ORGANISATIONAL INDUCTION POLICY

Outlines a clear framework for Induction of new staff into the organisation.

Managers and staff to adhere to Policy and ensure all new staff receive both Corporate and Departmental Induction.

New Starters Welcome Pack

Classification: Human Resources

Category: Policy

Authorised by: Janet Wilkinson

Job Title: Director of Workforce and Organisational Development

Signature:
Name of Policy:

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<thead>
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**Scope**

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**CONSULTATION**

Please indicate the name of the individual(s)/group(s) or committee(s) involved in the consultation process and state date agreement obtained.

<table>
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<tr>
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<td>Committee(s)</td>
<td>Hywel Dda SPF</td>
<td>Date(s)</td>
<td>November 2009</td>
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**RATIFYING AUTHORITY**

*(in accordance with the Schedule of Delegation)*

<table>
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<tr>
<th>NAME OF COMMITTEE</th>
<th>KEY</th>
<th>COMMENTS/ POINTS TO NOTE</th>
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**Date Submitted for Equality Impact Assessment**

5 November 2009

Group completing Equality impact assessment

Ceri Williams
Bob Mander
Jackie Hooper

Please enter any keywords to be used in the policy search system to enable staff to locate this policy

Induction
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1. **INTRODUCTION**

1.1 Organisational Induction has a critical role to play in consistently communicating and promoting key NHS values and objectives. This process also crucially communicates messages to staff on how they are valued and supported within the workplace.

1.2 The purpose of the Organisational Induction Programme is to give new employees a basic portfolio of general knowledge about the organisation, irrespective of job role, to enable new staff to understand the requirements of their job and to develop a wider understanding of the organisation in which they work and to ensure that the minimum health and safety requirements are met, prior to commencement of duties.

1.3 The aim of this policy is to establish a clear framework for the induction of new staff into the organisation

- There are procedures established to ensure that all members of staff attend the full Organisational Induction Programme, which includes the minimum statutory and mandatory training modules identified by the organisation prior to commencing any duties in the workplace.
- No staff work within the Health Board without first attending the Corporate Induction programme.
- Managers are clear in terms of their roles and responsibilities in relation to both Corporate and Local Induction (see booklet Your New Starter - a Resource Pack for Managers).

1.4 The organisation aims to ensure that through this policy all newly appointed staff are given information about the organisation and complete their generic statutory / mandatory key training prior to taking up their duties within the workplace.

1.5 This policy clarifies the roles and responsibilities of staff within the organisation to ensure that there are systems established locally to support the expectations of the policy.

1.6 Hywel Dda Health Board is committed to implementing the policy in a way which meets the equality and diversity needs of staff. Equality and diversity encompasses race, disability, gender, age, sexual orientation, religion and belief, language and human rights. It is the responsibility of managers and staff to ensure that they implement this policy/procedure in a manner that meets the needs of people from these groups. Managers must check with individual staff what their needs are. In accordance with the provisions of the Disability Discrimination Act, managers will remain sensitive to the special requirements of staff members with disabilities when handling issues of capability, ensuring compliance with the provisions of the Act.
2. DEFINITIONS

For the purpose of this policy, the term Organisational Induction Programme refers to the following programme

Day 1: Corporate Induction
An introduction to the organisation, and completion of the All-Wales e-learning Corporate Induction– delivered through a blended learning approach, including e-learning. This day will also include delivery of the minimum level fire safety awareness and health and safety training, required to satisfy the statutory requirements of the organisation.

Day 2: Local Induction
A workplace (local) induction with clear organisational objectives for inclusion. In some cases, there may be a need for some staff to reverse these two days to ensure effective utilisation of local resources.

Days 3-5: Moving & Handling Induction
Moving and Handling training, to comply with the All Wales Moving and Handling passport scheme.

In exceptional circumstances, where employees cannot attend the moving and handling training, or the training is not available, the Moving and Handling team will discuss with the employee and the employee’s manager, alternative arrangements and moving and handling risk reduction measures that must be put in place until the training can take place.

3. SCOPE

3.1 This policy applies to all employees (medical and non-medical) of the Health Board in all locations, including, temporary employees and locums. Doctors in training will attend a separate induction programme, organised through the relevant Post Graduate Departments at the start of their rotations.

3.2 It is recognised that, in practice, the detail of the process may vary, according to specific needs. However, the core content and aims of induction for all staff remain the same.

4. ROLES AND RESPONSIBILITIES

4.1 Chief Executive

The Chief Executive holds overall responsibility for the effective management of Organisational Policy.
4.2 Director of Workforce and Organisational Development

It is the Director of Workforce and Organisational Development’s responsibility to ensure that:

- the policy is formulated and disseminated.
- the policy is reviewed and updated.
- Corporate Induction attendance is monitored and reported to the relevant bodies as required.
- to attend the corporate induction programme on a regular basis to welcome new staff to the organisation.

4.3 Executive Directors

Executive Directors have responsibility to ensure that

- all staff within their responsibility are aware of and comply with the Policy.
- To attend the corporate induction programme on a regular basis to welcome new staff to the organisation.

