Induction Policy

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Version Control Sheet

Version	Section / Para / Appendix	Version / Description of Amendments	Date	Author / Amended by
1		NHSL Existing policy amended to show LCHS changes	06/08/2010	Tina White
1.1	Whole document	Policy realigned following implementation of the Transforming Community Services and new legal entity	March 2011	Rachael Ellis-Ingamells
1.2	Whole Document	Policy reviewed by Employment Policy group – Review date extended as no changes identified	4 August 2011	Rachael Ellis-Ingamells
1.3	Page 15 & 17	Amended following organisational change	October 2011	Rachael Ellis-Ingamells
1.4	Whole Document	Amended following organisational change	October 2011	Rachael Ellis-Ingamells
1.5	Appendix A	Remove Induction from form	September 2012	Rachael Ellis-Ingamells
1.6	Whole Document	Change of CE name and	July 2014	Karen Stinson

1.7	Whole Document	extension of 3 months to allow for forthcoming changes to be agreed Extension agreed	November 2014	Karen Stinson
2	Whole Document	Full Review	March 2015	EPG
2.1		Extension agreed	March 2017	EPG
3	Whole Document	Full review of policy	March 2017	Lyndsey Clapham
4	Whole Document	Full review of policy	May 2019	Emma Lee
5	Appendix A and B	Removal of appendix A and B to be replaced with guidance notes via a link	June 2021	Emma Lee

Induction Policy

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Procedural Document Statement

Background	The organisation recognises the importance of an effective induction for new employees. A robust mandatory core induction programme containing both corporate and local elements ensures that the employee receives vital information, knowledge, skills and essential ICT equipment to ensure that they are adequately equipped to carry out the duties of their post.
Statement	The organisation has a legal obligation to ensure that risks are minimised and neither the staff nor the organisation are unnecessarily exposed to hazardous situations, which may result in harmful litigation, and both human and financial cost.
	The aim of this policy is to ensure that all new staff and staff on training placements are fully equipped for the challenges of their new post, that they are welcomed into the organisation and embrace the corporate vision, values and culture. It is hoped that the staff induction process will be a positive experience, which will foster good will on both sides and lead to a constructive working relationship.
	The corporate induction provides an opportunity for engagement with new starters, to focus on behaviours and to embed the LCHS Way.
Responsibilities	Human Resources will ensure that all new staff are booked on to the next available 'core' corporate induction session
	The Director of People & innovation has overall responsibility for monitoring compliance with this policy and to advise the Board of its effectiveness.
	The Human Resources in conjunction with the Learning & Development team will ensure that there is adequate provision on corporate induction for all new starters and will organise and facilitate the corporate 'core' induction programme.
	The line manager is responsible for the allocation of a 'support buddy' to each new employee, who will act as a guide and adviser to the new staff member.
Training	The purpose of the induction programme is to facilitate, revalidate existing and impart new skills and knowledge in line with the Core Skills Framework that are essential to the individual's post, addressing core principles of working for the organisation.
Dissemination	Trust Intranet

Resource implication	The resource implications are the cost of new employees travelling to Trust HQ, the cost of servicing the training suite and refreshments, the continuous development of materials essential to deliver the course.

1. Introduction

The organisation recognises the importance of an effective induction for employees new to the organisation. A robust mandatory induction programme containing both corporate and local elements ensures that our employee's receive vital information, knowledge, skills together with Information Communication Technology (ICT) equipment, to ensure that they are adequately equipped to carry out the duties of their post.

The organisation has a legal obligation to ensure that risks are minimised and neither the staff nor the organisation are unnecessarily exposed to hazardous situations, which may result in harmful litigation and both human and financial cost.

The aim of this policy is to ensure that new employees of the organisation and staff on training placements are not only fully equipped for the challenges of their new post, but that they are welcomed into the organisation and embrace its culture. It is intended that the staff induction process will be a positive experience, which will foster good will on both sides and lead to a constructive working relationship.

The organisation will promote an awareness of this policy to all its employees working within the organisation and will audit both corporate and local induction data for compliance via Human Resources.

Inherent within all of its practices this organisation is committed to the principles of diversity, equality of treatment and equality of opportunity and believes that direct or indirect discrimination against any person is unacceptable.

This policy aims to ensure that no employee receives less favourable treatment on the grounds of gender, sexual orientation, civil partnership/marital status, colour, race, nationality, ethnic or national origins, creed, religion/belief, disability, age or trade union membership, or is disadvantaged by conditions or requirements which are not justified by the job.

2. Responsibilities under the policy

2.1 Responsibilities of LCHS Trust Board

To ensure that the policy is applied throughout the organisation through its Chief Executive Senior Management Team, Heads of Service, Line Managers and Employees.

