Managers' Guidelines - Induction

DERBYSHIRE
County Council

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1. Introduction

A well prepared induction process helps a new employee to become integrated into their role, team and the organisation and enables them to quickly become effective in their job.

Induction is intended to welcome them to their new role, ensure they understand all the information relevant to them in their role, familiarise them with Derbyshire County Council's vision and values and establish and monitor early performance expectations.

Induction begins with the selection of a suitable candidate for a vacancy and should be planned from this point.

2. The Role

Induction must be relevant to the individual employee and their particular circumstances and experience.

Key to the induction process is that each employee gains an understanding of the information they need to perform their role.

These guidelines are therefore intended as a guide, and provide a minimum framework to work to and should be adjusted to reflect specific needs.

Included as Appendix 1 is a checklist of items to consider during induction. Before an item is signed off as completed on the checklist, you should ensure that the employee has gained an understanding of each issue. This will involve spending time with the employee and discussing the issues with the individual, to ensure their knowledge and understanding is complete.

As far as possible, employees should be encouraged to take control of their own development, and find out as much information for themselves. As a manager, you should give essential information, but also support and guidance regarding how and where to obtain additional information and help individuals recognise opportunities to develop and improve their performance.

Although suggested timings and delivery methods are included, these can be adapted to best suit the needs and circumstances of the individual. Employees should be allowed to work through policies and procedures at their own pace to ensure a thorough understanding is gained, and to avoid overloading them with information in the early stages.

During the induction process the induction checklist should be retained by you as the employee's manager, as it is your responsibility to ensure the employee completes the programme.

3. Considerations Prior to Start Date

3.1 Offer a visit:

If the employee is new to the Department or the Council, it may be beneficial to offer a supervised visit before their start date, to enable them to meet colleagues, accustom themselves to the office layout, observe any dress codes, and generally familiarise themselves with the working environment.

3.2 IT Access:

The signed contract of employment is the trigger to generate a SAP ID for a new employee. To activate IT access, you will need to go to Service Desk Online via your desktop – Section 3 Access to Systems – New Starters. You can monitor the progress of your request under My Requests on the menu for Service Desk Online. If there are any problems accessing IT systems, the IT service desk will be able to assist, telephone 37777.

3.3 Corporate E-learning Induction Process:

The induction process should reflect the culture and values of the Council. This is covered by the **Corporate e-learning Induction** process as part of the induction plan and should be undertaken by all employees new to the Council. It also covers key policies and procedures and organisational information, such as “How the Council Works”. You should therefore familiarise yourself with the **Corporate e-learning Induction – Managers Guide.** This provides essential information you should go through each time you have a new starter in order to remind yourself of your role and responsibilities regarding induction. For details on how to access this see Appendix 2.

Employees without any IT access can complete the course by means of a paper copy. You should provide this for them by contacting your Learning and Development section. Alternatively, for those employees with personal / home access to IT, a stand-alone CD can be provided from Corporate Resources HR Division, Learning & Development.

3.4 Induction Checklist

You should also obtain an induction checklist, available at Appendix 1, and note the areas to be covered with suggested methods and timings. It is important to remember that there is a lot of information to be communicated and there is a limit to how much information an individual can absorb in one day. Induction should be considered as an on-going process rather than a one off event and depending upon the nature of the job, may be spread over a number of days, weeks or months.

3.5 Prior to Employee Commencing in Post:

- Consider any training or instruction that will be required.
- Notify other staff members of their new colleague.
- Prepare the working area.
- Organise any equipment necessary to the role – including protective clothing / ID badge.
- Obtain any documentation they will need to read (or be aware how to access it electronically).
- Make sure any key people involved in the induction process are aware.

3.6 Equalities Considerations

In carrying out induction it is important that no employee is placed at a disadvantage. You may therefore need to pay particular attention and consider adapting the induction process if necessary. Some examples of groups that may need a slightly modified approach could be as follows:

School Leavers
Induction is generally concerned with adjusting to a new job, but for school leavers, it is about adjusting to a whole new way of life, and consequently, this group are likely to need more support than other groups.

Graduates
Graduates may have a high level of knowledge but may not have any previous work experience and so will need careful integration into the department.

Managers
Whilst many of the points in the checklist apply equally to all new staff with management responsibilities, for those in a senior managerial position, individual induction programmes may be necessary. These should be drawn up taking into account the Council Plan, Corporate and relevant Service Plans, the Leadership Framework and Standards, and relevant professional standards. Depending on their background and experience, you may need to help new managers establish and maintain relationships with colleagues.

