



HR DELIVERY

Making Sure HR Delivers

HR DELIVERY WORKSHOP SERIES

Onboarding and Induction

An introduction to effective onboarding and induction

Design onboarding around readiness to contribute. Explore the Role Readiness Pathway, map a new colleague's journey and identify practical milestones, manager responsibilities and support that connect induction information with confident, appropriately supported performance.



01 DAY

Introductory taster

IN-HOUSE

Your people. Your context.

PRACTICAL

Explore, discuss and apply

A PRACTICAL STARTING POINT

Understand the topic. Try it in practice.

Completing induction activities does not necessarily mean a colleague is ready for the work. Role clarity, practice, relationships and functioning systems develop at different speeds. This workshop helps participants design a supported joining journey that makes those needs visible and gives managers a practical basis for reviewing progress.

Introduce the Role Readiness Pathway through one role group. Participants map early work requirements, identify support across four readiness strands and draft a small set of meaningful milestones, distinguishing administrative completion from evidence that someone can take the next supported step.

WHO IS IT FOR?

HR practitioners, onboarding coordinators, learning colleagues and line managers who support new recruits, internal moves or returning employees. Participants do not need previous experience designing an onboarding programme.

BY THE END OF THE DAY, PARTICIPANTS CAN:

- 01 Explain role readiness**
Explain why completed joining activities are different from readiness for specific work, using role clarity, practice, relationships and operating conditions.
- 02 Map a supported journey**
Map the five pathway stages for one role group, identifying the manager and supporting teams involved in the transition.
- 03 Define a useful milestone**
Draft a task-specific milestone stating what should be understood or demonstrated, how it will be checked and who provides support.
- 04 Identify readiness blockers**
Distinguish an employee learning need from missing access, unclear expectations or unavailable support in an illustrative onboarding situation.
- 05 Practise a readiness review**
Use a short readiness conversation to agree the next supported task, unresolved barrier and responsible owner without labelling the whole person.
- 06 Plan a local improvement**
Identify one change to a joining journey and propose feedback that could show whether it helps colleagues contribute more effectively.

A useful first application

The workshop develops an illustrative journey and readiness milestones. It does not replace professional authorisation, safety sign-off or probation decisions, or produce a complete induction programme for every role.

THE FRAMEWORK / WORKSHOP FOCUS

HR Delivery Role Readiness Pathway

The Role Readiness Pathway moves through Prepare, Orient, Practise, Contribute and Integrate. At each stage, Clarity, Capability, Connection and Conditions help managers see the different forms of support a colleague needs.



SIX QUESTIONS TO EXPLORE IN THE WORKSHOP

01 Prepare

What must be ready before the colleague's first working day?

03 Practise

Which tasks need supported practice and evidence of safe performance?

05 Integrate

Which relationships and development conversations sustain contribution beyond initial induction?

02 Orient

How will the colleague understand the role, priorities and support routes?

04 Contribute

What work can the colleague undertake within agreed boundaries and support?

06 Review the four strands

Are clarity, capability, connection and conditions progressing together for this task?

The six panels are workshop focus questions across the original five stages and four readiness strands. They do not add a stage; milestone decisions remain specific to the task, evidence and support required.

[Explore the full model >](#)

LEARN BY DOING

Explore. Challenge. Make the ideas useful.

Short explanations lead into lively exercises, paired discussion and small-group challenges. Participants test ideas, share experience and build a draft together. The tone is engaging and enjoyable, with time to reflect and connect learning to real work.

01 Walk the joining journey

Teams follow a fictional new colleague through preparation, orientation and early work, placing responsibilities on a journey map and identifying support that the current induction checklist misses.

02 Rewrite the milestone

Pairs convert vague milestones such as complete training into observable task expectations, specifying acceptable evidence, practice support and a review conversation appropriate to the work's risk and complexity.

03 Untangle the readiness barrier

Groups examine short scenarios involving unclear standards, missing system access and limited practice, then decide which actions belong to the manager, colleague or supporting service owner.

04 Rehearse the check-in

Triads practise a manager check-in using task evidence and the four readiness strands, agreeing a next step while the observer checks listening, specificity and ownership of organisational barriers.

DIAGNOSE BEFORE YOU ACT

Evidence > shared feedback > agreed priorities

Use selected diagnostic prompts to distinguish known facts from assumptions. Discuss the findings and agree their meaning before proposing a solution. Feedback is part of diagnosis, not an afterthought.

ONE CASE, DEVELOPED THROUGH THE DAY

A new service adviser completes every induction module but remains unable to resolve routine requests. System permissions are incomplete, guidance differs between colleagues and the manager assumes a buddy is overseeing practice. The adviser hesitates to ask for help because everyone appears busy and the first review is weeks away.

Groups redesign the first weeks for the adviser, define two task-specific milestones and assign support for clarity, capability, connection and conditions before deciding which work can be undertaken independently.