To regularly review the effectiveness of the policy, in consultation with Joint Consultative Negotiating Committee (JCNC) staff side representatives.

To develop procedures and guidance as required and support the implementation of both the policy and associated legislation.

The organisation has a responsibility to ensure that all staff are made aware of their responsibilities under this policy and that they are able to freely refer to copies of this policy and associated procedures and guidance, facilitating active compliance with this policy.

The organisation has a responsibility to ensure that employees comply with the standards

set by this policy (and associated procedures and guidance) and to deal with incidents of behaviour that do not meet these standards.

In addition, the organisation expects that individual line managers will also conduct a 'local' induction within the workplace.

2.2   Responsibilities of the Director of People & Innovation

The Director of People & Innovation has overall responsibility for monitoring compliance with this policy and to advise the Chief Executive and Senior Management Team on the effectiveness of this policy. In addition, the responsibility lies with the Director People & Innovation to recommend revisions and developments of this policy and associated procedures and guidance as appropriate

2.3   Responsibilities of Human Resources, Learning & Development Team and Line Managers

Through the recruitment process, Human Resources will ensure that all staff new to the organisation are booked onto the earliest available corporate 'core' Induction Programme, which runs on a twice monthly basis and is deployed on the second and fourth working Monday of each month.

The programme is delivered using a blend of eLearning, face to face engagement and virtual classes and operates for the equivalent of a minimum of 3 working days and a maximum of 9 working days, depending on the individual's role. New employees will understand the duration of their course, which will be confirmed by the Learning & Development team.

It is imperative that the induction programme is started on the employees first day of work and should be completed in full as per the programme schedule. This must be documented on the induction programme attendance list; if non-attendance/non-completion occurs, the Learning & Development team will inform Human Resources and Payroll Officer immediately.

Human Resources will notify all new starters, via the offer letter, that is it essential that they attend the 'core' corporate induction programme on their first working day within the organisation.

Employing managers will notify the Human Resources following the mandated interim appraisal and completion of the six month probationary period using the approved forms.

Information will be audited and will form the basis of reporting to the organisation's Senior Management Team for ensuring compliance with the NHSLA Risk Management Standard for health organisations. A copy will be retained on the employee's personal file/ Electronic Staff Record (ESR)

The line manager is responsible for ensuring a local induction is carried out within the workplace

which will compliment and confirm the knowledge and skills previously learned at the trust core induction programme (as outlined above) and facilitate the application of those 'learned skills' into practice over a period of time. Appendix A should be completed and returned to Human Resources to evidence this action.

The line manager is also responsible for the allocation of a 'support buddy' to each new employee, who will act as a guide and adviser to the new staff member.

The Learning & Development team will ensure that there is adequate provision on the corporate induction programme for all new starters and will organise and facilitate the corporate induction programme. Human Resources are responsible for maintaining appropriate systems to monitor the effectiveness of this policy, and to provide monitoring reports for the organisation's Chief Executive and Senior Management Team and for consultation with the Joint Consultative Negotiating Committee (JCNC) staff side representatives.

2.4 Responsibilities of all employees (including self-employed individuals working for the organisation)

All LCHS employees will act at all times in accordance with this policy.

All new staff including Medical staff who are employees of LCHS or self-employed must attend the full corporate induction programme on the date that they have been allocated.

Completion of any additional learning either via eLearning or face to face delivery will be required. Training which has been completed during previous employment with a CSTF aligned provider will be transferred to negate the need for repeating.

Once new staff have completed their 'core' induction programme it is expected that line managers will conduct a 'local' induction within the workplace, facilitating local 'orientation' and provision of support to enable the new employee to 'apply' the skills learned through attendance at the 'core' induction programme; this will be further supported by the training passport and locally identified 'work-place buddies'.

Line managers must ensure that all staff new to the organisation attend day 1 of their corporate induction which should take place on first working day within the organisation.

Information relating to staff, who do not attend their corporate induction will be reported to the stakeholders as listed previously in this policy. Managers who do not return local induction checklists within 6 weeks of the new starter commencing will be e-mailed to remind them of their responsibility. If the checklist is still outstanding after 2 months this will be reported as a risk to the organisation.

3.   Legislative and statutory requirements

This Policy is based on, and aims to ensure compliance with the following legislation/good practice:
- Health & Safety at Work Act 1975

- EOC/CRE/DRC good practice
- NHS Litigation Authority Risk Management Standard for PCTs
- ACAS Advisory booklet – recruitment and induction – www.acas.org.uk
- The Skills for Health Core Skills Framework (CSTF)

4. Induction arrangements

4.1 Corporate Induction

The appointing manager will ensure that new employees are made aware of the Induction Policy upon joining the organisation and confirm their start date; the first working day should be day one of their corporate induction training. This information will also be contained within the email sent by the Learning & Development team containing the details of requirements within the induction programme.