Diverse Groups
Although all employees undergo the same induction process, you may wish to consider whether additional action or advice is needed to support employees from diverse communities. For example, be aware of and take into account any particular cultural or religious customs of new starters who are part of an ethnic or religious minority to prevent misunderstandings from occurring.

Disabled Employees
The Council has a responsibility to identify and make reasonable adjustments to enable disabled people to start or continue in work. Discussing requirements openly at an early stage can help build good relationships and ensure that both parties feel at ease. Reasonable adaptations may relate to physical access, aids or adaptations to equipment, or flexibility around working arrangements. Pre-planning can help avoid problems which may arise, and if you are aware your new starter has a disability you should clarify with them if they have any special requirements or

particular concerns regarding the workplace. Where possible, any necessary reasonable adjustments should be implemented prior to them commencing.

Employees returning to work after a break in employment
This could include long term unemployed people or employees returning to work after caring for children or relatives. They may feel out of touch with developments and need extra help settling in to the organisation, and building up confidence.

Shift workers / Night workers
These employees may need to work modified shifts in the early days to ensure induction is covered adequately.

Flexible Workers
The implementation of new ways of working incorporates flexible working styles for example; remote and mobile working, including the use of touch down centres and homeworking. A new employee who does not work from a fixed base will need additional support throughout the induction process. This could include some periods of time spent working from a fixed base, or more frequent face to face meetings to ensure they integrate well into their new role.

4. Induction

4.1 Day One:

A good reception is an important part of the induction process and you should make sure you spend time with your new employee on day one. Ensure they are welcomed on arrival by an appropriate person. If this can’t be you, then you should make yourself available at some point in the day to meet the new employee and spend some time with them.

All employees should have their induction plan explained to them and have approximate dates of review meetings in place. This should be covered in the original induction meeting, which should take place on day one of the employee’s employment.

4.2 General Induction

Each employee will require some level of induction. For an existing employee who is new to the role only, it may not be appropriate to undertake a formal induction process, but to proceed directly into My Plan.

However, they may still require some aspects of the induction process. For example:

- On Arrival - Ensure they are met, welcomed, and introduced to colleagues.
- Availability - Arrange for one person to be available throughout the day to assist with minor queries. It is useful to have a colleague to act as an informal guide to the new employee even though there is no formal “buddy system” as they can help with everyday questions in an informal manner, as they occur.
- Physical orientation - Ensure they understand the layout of the setting, and they are shown where to locate commonly used facilities – e.g. kitchen, printers, toilets, arrangements for refreshments etc.

- Organisational orientation – ensure they understand how they fit into the team and how their role fits into the department's strategy and objectives (service plan).
- Equipment – ensure they know how any specialist equipment works.
- Introduction / meeting with key colleagues.
- Identification of initial expectations and requirements.
- Fire safety procedures – what to do if the alarm sounds and how to evacuate the building.
- Building security

4.3 Role Specific Induction

All employees will require role specific induction. This should include such things as:

- An outline of the role and how it fits in with organisational and departmental objectives.
- Show how the role relates to the team / service plan / council plan.
- Equipment and procedures specific to the role.
- Any statutory / mandatory training not covered by corporate / departmental induction.
- Indications of the standard of performance expected and how the performance review process will help them to achieve improvement where required.
- Information specific to the work environment – e.g. telephones, filing, key locations.

4.4 Departmental Induction

Employees new to the department, in addition to general and role specific induction are likely to require induction specific to the Department. This may include:

- Any statutory or mandatory training not covered corporately.
- Information on the functions of the Department.
- Key personnel within the Department.
- The individual's and colleagues' roles.
- Departmental service plans.

4.5 Corporate Induction

Corporate induction complements departmental and role specific induction. It includes:

- Information on the organisation, its mission and objectives.
- Corporate policies and procedures including Equalities.
- The structure of the organisation, departments and their functions.
- Mandatory training, including health and safety.
- Information security.

This can be completed on line and details of how employees can access **Corporate e-learning Induction** are found at Appendix 3. Employees without IT access should complete the paper workbook as detailed at 3.3.

For a summary of what is covered in the E Induction process please see Appendix 4. See Appendix 5 for a flowchart illustrating the process once the employee has commenced in post.

5. Meetings

5.1 Purpose of Induction Meetings

The induction process is based on the My Plan process and is intended to:

- Agree objectives for the employee being inducted in line with service area priorities.
- Review an individual's progress against previously set objectives.
- Identify any development needs the may have to enable them to do their job.
- Evaluate the effectiveness of any previous development opportunities.
- Highlight at an early stage, any areas of concern regarding their performance.

