



## Human Resources Policy



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**May 2015; please note: A policy review group has been established and has commenced reviewing this policy. The policy will be published following sign off by the APF which is anticipated during 2015.**

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## Staff Induction Policy Statement

### Introduction

Every organisation irrespective of size, should have a comprehensive induction programme that provides key information required by all new employees. The purpose is to integrate the individual into the wider NHS family as well as to their local team.

The Scottish Executive document: Learning Together – A Strategy for Education Training and Lifelong Learning (SEHD) for all employees in NHS Scotland refers to induction in section 4.13. The document supports the concepts of induction as part of an orientation for new employees to NHS Scotland. It identifies that the process for induction of a new employee must help them understand their new role, as well as providing clear guidance about where they fit in relation to the organisation as a whole. This all contributes to the ability of the individual to function safely and effectively within their work environment.

### Principles and aims

The key principles and aims of NHS Borders induction are:

- ⊕ To provide a consistent and comprehensive system of induction for all employees within NHS Borders
- ⊕ To ensure that the process supports and raises awareness of strategic and local initiatives
- ⊕ To welcome employees to their local department
- ⊕ To provide employees with an overview of the key objectives of the organisation, department, ward/team
- ⊕ To ensure that all employees have an awareness of legal, occupational and Health and Safety requirements, which are necessary for safe and effective functioning within their occupational roles
- ⊕ To provide employees with information to assist them to 'settle in' and become familiar with their working environment
- ⊕ To provide a reference source and contact person in the first few months of employment
- ⊕ To enable employees to play an effective role in their employment as soon as possible

NHS Borders must have a clear induction programme, which ensures:

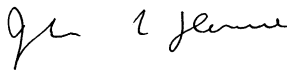
- ⊕ Senior management support
- ⊕ Mandatory elements are covered within a maximum time period
- ⊕ Clear ownership by all parties
- ⊕ Flexibility of access
- ⊕ Consistency with other local and national guidelines and strategies
- ⊕ Corporate and individual level responsibility is identified
- ⊕ A link with PDP

## Scope

In line with good employment practice we are committed to ensuring that appropriate induction is provided for all new employees including those working on a temporary, part-time, agency or locum basis.

In addition to new recruits to NHS Borders, this policy applies to existing employees of the organisation who are:

- ⊕ Promoted to a new job;
- ⊕ Transferred or seconded to a new job or workplace; or
- ⊕ Returning to the organisation after a significant time away from their usual workplace



Chief Executive



Employee Director

# Induction Protocol

## The induction process

Induction is seen as falling into 2 distinct phases:

### Organisational Induction

- ⊕ This phase is delivered at organisation level and consists of a 1.5-2 day induction programme. It contains such elements as organisation orientation, health, safety and security and human resource issues (a summary of what is included is attached at **Appendix 1**). This allows the employee to understand the structure of the organisation and where they fit in.

### Departmental Induction

- ⊕ This phase is designed and achieved within the specific department/ward where the employee will work and focuses on local departmental issues, policies/protocols and explanation of role specific competencies (a managers guide to departmental induction is attached at **Appendix 2**). This allows the employee to familiarise themselves with the place, people and systems within their new area of work.

## Who is responsible for induction?

Corporate ownership of the induction process is vital to its success. The two separate phases of induction do however, carry different levels of responsibility and accountability. The organisational induction is designed and delivered by the organisation. Accountability for the provision of the departmental induction lies with the line manager. Induction is the responsibility of all those involved including the new employee.

Induction acknowledges the obligation that NHS Borders has to its employees. Likewise the employee has a responsibility to continue to develop the skills and knowledge required in their post beyond the early stages of induction.

## What should the induction process include?

All employees should attend the 1.5-2 day organisational induction.

The length and nature of the departmental induction programme depends upon the background of the new employee and the complexity of the job. Induction for all staff must include elements that satisfy local needs as well as those of the organisation and NHS Scotland.

Certain components are core to the induction process whereas others may be departmental/role specific.

This protocol has been written in relation to those employed by NHS Borders and is essential to all NHS employees regardless of role. The Induction Policy also acknowledges those who work within NHS Borders but are not directly employed by it. As

best practice, organisations employing individuals who are contracted to NHS Borders should ensure that the key elements of legal, occupational and departmental specific policies and protocols are covered within induction.