The first 3-9 working days within the organisation will be conducted by attendance at the core induction programme, depending on the requirements of their role.

The organisation's corporate induction will include facilitated sessions for all mandatory elements as per Health and Safety Executive requirements and NHS Litigation Authority risk management standard requirements, together with Care Quality Commission (CQC) Standards and will include the following:

- Basic Life Support for Adults & Children
- Infection Prevention & Control
- Moving & Handling
- Fire Safety
- Risk
- Health, Safety & Wellbeing inc Risk Management
- Equality & Diversity
- Safeguarding Adults
- Safeguarding Children
- PREVENT WRAP
- Information Governance
- Conflict Resolution Training
- Electronic record keeping (SystmOne)
- Electronic Staff Record (ESR)
- Receiving and using your essential ICT equipment
- Enrolment on to an appropriate LCHS Leadership Development Programme

Whilst it is necessary for the mandatory elements to take precedence, other information needs to be available for all staff in order to make informed contractual decisions at the commencement of employment and this will be provided as additional documentation (via pod/vod/vidcast or URL to the NHS core learning unit - CLU) which individuals will be expected to appraise and complete.

The corporate induction programme is evaluated and reviewed regularly ensuring that recommendations and current issues are addressed quickly and effectively. The use of new developments in training delivery e.g. E-learning may be used to substitute more traditional training methods where appropriate

The length of the corporate induction will vary depending on the staff group / role. The minimum attendance is 3 working days and the maximum is 9 days. All staff must attend all specified sessions for their occupation.

Staff may also need to attend other mandatory training, depending on their role, and managers should seek advice from the Learning & Development team as to what additional training specific posts require. This information will be updated as and when required, to reflect statutory requirements and local policy. A training matrix is available on both the organisations and Trust website, to guide staff and managers on appropriate training for specific posts.

4.2   Local Induction

Line managers are responsible for ensuring that all new staff (permanent, temporary and self-employed individuals working for LCHS) receive a comprehensive local induction, guided by the local induction checklist and relevant site inductions (Appendix A).

The local induction, including any relevant site induction, should be completed on the first day of attending the workplace, irrespective of the corporate (core) induction programme.

The line manager is responsible for completion and return of the local induction checklist to Human Resources for monitoring. A copy will be retained on the employee's personal file. The line manager may delegate elements of the local induction where appropriate and record this on the induction checklist.

The line manager is responsible for the allocation of a 'support buddy' to each new employee, who will act as a guide and adviser to the new staff member.

5.   Associated trust procedures and guidance

- Recruitment & Selection Policy and Procedure
- Equality & Diversity Policy
- Your Performance Matters Appraisal Policy

6.   Equality of access

The organisation is committed to ensuring that staff are not subjected to discrimination in recruitment, promotion, access to training and career advancement, and as such invites requests from all staff attending training to identify any support they may require with special needs.

The Human Resources team and line manager will identify any support required in order that

individuals can fully participate in the induction and not feel discriminated against in any way. If Human Resources and / or line managers do identify specific needs for an individual, then a member of Human Resources will contact the individual to discuss confidential support for that individual. 'Skills for Life' issues will be addressed at this time and additional support mechanisms put into place.

All staff new to the organisation, irrespective of working patterns, should benefit from both a corporate (core) and local induction. Some groups have specific needs:

Graduate trainees, shift workers, people returning from long term absence e.g. career breaks or maternity/parental leave, specialist trainees, directors, temporary staff, contractors, part-timers, job-sharers, transferred staff, secondments, school/college leavers, employees with disabilities, bank staff and staff from minority groups all require additional elements within their local induction and this should be supported locally by the line manager.

'Reasonable adjustments' to the post and/or the workplace may be necessary to support special needs of some staff and this should be planned well in advance of the post holder commencing work.

Managers are encouraged to consult the HR Business Partner for additional guidance with the above staff groups, should this be necessary.

