



Feel connected to their new workplace

And to make sure kaimahi hou know how the workplace:



Ensures their safety, including cultural safety



Supports them with problems



Acknowledges and welcomes all people, and fosters a culture whereby people bring their whole selves to work



Offers opportunities to strengthen and grow

Five phases of building a good working relationship:

1 Welcome

2 Connection

3 Expectations

4 Support

5 Growth

1 WELCOME

Complete a clear welcome that eases nerves and makes kaimahi hou feel comfortable and safe.

A kaimahi hou needs to know the following before they start:

- When and where to go
- Parking, transport, security
- Who will meet them
- What to expect on the first day and week
- Outline of the induction process.

Don't forget that a new person starting affects the current team and workforce. For the new person to feel welcomed make sure the team knows they are arriving and what role they will play in the induction and training process.



2 CONNECTION

Create a sense of connection to environment and team

The quality of workplace relationships can affect the way teams and individuals function on a physical and mental level. Relationships contribute to mental wellbeing as they can provide emotional and practical assistance and support, and a sense of belonging. Poor emotional support, bullying and conflict can contribute to job strain and stress, which in turn leads to poor productivity and increased absence.

How to create a good environment

- Ensure the person's immediate supervisor has time to welcome the new staff member. The aim is to introduce the kaimahi hou to the wider team and to ensure they know who's to be supporting them throughout the orientation process and beyond. Who is the staffer to go to if they have questions, for example?
- Make sure the team knows there's a new staff member coming and there's time reserved for getting to know each other. Giving time for staff to share personal and professional histories helps current and new staff make connections and see what skills, knowledge and experience they all bring into the workplace. It might be a good idea for the team manager to send out a biography of the new starter, outlining the role and their background. Workplaces can be busy, so this could be helpful for speeding up the relationship building process.
- It can be overwhelming to meet everyone and try and remember names and roles all in one go, so why not give a staff list with names and roles.
- Ensure the new staff member has a good workspace that's got everything they need to do good work. Be wary of noise, and ergonomic exposures.
- Introduce the new staffer to the wider company and its structure. A tour of the workplace can be a good start – that way you can simultaneously introduce the amenities and facilities.
- Why not officially welcome the kaimahi hou by doing a pōwhiri or mihi whakatau. Many organisations are doing mihi whakatau, so why not try it too?



4 SUPPORT

Outline and implement support mechanisms, processes and communication channels

High quality feedback, supportive relationships with supervisors, effective management of interpersonal conflict, and communication aimed at making people feel valued are all protective factors for wellbeing and can buffer against other stressors. Regular and clear communication can minimise the negative impact on health and wellbeing caused by rapid change or uncertainty. Knowing that it is safe to ask questions and where to go for support is especially important for new staff tackling an unknown environment and relationships.

Higher levels of perceived organisational support is linked to improved job satisfaction and positive moods. Letting new staff know the ways an organisation supports and involves staff during induction shows the intention of building a work relationship founded on mutual respect and trust.

Here's how you can highlight the workplace values and support systems available workers:

- Don't forget the basics, make sure the kaimahi hou knows about pay, leave, flexible work arrangements, and what policies and processes there are to ensure a safe and secure work environment.
- Show how the workplace acknowledges and rewards effort and achievement. Include formal processes but don't forget to highlight how this appreciation can be demonstrated daily.
- Explain and show how staff can be involved in making decisions. Give examples throughout induction of not just how work is done but how the process was developed with staff or the reasons behind processes such as health and safety considerations or how this process impacts other aspects of work.
- Highlight that it is important to think about mental health and what is available to support staff. Let them know who is available including if you have any specific staff trained or with appropriate skills around mental health issues.
- Talk about the importance the workplace places in reducing stigma and discrimination around mental illness, and encourage help seeking and support for staff.
- Have clear processes in place so that employees know support is available, it's easily accessible, and there are specific people and communities they can turn to.
- Dedicate support avenues relating to employees' personal life. What's their personal circumstance? What are the bereavement entitlements – and do these include cultural considerations, for example?
- Outline and meaningfully employ wider organisation's values around work/life balance, diversity and inclusion. People who engage in regular leisure time, physical activity, and have good sleep hygiene and diet have a decreased risk of mental illness, for example. What wellbeing initiatives are in place?
- Monitor and limit workplace stress insofar as the demands of the job should be matched by the resources needed to get the job done through regular check-ins. High levels of stress are directly linked to enduring health problems, and indirectly linked to self-destructive decision-making. Reducing workplace stress can decrease staff turnover rates, absenteeism, presenteeism and counterproductive work behaviours.



5 GROWTH

Create opportunity for growth and development – professionally and personally

Highlighting how the workplace supports staff to be at their best and achieve personal and work goals enables a sense of achievement, growth and self determination. These boost wellbeing and increase engagement, loyalty and confidence. Let staff know right from the start the workplace is committed to building a mutually beneficial relationship where the efforts of staff support both work outcomes and personal needs.