## Timing

The timing of both the organisational and departmental inductions are important in reducing the risk to patients, employees and the organisation and should be completed as soon after the start date as is possible.

### Organisational Induction

- ⊕ Employees should be pre-booked or booked as soon as they commence employment onto the organisation induction. This should be completed within one month and no later than three months from the individuals start date. The Human Resources department will provide Training and Professional Development with reports detailing all new starts on a regular basis. Training and Professional Development will inform the new employee and their Line Manager of the induction dates. The Line Manager will be responsible for ensuring that the employee attends the Organisational Induction with the timescales outlined above.

### Departmental Induction

- ⊕ Although departmental induction is likely to take up to six months certain elements should commence on day one and therefore should be completed within the first week (e.g. emergency procedures, signing of confidentiality agreement). Departmental Induction will be organised and overseen by the employees immediate line manager/supervisor and should include everything the new employee needs to know to allow them to fulfil the duties outlined in their Job Description and KSF Post Outline.

## Responsibility for Evaluation

Responsibility for evaluating organisational induction is the responsibility of Training and Professional Development.

Responsibility for evaluating departmental induction should be shared between line managers, the Human Resources Department and the individual. It is important that this responsibility is clearly defined.

Feedback on the results of the evaluations should be shared on a regular basis with all involved.

## Record keeping

Records of employees who have attended should be kept on SGIS. Records of employees completing departmental induction, including induction checklists, should be retained locally in the employees personal file in line with the Data Protection Act.

## **Summary of Roles and Responsibilities**

### **The responsibilities of all Service Managers / Heads of Departments are to:**

- ⊕ Ensure that they are familiar with NHS Borders Induction Policy and Protocol
- ⊕ Ensure effective induction of all new staff into department
- ⊕ Ensure that sufficient time is provided to allow new employees to attend Organisational Induction.

### **The responsibilities of every Line Manager in NHS Borders are to:**

- ⊕ Ensure that employees are treated fairly and consistently
- ⊕ Ensure employees are booked onto and attend organisational induction within the given timescales
- ⊕ Ensure employees receive an effective departmental induction
- ⊕ Ensure that employees are given the level of support required to integrate them into their new post

### **The responsibilities of all employees are to:**

- ⊕ Participate fully in all induction processes
- ⊕ Attend organisational induction
- ⊕ Identify any gaps in their Departmental Induction or specific areas in which they require further clarity

### **The responsibilities of all Staff Side Representatives are to:**

- ⊕ Represent staff fairly and in line with this policy and protocol
- ⊕ Act at all times in line with their responsibilities under the Partnership Agreement

### **The responsibility of HR is to:**

- ⊕ Proactively advise, support and guide all staff in this policy and protocol
- ⊕ Provide reports detailing new employees to the Training and Professional Development Department

### **The responsibility of Training and Professional development is to:**

- ⊕ Develop the skills of managers and staff representatives, where appropriate, to allow this policy and protocol to be put into practice effectively
- ⊕ Inform new employees and their Line Managers of Organisational Induction dates
- ⊕ Inform Line Managers of those new starts who do not attend a booked place, and give no apologies, on Organisational Induction

## **Working Group Membership**

Julie Roberts –	HR Policy Training
Marion Preston –	Staff Side
Jennifer Boyle –	HR Manager
Wendy Forsyth –	Risk, Health and Safety
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Tricia Mitchell –	Speech and Language Therapy
Vince Summers -	Pharmacy
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## Appendix 1

### Sample content of Organisational Induction programme as at July 2008

#### Day 1

Course Registration  
Welcome & Introductions  
Human Resources  
Learning & Development Opportunities  
Occupational Health & Safety Services

Lunch break

Spirituality  
It'll never happen to me!  
- Patient Confidentiality & Data Protection  
- Child Protection  
- Adult Protection  
- Domestic Abuse  
- Record Keeping

Close of day 1

#### Day 2

IT Security  
Infection Control/Hand Hygiene  
Fire Safety Awareness  
Working Together  
- Customer Care

Lunch break

Clinical Governance  
Resuscitation Awareness  
Evaluation Completion

Close of day 2

## **Appendix 2**

### **Departmental Induction – Managers' Guidelines**



# **DEPARTMENTAL INDUCTION MANAGERS' GUIDE**

## Introduction

NHS Borders is committed to ensuring that all employees, irrespective of their role, band or location within the organisation are given the best possible start in their new post – this starts with an enjoyable and effective Departmental Induction.

