

# Induction Policy



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Version	Date	Detail	Author
V.1	01/06/15	First	Toni Compai
V2		Policy refreshed to reflect updates to core and leadership induction processes	Sally Pearson

# 1. Purpose

The Council is committed to ensuring that all new employees have a structured induction programme within their first six months of joining. The induction also includes any employees moving to a new role internally, this will be tailored by the line manager to ensure only the necessary parts are covered, for example a move to a leadership role or new team or department.

The induction will enable them to integrate into their role and their team and begin to understand their role within the organisation, enabling them to contribute quickly and effectively to the Council's ambition.

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 values. Its aim is to ensure the effective integration of a new employee into the council for the benefit of both parties.

An effective induction enables managers to agree early expectations with new team members, supporting them to quickly focus on their role, gaining both confidence and competency, and to begin to develop a sound organisational understanding.

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.

# 2. Scope

This policy applies to all employees new to the Council both in permanent and temporary positions 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.

Managers will identify what are the appropriate elements of the induction for agency staff and contractors.

### 3. Key Principles

The Policy and induction processes will 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 induction process whilst allowing for adjustment depending on each employee's role, responsibilities and experience
- Integrate with the Performance Management Policy and procedures for an effective Performance Development Review (PDR) process
- Enable effective management of performance by setting clear expectations with new members of the team and supporting personal development
- Compliment the Probationary Policy which outlines the approach to providing a probationary period for new employees, including managing under performance during the first six months of employment. Existing employees who move to a new role will not have a probationary period in their new role and should refer to the Performance Capability procedure to address under performance through support, development and review to improve performance to a satisfactory level
- Demonstrate the importance placed on good performance within teams, commitment to the development of team members, and the value of collaborative working arrangements
- Ensure that no employee is placed at a disadvantage and managers make adjustments to accommodate the needs of particular employees

### 4. Core Induction Process

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, usually within the first six months of employment.

All employees will complete the Core Induction Process within their first six months of joining the Council, or their new role, delivered in a blended way which consists of:

- **Role specific** – this will be delivered mainly in person by the line manager and commences during onboarding and then from day one in the new role. It covers all aspects of the new role to ensure that the employee can undertake their role safely and effectively, including:
  - Orientation of the work base
  - Key equipment and any permits needed

- Introductions to team members
  - Introduction to initial work and colleagues who will support with any queries
  - Awareness of key health and safety aspects of their role
  - Familiarisation with information technology and other equipment
  - Access to any systems used within their role
  - Awareness of key policies and procedures relevant to the role
  - Completion of compliance learning specific to the role and location
- **Department specific** – online learning activities relevant to the employee's department to provide an overview of the structure and responsibilities of their department and any department specific compliance learning
  - **Organisation specific** – online learning activities relating to the organisation to provide an overview of the whole organisation (including the Council ambition, plan and values and how local government works), an introduction to key policies and procedures, and an introduction to the role of each of the departments.

All three elements will be automatically assigned to new employees through the Derbyshire Learning Online system, so that the induction modules are recorded as they are completed.

## 5. Leadership Induction Process

In addition to the Core Induction, new leaders who have direct responsibility for managing people, will also be enrolled on to a six-month leadership induction. This includes both newly recruited and internally promoted leaders.

This will include attending an initial half-day introductory module face to face in their first six weeks. This module outlines all the key information and resources available to be successful in their leadership role as well as an overview on what other training they will be expected to complete as part of their leadership induction.

After this initial six-month induction period, leaders will continue their learning pathway, with further leadership training assigned and support provided to equip them to be successful leaders in the organisation going forwards.

## 6. Roles and Responsibilities

### 6.1 Employees have a responsibility to:

- ✓ Carry out the relevant induction activities indicated to them by their manager and included in the induction process.
- ✓ Be proactive and take ownership of their own induction with the support of their manager.
- ✓ Apply the knowledge and skills gained through induction when performing in their role.
- ✓ Maintain the records required throughout the induction process.

### 6.2 Line Managers have a responsibility to:

- ✓ Ensure new employees complete the appropriate induction process within the agreed timescale.
- ✓ Allocate time and commit to personal input into each induction.
- ✓ Guide new employees through the information and support available to them.
- ✓ Support employees and encourage and enable them to be proactive in conducting their own induction.
- ✓ Address any difficulties the employee may be experiencing.
- ✓ Ensure that new employees understand their role and expected standards.
- ✓ Ensure that new employees understand how their performance will be monitored and reviewed throughout the induction period, and the implications of failing to meet the expected standard of performance throughout the induction period.
- ✓ Provide feedback through regular 1-1 sessions during the induction period.
- ✓ Address and support any performance issues and agree measures to improve performance.
- ✓ Prepare the employee for the PDR process (set goals, discuss career aspirations, and develop personal development plans through a PDR meeting) at the beginning, mid and end of year
- ✓ Maintain the records required throughout the induction process.

### 6.3 The Human Resources team have a responsibility to:

- ✓ Provide and maintain the induction process on Derbyshire Learning Online
- ✓ Provide advice and support to managers as required.
- ✓ Provide advice on induction for individuals with particular requirements.

## 7. Evaluation and Review

Embedding this policy and related procedures in an organisation as large and diverse as Derbyshire County Council will require regular reviews and where necessary updating of the processes, support and guidance and the policy itself. The HR team will work with management teams to carry out this evaluation and review in 12 months initially, then every 3 years as a minimum thereafter.