Induction

A best practice guide for managers

London Borough
of Hounslow

INDUCTION BEST PRACTICE GUIDE

Page No.

1. Introduction

Starting a new job can bring new challenges but for some it can also be a daunting experience. It is important therefore that new employees are fully supported right from the outset of their employment at the London Borough of Hounslow with a thorough induction procedure. This high level of support should continue throughout their employment within the authority, reinforced through measures such as the probationary period, training, performance and development appraisal (PDA), one to ones and team meetings.

Effective induction will help the new employee to settle into their new job and surroundings; this will enable them to respond effectively and safely to the demands and responsibilities of their job.

2. Objectives of Induction

This guide is intended to ensure that Managers apply induction systematically and consistently across the organisation. The objectives of the induction process are:

A) To take account of the needs of all new employees, to make them feel part of the organisation or team as soon as possible.

B) To inform the employee of the priorities for the Council and their service area.

C) To ensure that all employees understand what is expected of them and how they will make a valuable contribution to the work of the Council.

D) To maintain high standards in service delivery by adopting a consistent approach throughout the organisation.

E) To assist with the retention of staff.

F) To make employees aware of the health and safety matters at work and do not put themselves and/or others at risk.

The Induction Policy applies to all employees of the Council, except those employed in schools under the control of Governing Bodies, for whom procedures adopted by the Governing Body will apply.

In particular, it applies to the following people:

- New employees
- People changing jobs within the directorate or Council, including promotions, sideways moves, redeployment, transfers, secondments, acting up arrangements etc.
- Anyone who becomes part of the workforce, including temporary employees (though not agency workers), Apprentices or other schemes. (The induction will need to be customised accordingly).
- Appropriate induction should also be programmed for people returning after prolonged absence, to reintegrate them back into the organisation.

3. Responsibilities

The responsibility for ensuring an employee receives an effective induction falls mainly with the line manager.

The Manager's Role:

- Plan ahead for the induction of the employee, especially new starters.
- Be available to meet and greet new starters or arrange for a "buddy" to collect the new starter from reception.
- To follow the process, using the checklists as guidance.
- To discuss with new starters their individual needs and tailor the local induction process to meet those needs.
- To discuss with new starters their development and discuss levels of support required for effectively meeting those needs in the Probationary/Performance and Development Appraisal process (PDA). This should include any areas that were not found to be 'fully met' through the recruitment process.
- To set up the probation schedule of monthly probation meetings and closely monitor and review the progress of new starters using the probationary report form for new employees or through the Performance and Development Appraisal (PDA) process for those that have previously been working elsewhere in the Council.
- To ensure the new employee is made aware of their individual Health and Safety responsibilities and all applicable operating health and safety policies and procedures
- To ensure the new employee is made aware of the manager's role to monitor the implementation of these respective procedures and safe systems of work to ensure they are continuously improved / updated and remain fit for purpose.
- To ensure the new employee understands the importance of complying with their allocated health and safety responsibilities and potential consequences of non compliance.
- To inform the new employee of the allocated divisional Corporate Health and Safety Advisor, local First Aider and Fire Marshall (available on the Health and Safety page of the intranet).

The manager's checklist is included later in this Guide, to help managers through this process. The checklist is not exhaustive and managers will need to consider what additional information a new employee will need to carry out their job effectively. This may require the manager to arrange for the employee to meet with key individuals across the organisation. **Some service areas may need to adapt their checklists to cover local arrangements**.

The Buddy's role:

Each new person should be linked to a 'buddy' for the first week or two, to help the new employee settle in to the organisation. The buddy also provides support to the manager to help facilitate this process.

Managers should use their discretion in appointing a "buddy", but preferably s/he should be a colleague who has been employed for at least six months, and is a willing, professional, good ambassador for the organisation. Consideration needs to be given to

gender/ethnicity and disability awareness. See Buddy's checklist.

To supplement the Manager's induction and the Buddy induction, the new employee will be invited to the corporate induction. Further details are available from the Workforce Development team in Transformation & HR.

4. Probationary Periods

All new entrants to the London Borough of Hounslow are subject to a six month probationary period[1]. Concerns regarding an individual's performance or attendance during their first few months of employment must be raised by their line manager. Meetings should take place regularly, normally monthly, through the probationary period and the report should be completed in accordance with the procedure.

It may be that they require some additional training or support and it is best practice to try and resolve any difficulties as soon as possible. If there are concerns about a new employee's ability to do their job, advice should be sought from your Human Resources team, at the earliest opportunity.

Those staff that are employed on a fixed-term or other temporary contract, where there is an expectation that the contract will last a minimum of six months (from the outset), should be subject to a probationary period.

Staff employed on a fixed-term or other temporary contract of less than six months' duration are to be monitored and supervised effectively, perhaps on a monthly basis, and all meetings regarding performance must be clearly documented.

Apprentices may have a different probationary period.

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[1] Newly qualified social workers must complete a 12-month probationary period.