This guide has been designed to provide information to support managers in delivering this commitment.

The length and nature of the induction process will be dependant on factors such as the nature and complexity of the job and the background and previous experience of the inductee. In the majority of cases departmental induction will need to be tailored to the needs of the individual, the post and department they are joining.

## Objectives

This guide will support managers in understanding:

- The purpose of a Departmental Induction**
- Their roles and responsibilities**
- What should happen at each stage of the process**
- How to create an induction manual for their department**

What is a Departmental Induction?

**‘The purpose of departmental induction is to ensure the effective integration of employees into or across the organisation. Research has shown that tailor made programmes work best’ (CIPD 2005).**

A good departmental induction programme serves the following function:

- Helps the employee settle into the department/organisation
- Acts as a starting point for building relationships and rapport
- Covers Statutory & Mandatory Obligations i.e. Health and Safety information
- Acts as an opportunity to set standards for the post and for the department

## Getting Started

An effective departmental induction process contains the following elements:

- A clear insight into the post and its requirements
- Introduction to colleagues and other key staff and their role
- Describing where the facilities are i.e. tea/coffee area
- Showing how the employee fits into the team
- Health, Safety and Security information – this is a legal requirement

Remember this is often a ‘moment of truth’ for new employees as this introduction is their very first experience of NHS Borders.

A poor departmental induction can result in the following:

- Poor integration into the team
- Low morale, particularly for the new employee
- Poorly formed relationships
- New staff member feeling un-valued
- The new employee leaving the post soon after appointment, resulting in further recruitment and selection costs

## Planning a departmental induction

This section has been designed to provide guidance on who should do what in advance of the employees first day. It contains a list of duties undertaken by Human Resources, together with a checklist of tasks (New Start Checklist) to be undertaken by the Line Manager or a delegated member of staff from within the department. There is also an Induction Planner that can be used to plan a timetable of events for the new employees first few weeks in post.

## Who should be given an induction?

It is NHS Borders policy that all new employees, both full and part-time need a departmental induction plan. This includes those on fixed term contracts, bank/agency staff and locums.

Departmental Induction should also be provided for employees who change departments or who have been away from their usual workplace for a significant period of time (e.g. long term sickness absence, maternity leave, secondment, sabbatical). In some instances an induction may be felt appropriate for shorter absences by either the manager or the employee.

## Responsibilities

Although the new employees manager is normally responsible for their induction, it is often unrealistic to expect them to personally cover all of the elements and colleagues and buddies/mentors can play a key role in the induction process.

**Line Managers** would normally be responsible for explaining the department, job requirements, interpretation of policies, local working practices, Health and Safety and discussing and training and development requirements.

**Work Colleagues** would normally support any 'on the job' training and day to day guidance on local procedures.

A **buddy or mentor** is often assigned to the new employee to help support them and help with the 'settling in period'. They can also support any 'on the job' training and provide day to day guidance on local procedures. If a member of your team is new to being a buddy a short guide to being a buddy can be found at page 11 of this guide

Depending on the new employees post there may also be **specialists** who will provide specific information.

In planning an effective Departmental Induction, managers should consider who should be responsible for each element. Manager must ensure that those responsible understand and can take responsibility for this fully and effectively.

## **Why is planning so important?**

We invest a great deal of time and money in our recruitment process and creating the right initial impression when a new employee joins the organisation or your team is crucial.

Remember – the quicker the employee settles into their role, the quicker they can become productive and effective in their work.

We have included a “New Start Checklist” from page 6 of this guide to help you plan. There are two parts to each stage.

**Part 1** - contains the checks that must be completed for every new start.

**Part 2** - includes some suggested checks that might apply in your area of work – you can change/add to this section to meet your needs.