THE FACILITATOR WILL

- Invite different perspectives.
- Make assumptions visible.
- Welcome constructive debate.
- Capture practical learning.



SAMPLE WORKSHOP AGENDA

A working day, with room to think.

09:00-16:30 | Six hours of facilitated learning, plus lunch and breaks. The agenda, emphasis and timings are always agreed with the client, including local scheduling needs.

09:00-09:20	Explore what ready to contribute means Compare induction completion with task readiness and identify the different support needs experienced by new recruits, internal movers and returning colleagues.
09:20-10:15	Follow the Role Readiness Pathway Introduce the five stages and four strands, then map the people and services involved in a supported transition into one role.
10:15-10:30	Break
10:30-11:30	Map early work and support Trace the case adviser's journey, identify missing preparation and relationships, and distinguish useful information from opportunities to practise the actual work.
11:30-12:30	Write meaningful readiness milestones Convert checklist activities into task-specific expectations, acceptable evidence and support arrangements, with review timing appropriate to the work's complexity and risk.
12:30-13:30	Lunch
13:30-14:30	Resolve barriers across the four strands Use readiness scenarios to separate learning needs from unclear expectations or organisational blockers and assign practical actions to the relevant owners.
14:30-14:45	Break
14:45-15:30	Practise a useful manager check-in Rehearse a short conversation that examines task evidence, listens to the colleague and agrees the next supported step within clear boundaries.
15:30-16:10	Review the redesigned joining journey Present a revised journey and two milestones, then use peer feedback to test workload, manager ownership and the colleague's experience of support.
16:10-16:30	Plan a focused onboarding improvement Choose one role group and a current joining friction point, identifying the recent starters, managers and service owners needed for follow-up.

Connect joining activities with role-specific readiness, visible support and practical conversations about the next step in contribution.

FROM THE SESSION TO YOUR DESK

Useful models.

Practical working records.

The day combines reference materials with drafts developed in the exercises. Each has a clear use beyond the workshop; the work reflects the evidence and perspectives available in the room.

01 Pathway reference sheet

A concise guide to Prepare, Orient, Practise, Contribute and Integrate, showing how the four readiness strands remain relevant throughout the colleague's transition into work.

Explain onboarding as a supported journey to managers and colleagues.

02 Role journey worksheet

An exercise map of early work, information, relationships and service dependencies, with clear responsibilities for the manager, colleague, buddy and supporting teams at relevant stages.

Check where a current induction checklist misses essential support.

03 Milestone drafting guide

A worked example connecting a specific task with expected performance, acceptable evidence, practice arrangements, a review conversation and the boundaries of the next supported step.

Write milestones that describe readiness rather than activity completion.

04 Readiness barrier record

A practical record separating clarity, capability, connection and conditions issues, with an owner and next action for barriers that should be resolved by the organisation.

Avoid treating missing access or guidance as an employee deficit.

05 Manager check-in prompts

A short conversation guide for reviewing evidence, hearing the colleague's experience and agreeing appropriate support, including referral when regulated or safety-critical authorisation is required.

Help managers make early review conversations specific and supportive.

06 Joining improvement outline

A focused proposal for one role group, identifying a joining friction point, the people to involve and feedback that would show whether support is improving.

Start one manageable change to the new colleague experience.

CONTINUE EXPLORING

Continue with the models, diagnostic manuals and development resources on the HR Delivery website. Workshop exercises provide a first application; a full organisational diagnostic or implementation assignment can be agreed separately.

[Open the framework >](#)

[Explore diagnostic resources >](#)



MAKE THE LEARNING COUNT

A better conversation. A practical next step.

Review one role group's joining journey with a recent starter and manager. Find a gap between induction activity and work readiness, then agree a small improvement to support, milestones or ownership before extending the approach to other roles.

YOUR FIRST 30 DAYS

01

Days 1-7

Listen to a recent starter

Choose one role group and speak with a recent starter and manager. Compare the documented joining process with the support, access and practice the colleague actually needed during the first weeks.

02

Days 8-21

Rewrite one milestone

Select an important early task and draft a specific readiness milestone with its evidence, support and review owner. Check it with someone who understands the work and any required authorisation boundaries.

03

Days 22-30

Review the improved support

Discuss the proposed milestone and support change with relevant service owners. Agree a limited trial for an appropriate joining cohort and decide how managers and new colleagues will provide feedback on usefulness.

Follow-through is participant-led. Additional facilitation, a full diagnostic or specialist support can be agreed separately.

AVAILABLE IN-HOUSE

Shaped around your organisation

The client identifies a role group and typical joining arrangements. Participants may bring blank induction checklists or manager guidance; the facilitator uses a fictional employee journey and keeps personal performance or probation records outside the exercises.

PLAN YOUR IN-HOUSE WORKSHOP

Talk to Dr Phillip Welsh

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Discuss your workshop



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