MANAGER'S INDUCTION CHECK LIST

Name: **Commencement Date:**

Position: **Unit / Section:**

Line Manager

The following documents have been sent to your new employee:
- Conditional offer of appointment
- Their contract letter.
- A letter confirming receipt of satisfactory references and medical clearance.
- Acceptance of appointment

The following has been sent to you:
- Letter from HR Operations re. Managers' induction guide, probation, declaration of interests & access control passes (ID badges).

Prior to the First day

No	Area	Line Manager's Responsibility Date of action
1.	Ensure you have prepared a structured work plan / induction programme for the new employee for the first three weeks, relevant to this checklist and the employee's level of experience. (For example the new employee may be a young worker. See next item.)	
2.	If the new employee is a young worker (under 18) you should carry out a risk assessment of the likely dangers that an inexperienced worker may face. Refer to "Risk Control Data Sheet RCDS 008 Employment of Young Workers, Casual or Temporary staff" in the Health and Safety Manual on the intranet.	
3.	Complete the 'user account' online form found on the ICT forms and procedures area of the intranet http://intranet.hounslow.gov.uk/index/ict_advice/ict_forms_and_procedures.htm to set up the new employee's ICT systems and telephone access.	
4.	Brief the team on the new employee's start date	
5.	Identify/nominate a buddy for the new employee	

Recommendations for first day

No	Area	Line Manager's Responsib Date of act
1.	Reception – new employee received by Line Manager	
2.	(If still outstanding) New employee to provide HR Operations with the requested documentation: •A passport sized photograph for their file •Contract Acceptance •Original proof of NI number •Bank Details form, P45 etc. •Proof of Identification •Proof of Qualifications (if required) •Disclosure and Barring Service (DBS) Documentation (if required) • Criminal Records Bureau Documentation • Driving licence / insurance documentation (if required) – see Driver Documentation Checklist for further guidance: http://intranet.hounslow.gov.uk/index/d/driver_documentation_list.htm	
3	Employee to provide manager with: - Completed Declaration of Interest form (available at: http://intranet.hounslow.gov.uk/declaration_interests_form.pdf) - Car park application if wishing to request to park at Civic Centre: http://intranet.hounslow.gov.uk/staff_carpark_application_jun13.doc)	
4.	ID badge – employee to book slot with Facilities management to get ID pass (sessions run on Monday morning and Wednesday afternoons) Application form available at: http://intranet.hounslow.gov.uk/civic_centre_id_pass_jul12.doc	
3.	Employee's Team - The team structure - Introduction to unit and team members - Introduction to the 'Buddy' - Communication arrangements e.g. team meetings etc.	
4.	**Employee's Own Job**	
	Position/role in the team and the individual's areas of responsibility.	
	Agree timetable for supervision meetings (one to ones)	
	Explain Probationary process & dates to review probation period	
	Sickness reporting, annual leave and flexi leave procedures and working hours	
	Rest breaks (if applicable) *(alternatively this can be done by the Buddy.)*	
	Expenses/travel claims (if applicable) – claimed via online form at: http://intraneteforms.hounslow.gov.uk/ufs/ufsmain?ebz=1_1376392862764&ebd=0	
	Inform the new employee that they will need their National Insurance Number to register for Self Service on their second day. **The manager must enter the employee's working pattern in Self Service.** On second day: obtain the employee's staff number from Self Service to enable registration. Advise the employee of their staff number and provide an opportunity for them to register. Remind them to access their personal details to check that the information is	

	correct, and to enter their Council email address. Further guidance on self service is available on the self service page on the intranet: http://intranet.hounslow.gov.uk/index/selfservice.htm	
	Computer passwords and printer/photocopier access	
	Software training – particularly the Council's use of Outlook email and the importance of using the Outlook Calendar functionality for booking meetings. Please click http://intranet.hounslow.gov.uk/index/news/electronicdiaries.htm for more information.	
	Practices and procedures relevant to job including: •financial regulations •standing orders	
	Standards for the workplace (e.g. appropriate dress)	
	Equal opportunities and customer care	
	Meeting key people in department/Council	
	Risk assessment & safe systems of work Ensure the individual understands the risk assessments and safe systems of work, including personal protective equipment if necessary.	
	First Aid arrangements: List of First Aiders on intranet at: http://intranet.hounslow.gov.uk/index/health_safety/first_aiders_list.htmis	
	Fire & emergency arrangements Inform the individual the fire and emergency procedures for the building the position of the fire escape routes, assembly points and the fire call points etc Include other emergency arrangements/procedures such as bomb threats etc. http://intranet.hounslow.gov.uk/index/rede/facilities/fire_safety.htm	
	Accident reporting: Make sure the individual knows how to report an incident, accident or near miss using online form: https://server6.info-exchange.com/lbhounslow/default.asp. Ensure the individual understands their role in and process for root cause incident investigation.	