## **Induction Planners**

We recommend that managers use an induction planner or a simple timetable that can be used to plan in key events and meetings during the new employees first days/weeks. These may include:

- Briefings on specific items – what, where, when and with whom
- Introductions to and or meetings with key staff
- Tours of the work area/building
- Visits to other sites (where appropriate)
- On the job training

The Induction Planner included at page 12 is intended only as a guide and can be modified to suit individuals needs.

It may be useful to send a copy of the induction planner to the new employee in advance of their first day to give them an idea of what to expect during their first days/weeks in their role.

Human Resources will send out the following information to the new employee in advance of their start date:

- NHS Borders Corporate Welcome Booklet
- Conditional Offer Letter and Final Offer Letter
- ID badge template (where required)
- Childcare Voucher Leaflet
- NHS Pension information

## **And finally...**

Managers can take further steps to welcome the new employee including:

- Personal welcome letter or card from department
- Ensure that reception staff know when the employee will be arriving and who should be called upon to welcome them
- If photos are available create a “who’s who”
- Different members of the team to accompany the new employee on tea/coffee breaks or lunch
- Name badge and security pass
- Any other ideas you and your team have!

Remember – the quicker the employee settles into their role, the quicker they can become productive and effective in their work.

## New Start Checklist

Managers should consider the things that need to be organised prior to the employees first day at work.

	Tick once complete
<b>Part 1 – to be completed for every new start</b>	
<b>PRE COMMENCEMENT OF EMPLOYMENT</b>	
Inform existing staff of the start date of the new employee	
Ensure appropriate furniture/equipment in place	
Collate core documents	
Prepare induction pack/folder	
Prepare induction planner	
Identify appropriate statutory and mandatory training (see Learning Directory). List required courses:	
<b>Part 2 – additional checks required for your area of work</b>	
Set up permissions/user accounts (e.g for entering patient information)	
Ensure appropriate stationery in place	
Set up e-mail account	
Get keys cut	
Organise mobile phone/pager	
Organise personal alarm	
Arrange locker	



## Departmental Induction Day 1

Managers should consider the things that are most important to a new employee on their first day at work. Please remember that this should be a combination of things to make the employee feel comfortable in their new environment and important Health, Safety and Security obligations required on day one and shouldn't result in information overload.

	Tick once complete
<b>Part 1 – to be completed for every new start</b>	
<b>DAY ONE GENERAL</b>	
Intro to line manager/head of department/designated person	
Intro to mentor/support colleague/buddy	
Guided tour of department, staff and facilities (including equipment such as phones, faxes, photocopier, mail room)	
Arrangements for mealtimes/breaks	
1 <sup>st</sup> Meeting with line manager: <ul style="list-style-type: none"> <li>➤ Pay arrangements</li> <li>➤ Staff engagement/change form/bank details/P45 (if not already completed)</li> </ul>	
Who's who/key people/names and telephone numbers	
Confidentiality Statement	
Standards of Business Conduct	
<b>DAY ONE OCCUPATIONAL HEALTH AND SAFETY</b>	
Fire Safety Awareness checklist	
First Aid procedures/How to summon emergency medical help	
ID Badge/security procedures	
Infection Control	
Tobacco Policy	
Personal Safety	
Moving and Handling Policy	
<b>Part 2 – additional checks required for your area of work</b>	
Claiming Expenses	
Travel/Car Insurance	
Dress Code/Uniform arrangements	
Safe use of equipment (applicable to job)	
Sharps/Waste Disposal/Infection Control	
IT Security/Information Security	
Prevention of Management and Aggression Policy	

Please sign below to confirm that all aspects of the Departmental Induction during the **first day** of employment have been satisfactorily completed.

These forms should be kept in the employee's personal file held in the department.

Signed: \_\_\_\_\_ (Employee) Date: \_\_\_\_\_

Signed: \_\_\_\_\_ (Line Manager) Date: \_\_\_\_\_

## Departmental Induction Week 1

Managers should aim to complete the following additional items during the first week of a new employees induction.