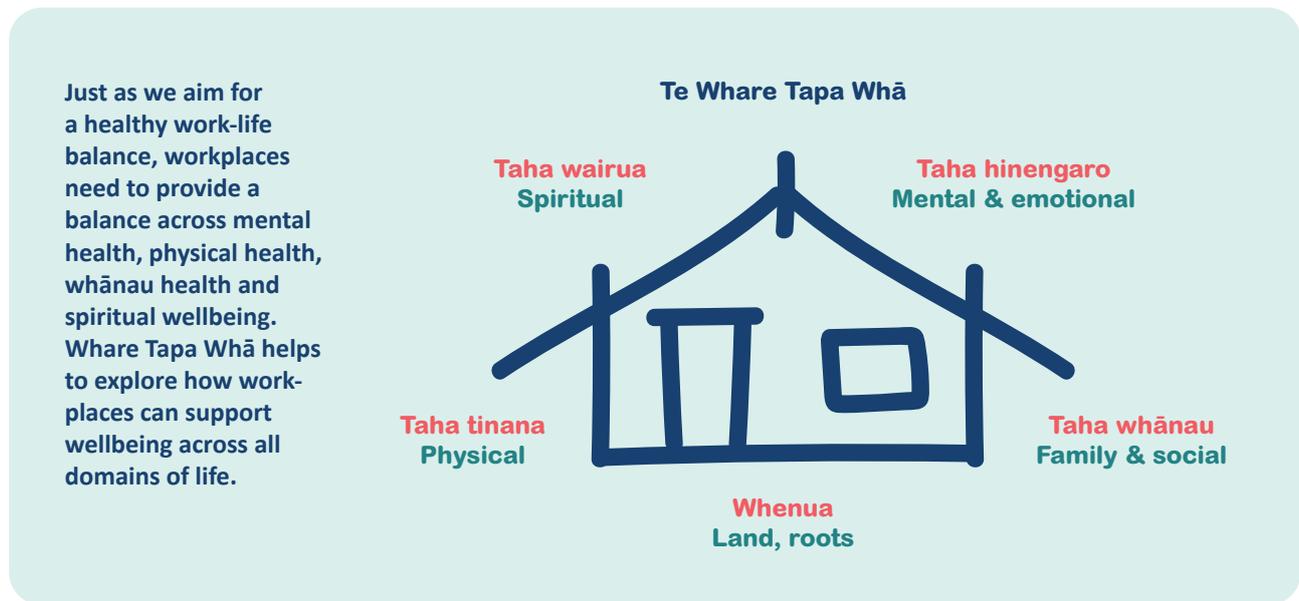
- Give regular and helpful feedback on an employee's work performance.
- Encourage autonomy, self determination and involvement in the decision-making process. Having greater control over your work improves overall job satisfaction.
- Monitor an employee's sense of purpose, meaning and engagement at work – with the role itself, and with the organisation and workplace community.
- Assess further opportunities for growth and development. This might include further training, and opportunities for promotion, for example.



WORKPLACE INDUCTION ACTIVITY FOR KAIMAHI HOU: Te Whare Tapa Whā

Organisations are only as strong as their people, and the culture of an organisation has a significant impact on the wellbeing of employees. This worksheet is designed to help you think about how your workplace impacts all four aspects of wellbeing, and what is in place to support a sense of balance.

Remember, it takes time – this is an ongoing journey.



Things to think about:

Taha whānau – social wellbeing

- Social support, social cohesion
- Family connection, whakapapa
- Communication networks
- Safety
- Health of family
- Changes in family members
- Communication styles
- Relationship values
- Expectations of reciprocity/mutuality
- Participation

Taha tinana – physical wellbeing

- Housing conditions and location
- Working conditions
- Quality of air, water and soil (including pollution)
- Noise, temperature, weather, seasons
- Health, injuries
- Public safety
- Sense of capabilities
- Ability to improve health
- Access to resources

Taha wairua – spiritual wellbeing

- Expression of cultural values and practices
- Racism and discrimination
- Access to marae and cultural resources
- Perception of safety
- Attitudes to disability
- Sense of peace or contentment
- Definition of dignity and respect
- Connection to a bigger meaning or purpose

Taha hinengaro – mental wellbeing

- Employment
- Education and opportunities
- Income and finances
- Affordable, quality, housing
- Public transport/traffic
- Change in roles
- Motivations
- Behaviours
- How emotions are expressed
- Thinking and understanding processes

QUESTIONS:

Taha tinana (physical health): How can we help you with your physical health?

Taha hinengaro (mental wellbeing): How can we help you with your mental wellbeing?

Taha whānau (social relationships): What would good social relationships look like?

Taha wairua (spirituality*): What are some of your beliefs, traditions, and practices that support your sense of self-awareness and identity?

Whenua (connection with the land or environment): What's your ideal workplace environment?

* Spirituality is expressed through beliefs, values, traditions, and practices, that support self-awareness & identity. Provides a sense of meaning and purpose as well as experiencing a sense of connectedness to self, whānau, community, nature and the significant or sacred. It doesn't necessarily mean practising formal religion.