compassionate INVERCLYDE

Induction Policy

Lead/Owner	CEO
Date of Approval	11/07/2024
Author/Reviewer	CEO/Board of Trustee's
Next Review Date	11/07/2025
Related Policies	
Level of Approval	Board of Trustees

Introduction

Starting a new job is a demanding and often stressful experience. Quite apart from the obvious challenge of tackling new tasks, there is also the need to become accustomed to a new organisation, a new environment and new colleagues. The purpose of induction is to support new employees during this difficult period and to help them become fully integrated into their role and the organisation as quickly and as easily as possible.

Induction has benefits for all involved in the process. Employees who settle quickly into the organisation will become productive and efficient at an early stage and in turn will experience feelings of worth and satisfaction.

It is generally recognised that new employees are highly motivated and an effective induction process will ensure that this motivation is reinforced.

The organisation will provide all new permanent and temporary employees, whether employed on a full-time or part-time basis, with a full programme of induction training.

In addition, the organisation will ensure that existing staff who are taking up a new post (e.g. through being promoted) have their induction needs considered in relation to their new role.

This document does not form part of your contract of employment and may be changed from time to time in line with current best practice and statutory requirements, and to ensure that business needs are met. You will be consulted and advised of any changes as far in advance as possible of the change being made, unless the change is required by statute.

Policy Aim

It is expected that the implementation of good induction practice by managers will:

- Enable new employees to settle into the organisation quickly and become productive and efficient members of staff within a short period of time.
- Equip staff changing roles in the organisation with all the information and support that they need in order to become as efficient and effective as they can be, as quickly as possible.
- Ensure that new entrants are highly motivated and that this motivation is reinforced.
- Assist in reducing staff turnover, lateness, absenteeism and poor performance generally.
- Assist in developing a management style where the emphasis is on leadership.
- Ensure that employees operate in a safe working environment.
- Reduce costs associated with repeated recruitment, training and lost production.

Responsibility for induction

The overall responsibility for ensuring that an effective induction policy and programme are communicated throughout the organisation lies with the Chief Executive Officer.

Responsibility for ensuring that a new employee is properly inducted lies with the relevant line manager. The line manager is also responsible for dealing with any problems or queries with the probationary period, or provision of any specific training needed in order to equip a new employee with any new skills necessary to perform the job.

We also believe that induction is a two-way responsibility. While Managers / supervisors are responsible for implementing the induction process, new employees have responsibility for actively participating in it. In other words, induction should not be seen as a thing that is "done to" a new employee, but a participative process in which the new employee is actively seeking information, building contacts, and equipping themselves with the knowledge and resources needed to quickly become an integrated and effective part of the organisation.

The induction programme

Although certain items will be required to be covered on the first day (see below), an effective induction programme is not a one-off event but takes place over a period of some weeks and is an on-going process to ensure that the new employee settles well into the organisation and is confident carrying out the full scope of his/her duties. The manager must ensure that essential information is supplied to the new employee in a planned and systematic way and in an appropriate order to avoid information overload and to ensure that he/she is able to absorb it.

Although all new employees should be supplied with the core information set out under the induction checklist, the design and content of the induction programme will depend on factors such as the new employee's role, level of responsibility and previous work experience. Managers should therefore be prepared to vary the induction programme to suit the particular needs of the new employee and his/her role specification.

First Day of Employment

Preparations should be made for the arrival of the new entrant well in advance, for example, arrangements should be made to provide desk, equipment, etc.

Most new employees tend to be concerned primarily with two matters:

a) whether they can do the job and

b) how they will get on with their new colleagues.

It is therefore important to introduce them to their new workplace and colleagues at the earliest opportunity. An introductory talk will be appropriate at this time and can be combined with the provision of general information and exchanging any necessary documentation. This talk should be as brief as possible, because the employee is unlikely to be receptive to detailed information at this stage, and should be conducted by someone who is well prepared and has sufficient time available.

There may be specific documentation or information that needs to be exchanged on the first day. This may include:

- P45 tax form
- birth certificate (where appropriate)
- passport or national identity card
- work permit (where applicable)
- employee handbook (including conditions of employment, the organisation's rules, policies and procedures)
- all necessary cards and passes relating to identity, security, timekeeping procedures, personal storage, cars and car parks, work equipment
- details of next of kin and how they may be reached, together with details of how they may contact the employee during working hours
- health and safety rules, including fire, first aid and accident procedure
- information relating to the recognised trade union (where relevant)
- matters in relation to essential car users, driving license, car insurance and other details.

Managers should refer to the Induction Checklist and use it as a basis for discussion thus ensuring all documentation is complete.

A tour of the workplace should be arranged for the new entrant allowing the organisation to be viewed as a whole and the recruit to see where he/she fits into the organisation.

The new entrant will want to get to know his/her colleagues and quickly become part of the team and time should be made for this process. Colleagues should be briefed on the new entrant's arrival. If possible one of the new entrant's colleagues should be nominated to ensure that he/she has every assistance in settling in quickly.

Induction checklist

The manager should provide a newly appointed employee with a range of information and training about the organisation and his/her new job, including:

- our core objectives and values;
- organisational structure;
- the workplace;
- the purpose and key responsibilities of his/her new role;
- fire and health and safety procedures;
- the individuals with whom he/she will be working;
- expected standards of behaviour and performance;
- probationary arrangements;
- completion of all necessary documentation relating to his/her appointment; and
- all policies, procedures and rules, including those concerning equal opportunities.

The manager should use an induction checklist to ensure that the new employee is provided with an induction pack containing all the relevant information relating to these areas. The induction checklist should be signed by the new employee and returned to the Chief Executive within one month of employment commencing to confirm that this stage of the induction programme has been carried out.

Review meeting

A review meeting should be held with the new employee at the end of his/her first month of employment in order to discuss how the first few weeks with the organisation have gone, and to identify any gaps in his/her induction.

The opportunity should be taken to review the individual's job description and answer any queries the employee may have about his/her duties and responsibilities.

The review meeting should also be used to agree some short-term objectives, to be reviewed at the end of the first three months of employment. The next review date should be set to take place in eight weeks' time (three months into employment).

Document version control

Version number	**Change or update**	**Author or owner**	**Date**
1.0	First version	CEO	11/07/2024