	Tick once complete
<b>Part 1 – to be completed for every new start</b>	
<b>WEEK ONE GENERAL</b>	
Reporting sickness absence	
Requesting leave (e.g. annual/special leave/study leave)	
Reporting loss, theft or damage	
<b>WEEK ONE OCCUPATIONAL HEALTH AND SAFETY</b>	
Health and Safety Risk Management: Reporting hazards Reporting incidents (general/clinical/near miss) Specific hazards and risks in department Explanation of safe systems of work Introduction to departmental/ward Occupational Health and Safety Policy	
Occupational Health & Safety Service and location of manual	
<b>Part 2 – additional checks required for your area of work</b>	
Department specific policies and protocols:  NHS Borders Code of Practice for the Control of Medicines	

Please sign below to confirm that all aspects of the Departmental Induction during the **first week** of employment have been satisfactorily completed.

These forms should be kept in the employee’s personal file held in your department.

Signed: \_\_\_\_\_ (Employee) Date: \_\_\_\_\_

Signed: \_\_\_\_\_ (Line Manager) Date: \_\_\_\_\_

## Departmental Induction Month 1

Managers should aim to complete the following additional items during the first month of a new employees induction.

	Tick once complete
<b>Part 1 – to be completed for every new start</b>	
<b>MONTH ONE GENERAL</b>	
Human Resources policies and protocols	
Confirmation of booking onto Corporate Induction Programme	
Training attended (including statutory, mandatory and other) List:	
Discuss Appraisal, PDP and Review and KSF post outline	
Learning Centre/Staff Library	
Staff Governance	
<b>Part 2 – additional checks required for your area of work</b>	
Training attended (including statutory, mandatory and other) List:	
Patients Charter/Customer Care	
Clinical Governance	

Please sign below to confirm that all aspects of the Departmental Induction during the **first month** of employment have been satisfactorily completed.

These forms should be kept in the employee’s personal file held in your department.

Signed: \_\_\_\_\_ (Employee) Date: \_\_\_\_\_

Signed: \_\_\_\_\_ (Line Manager) Date: \_\_\_\_\_

### Departmental Induction Month 3

Managers should aim to complete the following additional items during the first three months of a new employees induction.

	Tick once complete
<b>Part 1 – to be completed for every new start</b>	
<b>MONTH THREE GENERAL</b>	
Informal review (manager/designated person)	
Check statutory/mandatory training completed/booked: List:	
<b>MONTH THREE OCCUPATIONAL HEALTH AND SAFETY</b>	
Check statutory/mandatory training completed/booked: List:	
<b>Part 2 – additional checks required for your area of work</b>	

Please sign below to confirm that all aspects of the Departmental Induction during the **first three months** of employment have been satisfactorily completed.

These forms should be kept in the employee’s personal file held in your department.

Signed: \_\_\_\_\_ (Employee) \_\_\_\_\_ Date:

Signed: \_\_\_\_\_ (Line Manager) \_\_\_\_\_ Date:

## **A Guide to being a Buddy**

Starting a new job is never easy. You may be able to remember that strange feeling on your first day, and through your first week or so, when you don't seem to know anything!

Being a "buddy" to a new employee can really help someone settle into their job and into the organisation, as they feel that there is someone who is "there for them" and who has the patience to answer lots of questions! You will not need to know the answer to every question – but you may know who to ask.

Your department may have further guidance on additional responsibilities required by a buddy.

### **What is a Buddy?**

You can help by:

- Introducing yourself to the new member of the team on their first day as someone who can help them find their way around the department
- Being available, where possible, to spend your break and lunch with the new employee in their first few days, or at least explaining what the arrangements are
- Encouraging your new colleague to ask you anything that they are unsure about. Often in the first week, the questions will be more around how to find people, equipment etc rather than detailed job related questions which their manager should handle
- Telling them about facilities and services available to staff e.g. Staff Promotions and Receptions Committee (SPARC), discounts, library etc

## Induction Planner

**Name:**

**Date of commencement in post:**

<b>Day / date</b>	<b>Time</b>	<b>Where</b>	<b>Who / what</b>
<b>Monday</b>			
<b>Tuesday</b>			
<b>Wednesday</b>			
<b>Thursday</b>			
<b>Friday</b>			
<b>Saturday</b>			
<b>Sunday</b>			