The process and associated documentation should be owned by the individual whose induction is taking place, in agreement with the manager. i.e. the individual must take responsibility for completing the induction process but with the guidance of their manager.

5.2 Initial Induction Meeting – Day One

The initial induction meeting should take place on the first day of employment. There will not be anything to review at this meeting but it should involve:

- Setting initial objectives in support of departmental business objectives.
- Specifying the expected results.
- Planning actions to achieve those results.
- Identifying timescales.
- Identifying how these objectives fit into future business objectives.
- Outlining what is expected from the employee and the role.
- Explanation of duties and responsibilities.
- Identification of any development needs.
- Ensure any processes ticked off the checklist have been understood by the employee as appropriate to their role.

At this meeting, and in the early stages of an employee's induction, initial objectives will include such things as familiarising themselves with the Council's policies and procedures. The induction checklist covers policies and procedures and other employment information and this should be considered as part of the induction. Your role in this process is firstly to direct the employee on how to access this information, but also to ensure they understand how these policies and procedures affect them and their role.

This meeting is a chance to help the individual identify their priority skills or knowledge gaps, and provide access to development to fill those gaps. At a senior level, it allows acknowledgment of the new starter's existing experience and their need to take ownership of their learning.

5.3 Performance Review Meetings – Months One, Three, Five

Timescales for performance review meetings may be set individually as relevant to the role, but ideally they will be held at the end of the first, third and fifth month in post, at which point, provided satisfactory progress has been made, the employee will move into the My Plan process.

Timescales can be adapted to suit individual roles. Additionally, regular informal catch up meetings should be held with the individual to ensure there are no underlying problems.

At a performance review meeting you will need to be able to clarify the expected results from the previous meeting, and compare them to the actual results. It provides an opportunity to highlight and reinforce your confidence in your new team member. It also gives you the opportunity to spot any difficulties and to prevent them from escalating.

The purpose of such a meeting is to:

- Review progress against previous objectives.
- Evaluate whether satisfactory progress has been made and if not, how improvements can be achieved.
- Set further objectives.
- Plan actions to reach those objectives.
- Identify timescales.
- Identify how objectives fit in to future business objectives.
- Identify any development needs.

See Appendix 6 for a flowchart illustrating the review meeting process.

6. Where Objectives Are Met

Where objectives are being met, in addition to setting further objectives, you will need to assess to what extent an employee is carrying out the full scope of their new role, in order to assess at what stage the induction process can be considered complete.

Generally, by the end of the final performance review meeting (at the end of month five) an employee would be expected to be fulfilling the full scope of the role.

At this stage, providing the employee is performing satisfactorily, the induction process can be signed off as complete and their performance would in future be assessed through the My Plan process. As part of the signing off process you should set the date of the first My Plan meeting.

6.1 Completion of Induction Process

At the end of the process, the manager and the employee should sign the induction documentation to confirm completion. This must be forwarded to the Shared Services Centre (SSC) for retention on the employee's personal file. This will also enable the Shared Services Centre to confirm induction has been completed. A copy must be given to the individual to retain.

6.2 Confirmation of Completion of Induction

On receipt of the completed induction documentation, the SSC will write to the employee to confirm that their induction process has been completed satisfactorily. You will receive automatic reminders at intervals throughout the induction period regarding induction interviews. If on completion of 6 months in post, the induction process is not signed off by you as complete, it will be assumed that objectives are not being met (see section 7) and performance management is being considered. These cases will be referred to Departmental HR.

7. Where Objectives Are Not Met

If an employee's performance, attendance or attitude is unsatisfactory during the induction period, it is essential that these issues are tackled at an early stage if their performance is to improve.

Where objectives are not being met, or where there are any concerns about an employee's performance, attendance or attitude, you will need to:

- Ensure the expected standard of performance is understood by the employee.
- Be able to provide evidence of under performance and raise this with the employee promptly.
- Consider whether there are any underlying problems or impacting personal circumstances, and provide support as appropriate.
- Give the employee the opportunity and time to improve their performance.
- Continue with the induction review process, ensuring any concerns are noted on the induction review form.
- Discuss any difficulties or problems the employee may be experiencing.
- Assess performance to date.
- Agree any actions necessary, including providing support, mentoring or additional training, to improve performance.
- Continue with objective setting.

This may involve holding performance review meetings more often and more regularly with the employee, with the aim of improving performance to a satisfactory level through support, training and review. Use questions that enable the individual to reflect on their performance, and you are likely to achieve greater ownership of performance improvement from them.

Where there is no improvement and it is felt further action is necessary, you should discuss the case with HR at an early opportunity. In some cases, it may be necessary to consider moving into performance capability procedures.