7. Benefits of an effective induction programme

- The organisation is actively investing in its staff, enabling individuals to gain 'essential skills' training BEFORE they commence in the workplace
- Training is well defined, the organisation is enabling new staff to undertake their training over a period of six months.
- Staff will have the 'essential' SystmOne, moving and handling and resuscitation skills before they start

- Staff will not have to wait long periods of time to receive their ICT equipment or their 'essential' skills training (e.g. SystmOne)
- The IT 'Kit' is built and made available for the new member of staff to receive at induction
- IT accounts are activated, so that new staff have a live e-mail account before they complete their induction programme
- Essential skills training has been prioritised

- Corporate risk is minimised
- Staff compliance with NHSLA standards is increased
- Staff understand their role within the organisation and are actively supported in cultural integration
- Increased motivation and morale
- Staff feel valued by the organisation's investment in them

8. Lifelong Learning and Appraisal

Lincolnshire Community Health Services NHS Trust is committed to supporting staff with lifelong learning and ensuring access for all to an annual appraisal and a personal development plan.

For individuals new to the NHS, the development review process should begin as soon as they start their new post during their induction period. Where it is a new post, this will help shape the individual's development needs, and should be discussed during the first 2 weeks in post as part of the local induction. The staff member will then be able to start developing knowledge and skills specific to their role,. To support the individual in their first year, an additional appraisal review is planned after 6 months in post, enabling additional support and training before the main annual appraisal.

9. Monitoring and Review

Lincolnshire Community Health Services NHS Trust recognises the need to monitor the effects of policies, procedures and practices in order to assess achievement and statutory compliance and as a result this policy and associated procedures and guidance will be kept under review, and action taken to redress any areas where the Policy has not been applied or where risks have not been managed effectively.

The organisation will promote an awareness of this policy to all its employees working within the organisation, and will audit both corporate and local induction data for compliance.

The Learning & Development team will notify Human Resources of non-attendees who will notify the employing manager of non-attendance.

The Learning & Development team will also monitor and report on completion of the 'core' induction programme.

Monitoring table for Corporate Induction

Minimum requirement to be monitored	Process for monitoring e.g. audit	Responsible individuals/ group/ committee	Frequency of monitoring/ audit	Responsible for review of results	Responsible for development of action plan	Responsible for monitoring of action plan
New starters have completed corporate induction	ESR reports	People & Innovation Directorate	Annual Report	**Operational Programme Development Board**	People & Innovation Directorate	Operational Programme Development Board

Monitoring table for Local Induction

Minimum requirement to be	Process for monitoring e.g. audit	Responsible individuals/ group/	Frequency of monitoring/	Responsible for review of results	Responsible for development	Responsible monitoring of action plan

monitored		committee	audit		of action plan	
All new starters have completed the local induction	Staff P-files completed local induction checklists.	Human Resources Team	Annual Report	**Operational Programme Development Board**	People & Innovation Directorate	Operational Programme Development Board

Removal of appendix A (Local Induction Checklist)

Link to access Local Induction Checklist: J:\2021-2022\LCHS\Learning & Development\Induction for New Starters\Revised Local Induction Checklist 0221.docx

Appendix __ Equality Analysis

NB - It is the responsibility of the author / reviewer of this document to complete / update the Equality Analysis each time it has a full review and to contact the Equality Diversity and Inclusion Lead if a full equality impact analysis is required

Equality Impact Analysis Screening Form

Title of activity	Review of Learning, Development & Training Policy		
Date form completed	Emma Lee	Name of lead for this activity	Emma Lee

Analysis undertaken by:		
Name(s)	Job role	Department
Emma Lee	Head of L&OD	Learning & Development

What is the aim or objective of this activity?	Review of policy
Who will this activity impact on? *E.g. staff, patients, carers, visitors etc.*	staff

Potential impacts on different equality groups:

Equality Group	Potential for positive impact	Neutral Impact	Potential for negative impact	Please provide details of how you believe there is a potential positive, negative or neutral impact (and what evidence you have gathered)
Age	☐	☐	☐	

Disability	☐	☐	☐	
Gender reassignment	☐	☐	☐	
Marriage & civil partnerships	☐	☐	☐	
Pregnancy & maternity	☐	☐	☐	
Race	☐	☐	☐	
Religion or belief	☐	☐	☐	
Sex	☐	☐	☐	
Sexual Orientation	☐	☐	☐	
Additional Impacts *(what other groups might this activity impact on? Carers, homeless, travelling communities etc.)*	☐	☐	☐	

If you have ticked one of the above equality groups please complete the following:

Level of impact

	Yes	No
Could this impact be considered direct or indirect discrimination?	☐	☐
If yes, how will you address this?		

	High	Medium	Low
What level do you consider the potential negative impact would be?	☐	☐	<mark>☐</mark>

If the negative impact is high, a full equality impact analysis will be required.

Action Plan

How could you minimise or remove any negative impacts identified, even if this is rated low?
No action required
How will you monitor this impact or planned actions?
Not applicable
Future review date: