

INDUCTION POLICY

Toni Compai
Director of HR
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Version History			
Version	Date	Detail	Author
1.00	24/04/2015	Revised induction policy – Scheduled review date.	Tracey Wall
1.01	22/06/2015	Reference to Performance Review Procedure	Tracey Wall
2	24/06/2015	Performance Capability reference	
3	24/06/2015	Performance Capability reference	Tracey Wall
4	9/07/2015	TU Comments - Equalities	Tracey Wall

Links and Dependencies
Recruitment and Selection Policy
ACAS Advisory Booklet – Recruitment and Induction
Performance Capability Procedure

Induction Policy

1. Purpose

The Council is committed to ensuring that all employees have a structured induction programme to enable them to integrate into their role and begin contributing quickly and effectively to the Council's vision of 'Improving Life for Local people' by enabling the Council to be successful in delivering its plans for the future.

Through an effective induction an employee becomes familiar and accustomed to their job requirements and working environment, as well as gaining an understanding of the Council, its policies, procedures and culture. Its aim is to ensure the effective integration of a new employee into the council for the benefit of both parties, and to identify and address any shortfalls in performance at an early stage of the process.

Effective induction enables managers to agree early expectations with new team members, (allowing them to quickly focus on their role) and to begin to develop sound organisational knowledge, and become effective and more productive sooner.

New employees are generally highly motivated and having invested in recruiting a new team member, providing a positive start for them will build on that investment and ensure their high level of motivation continues. The absence of an effective induction process can lead to new employees:

- Failing to integrate well into their team
- Experiencing low morale
- Failing to work to their potential and having low productivity levels
- Leaving the council shortly after appointment

This policy is supplemented by Managers' Guidelines to Induction.

2. Scope

This policy applies to all employees, (established and temporary) new to the Council and to employees transferring to new posts: except those employed in schools where the Governing Body performs the function of the employer.

Managers must ensure that anyone for whom they are responsible completes the induction process as appropriate to their particular circumstances and role. For example, tailored induction would be necessary for agency staff, contractors, volunteers, and work experience students.

Further advice on the induction needs of these groups can be obtained from Departmental Human Resource Teams.

3. Key Principles

The Policy and Associated Guidelines are designed to provide a consistent but flexible approach to induction with clearly defined roles and responsibilities. They are designed:

- To provide core information for new employees, (as detailed in the manager guidelines) whilst allowing for adjustment depending on each employees role, responsibilities and experience.
- To familiarise employees with the visions and values of the Council including Equality and Fairness
- To integrate with performance management procedures, the 'My Plan' procedure and performance capability by establishing the process of setting and reviewing objectives at the start of employment.
- To demonstrate the importance placed on good performance within teams, commitment to the development of team members, and the value of collaborative working arrangements.
- To remove local government "probationary periods" by establishing one process for all new employees, providing a clear framework for assessing capability and suitability and ensuring staff are given the necessary support and guidance to enable them to complete their induction.
- To enable corrective measures to be implemented when employees performance falls below the expected standard
- To consider moving employees into capability procedures, where agreed objectives are not met or performance fails to meet the expected standard during the induction period
- To ensure that no employee is placed at a disadvantage and managers should make adjustments to accommodate the needs of particular employees.

Individual service areas may have local induction programmes supplementary to this.

4. Benefits of Induction

A good quality induction process is beneficial to both the Council and the employee. It is beneficial to the Council in that it:

- Creates a positive view of the Council and communicates the corporate culture, values and goals.
- Allows the Council to promote a positive corporate image.

- Assists in reducing staff turnover, lateness, absenteeism and poor performance, and the associated costs.
- Assists in developing a management style where the emphasis is on two way communication and guiding employees through the induction process.
- Provides a positive introduction, enhancing the “psychological contract” and encourages staff to demonstrate a commitment to work hard and be loyal to the organisation.
- Increases the retention rate for new employees.
- Demonstrates the importance placed on good performance, commitment to the development of team members, and the value of collaborative working arrangements.
- Promotes consistency in service provision.
- Allows the agreement of early expectations and establishment of information needs to enable the employee to shape the job as they progress.

It is beneficial to the individual in that it:

- Helps the individual feel valued, welcome and at ease in the organisation.
- Confirms their decision to join the Council.
- Helps to build their self-esteem, morale and motivation.
- Establishes good communication between the employee and their manager from day one.
- Enables new employees to settle in quickly and become productive and efficient members of their team within a short period of time.
- Ensures that new employees operate in a safe working environment.
- Gives employees an understanding of the “big picture” and provides context to enable them to appreciate how their role fits in and help them perform more effectively.
- Helps employees develop competence and therefore increased job satisfaction.

5. Process / Structure

An effective induction programme sets the foundation for a positive working relationship. It is an ongoing process, allowing the new employee to absorb information that is important and relevant to the job, at their own pace.

With ongoing support, guidance and monitoring, employees make relevant progress, meet expectations, and reach the required standards to become effective members of the team, within a reasonable timescale.

Establishing a systematic monitoring system throughout induction also allows for a smooth transition into the normal 'My Plan' performance management system. It allows a manager to:

- Review progress
- Ensure planned events actually happened
- Assess performance
- Agree any measures required to improve performance
- Address any difficulties the employee may be experiencing.

Corporate Induction / e-learning Induction Process

An e-learning corporate induction course is available which will supplement the induction programme.

This provides an introduction to the Council, its values, culture, and structure, our customers, and information on working for the council. It must be carried out by all employees new to the Council. Details on how to access this (for users with and without IT access) are found within the manager guidelines accompanying this policy.

Departmental Induction

Some employees may have significant experience either in local government or within the Council but be new to a section, team or department. They will still need induction, incorporating those areas about which they have little or no prior knowledge for example, the functions and performance targets of the section or the department and key personnel. The induction policy is flexible enough to be tailored in this way.

Role Specific Induction

All employees will require role specific induction, which reflects their specific duties and responsibilities, and how their role fits into organisational and departmental objectives.

6. Roles and Responsibilities

Managers and employees have a joint responsibility for carrying out induction. HR can provide further support and guidance.

Managers will undertake to:

- Ensure new employees complete the appropriate induction process within the agreed timescale.
- Allocate time and commit to personal input into each induction.
- Support employees and encourage and enable them to be proactive in conducting their own induction.
- Ensure new employees work through induction modules to gain a better understanding of the organisation.
- Ensure that new employees understand their role and expected standards.
- Ensure that new employees understand how their performance will be monitored throughout the induction period, and the implications of failing to meet the expected standard of performance throughout the induction period.
- Guide new employees through the information and support available to them.
- Maintain the records required throughout the induction process.
- Ensure new employees have access to any specific departmental induction.
- Ensure new employees quickly gain an understanding of the Council's visions and values and their role in "Improving Life for Local People".

New Employees will undertake to:

- Carry out the induction activities indicated to them by their manager and included in the guidance accompanying this policy.
- Be proactive and take ownership of their own induction process with the support of their manager.
- Apply the knowledge and skills gained through induction when performing in their role.

Human Resources will undertake to:

- Maintain and update the Induction Policy and associated manager guidance.
- Provide a checklist for managers and staff to follow during the induction period.
- Provide advice and support to managers as required.
- Provide advice on induction for individuals with particular requirements.

7. Timescales

Induction can be said to be complete when an individual is fully integrated into the organisation. However, the exact length of the induction process depends on the complexity of the role and the background and experience of the new employee.

Detailed guidance on completion of the induction process can be found in the Manager Guidelines which accompany this policy. The process involves three formal

review meetings to review and set objectives, and these should be completed within six months of the employees start date, although there will be cases when timescales can be shorter than this.

Provided the performance of the employee is at the expected standard at the final performance review meeting, the induction is complete although further review meetings will continue to be held under the My Plan process. The date of the first My Plan meeting should be set at the sign off of the induction process.

Where performance is not at the required level, managers should use the provisions of the performance capability procedure. It is important that any concerns regarding performance are identified at an early stage of the induction process and actively managed with the objective of the employee improving their performance.