First /Second Week

No	Area	Line Manager's Responsibility Date of action
	At the end of the first week ensure that the actions on the buddy checklist have been carried out and the arrangement was successful.	
5	**Further Health & Safety**	
	Display Screen Equipment (DSE) user training: If staff are involved in the use of computer in their day to day work, ensure they complete the DSE Assessment and user training on the Council's intranet http://intranet.hounslow.gov.uk/index/health_safety/display_screen_equipment.htm	
	Manual handling of loads:	

	Highlight the risks that may incur relating to manual handling. Provide a list of manual handling tasks where appropriate. Identify if manual handling or moving and handling (of people) training is needed	
	Health, Safety and Occupational Health information and support. Explain where and how Health and Safety information can be obtained, communicated and where to get help if needed.	
6.	**Organisational Overview**	
	Introduction to Local Government/Public Sector http://www.local.gov.uk/workforce	
	Introduction to LBH: Corporate / Business Plan: http://intranet.hounslow.gov.uk/index/c/corporateplan.htm staff charters: http://intranet.hounslow.gov.uk/index/c/charters.htm Directorate / service area service plan	
	General overview of the directorate	
	Service procedures	
	How the team / unit relates to the directorate & rest of LBH	
	Recognised Trade Unions and representatives http://intranet.hounslow.gov.uk/index/new_to_the_council/role_of_trade_unions.htm	
7.	**Policies & Procedures (available on the intranet). http://intranet.hounslow.gov.uk/index/corporate_services/human_resources/hrpolicies.htm Line manager to give brief overview.**	**Line +Manager's responsibility** **Date of action**
	Code of Conduct	
	ICT Policies and Procedures, Data Protection Act and Information Security. Info on DPA can be found here - http://intranet.hounslow.gov.uk/index/d/data_protection_act.htm. Info on Information Security can be found here - http://intranet.hounslow.gov.uk/index/ict_advice/ict_security.htm.	
	Grievance Policy	
	Disciplinary & Capability policies	
	Management of Absence	
	Authorised Leave	
	Performance and Development Appraisal (PDA)	
	Equal Opportunities and Cohesion Policy Statement	

	Introduction to the following Corporate Health and Safety documents:
	  1. Health Safety and Wellbeing Strategy.
	  2. Health and Safety Action Plan
	  3. Divisional Health and Safety Policy and Plan
	  4. Corporate Health & Safety Manual and their departmental/service Health & Safety Policy document: Any role specific safe systems of work	

	Other directorate / service specific policies	
8.	**Learning and Development**	
	Identification of learning & development needs & develop a plan as part of Probation procedure and Performance and Development Appraisal (PDA).	
	Identification of Health and Safety training needs As part of probation and PDA Nominate for Health and Safety training as required for particular role e.g. - Risk assessment - Managers Health and Safety awareness - Specific skills-based training e.g. manual handling or avoidance of violence	
	Nominate for Corporate Induction course	
	Nominate for mandatory managers' training (if applicable) e.g. HR Policy briefings / Interview skills	
9.	**Business Continuity**	
	Ensure new employee is aware of the local arrangements for Business Continuity e.g. backup location(s), telephone numbers to contact etc. in the event of a disruption.	

Third Week

	Discuss and complete this checklist with the employee. Sign off Induction checklist.	
	Action Plan for any outstanding issues with timescales	

Any comments?	

Signed_____   date_____
(Employee)

Name in print_____

Signed_____   date_____
(Manager)

Name in print _____

(Please return the completed checklist to HR Operations by the 3rd week of the employee starting, as these will be placed on the individual's personnel file. Thank you.

For HR Operations only

(Completion of Induction Checklist) entered on HR Ops system	
Form placed on employee file	
Induction Buddy Check List	

Name   **Commencing Date**
Position   **Unit / Section**
Buddy

No.	Action	Please tick when Actioned (√)
1.	**First Day**	
	Tour of directorates (according to work location) identifying the following:	
	• Entrances/Exits/door codes/ floor plans etc	
	• I. D. Badges	
	• Toilet and Shower facilities	
	• Tea/Coffee/Canteen facilities/Recycling bins	
	•Telephone and email facilities/guidelines of usage	
	• Fire exit/evacuation procedure	
	• Identify the First Aiders and show the employee where the nearest First Aid box is kept.	
2.	**First Week**	
	• Postal arrangements	
	• Room bookings	
	• Photocopier/fax/the print unit	
	• HR Operations/Human Resources	
	• Security office / Business Reception	
3.	Help with certain elements of 'on the job' training such as how to find particular forms, documents and stationery.	

	Reminder of Health and Safety role and responsibilities and consequences of compliance and non compliance
	Reminder of procedure for reporting an accident / incident
4.	Lunchtime cover/tea and coffee breaks etc.
5.	If appropriate, invite the employee to lunch early in the first week (include other members of the team if appropriate)
6.	Be available to answer questions (ongoing)

The new employee's manager and the buddy need to confirm that the actions on this checklist have been performed. This checklist can be placed with a copy of the manager's checklist in the new employee's supervision notes.