4.4 Locality Managers and Heads of Services

It is the responsibility of all Locality Managers and Heads of Services to ensure that:

- the policy is disseminated throughout the locality / department
- all levels of staff within their department or professional group adhere to this policy in all respects
- A Locality Manager, or appropriate representative attends each corporate induction programme within their locality to welcome staff into the organisation.
- supervisory, managerial and professional leads within their department understand their responsibilities in relation to the policy.
- compliance with all aspects of the Induction Policy is monitored
- all staff have a local induction to their work area with clearly defined outcomes which are monitored and documented.
- all staff, having attended corporate and local induction programmes are fully aware of their responsibilities in relation to competence.
- all new staff are appraised in terms of guidance for accessing appropriate advice and support, particularly those participating in on call rotas - this includes locums and agency staff.
- all new staff have a period of supervision / mentorship / preceptorship when first employed to provide them with guidance and support and that this is reflected in the subset of the NHS KSF outline.

4.5 Human Resources Recruitment Team
It is the responsibility of the Recruitment team staff to ensure that:

- an IT System Access form is included in all interview packs. This will allow managers to approve access to successful applicants.
- candidates commence work on the first day of an organisational induction programme.
- IT are informed of new starters and their commencement date so that new starters can be given access to the relevant organisational IT systems and can be allocated network and e-induction passwords.
- all names of new starters are communicated to the relevant Learning & Development Department (or Post Graduate Department for Doctors in training) prior to the organisational induction programme, and to the relevant PG Centres for junior doctors in training.

### 4.6 Managers

Managers are responsible for:

- ensuring their new starter has a copy of their job description, KSF outline and initial Personal Development Plan, by the end of their corporate induction period.
- ensuring that their new starter has attended and completed the organisational induction programme and generic mandatory training requirements, before carrying out any duties within the workplace.
- ensuring that the local induction procedure and checklists are followed for all new starters.
- keeping copies of completed checklists on file and for notifying the Learning & Development Department on completion.
- identifying mentors, preceptors and supervisors as appropriate for new staff, who will provide them with guidance and support for a period of time.
- ensuring that the policy is disseminated throughout the Department.
- ensuring that all staff, having attended organisational and local induction programmes are fully aware of their responsibilities in relation to competence.

### 4.7 Learning & Development Department

It is the responsibility of the Learning & Development Department to ensure that:

- the policy is published on the Health Board intranet site.
- the policy is reviewed and updated every 3 years or sooner if necessary.
- attendance at corporate induction is monitored and managers informed of non-attendance.
- the corporate Induction programme content is reviewed regularly to ensure relevance.
- the policy is disseminated to the locality managers and service heads for distribution locally using the current policy for dissemination.
• maintaining the 'Welcoming your New Starter, Resource Pack for Managers’ (Appendix 1) and ensuring it is available through the Health Board intranet.
• recording and reporting on attendance within the normal training reporting process
• ensuring that any planned induction proceeds regardless of numbers in attendance.
• co-ordinating the corporate induction programme
• producing the corporate induction handbook
• ensuring that there is effective monitoring and evaluation of the induction process.

4.8 Occupational Health Department

It is the responsibility of the Occupational Health Department to ensure that:

• all staff have access to pre-employment screening and to ensure that they are fit for role and receive vaccinations as appropriate
• where appropriate, staff are invited to attend the department for furthermore detailed assessment/advice
• staff are informed through the Corporate Induction programme of the role and functions of the Occupational Health Service.
• appointments are available on Day Two of the organisational induction programme (local induction) to allow new starters to attend the service if necessary.

4.9 Moving & Handling Department

It is the responsibility of the Moving and Handling Trainers and Team to ensure compliance with statutory Health and Safety regulations and HSE requirements through ensuring that:

• all new staff have receive the appropriate moving and handling training, or are able to evidence All-Wales Moving and Handling Passport documentation reflecting their level of competence, prior to commencing any duties in the workplace.
• records are maintained of attendance and non-attendance.
• the programmes delivered are evaluated and reflect current research based best practice and statutory requirements.
• attendance signature records are entered onto the Health Board ‘s Learning Management System.
• the Moving and Handling team discusses with the employee and the employee’s manager, alternative arrangements and moving and handling risk reduction measures that must be put in place until training can take place, in the event of exceptional circumstances, where employees cannot attend the moving and handling training, or the training is not available.
4.10 **Fire Officer**

It is the responsibility of the Fire Officer to ensure that:

- all new staff receive basic fire safety awareness training during the corporate induction programme
- staff requiring higher level of fire safety training than that given at corporate induction receive this training within one month of commencement of duties in the Health Board
- records are maintained of attendance and non-attendance and received by the Learning & Development Department and are entered on the Health Board’s Learning Management System.
- the programmes delivered are evaluated and reflect current research based best practice and statutory requirements.
4.11 **Post Graduate Departments**

It is the responsibility of the individual Post Graduate Departments to:

- plan and support the delivery of the specific induction programmes for undergraduate and post graduate clinical staff
- that these programmes complement and are reflective of the Organisational Induction Programme
- monitor and keep records of attendance
- ensure that the programmes delivered are evaluated and reflect current research based best practice, statutory requirements and that the content is corporate.

4.12 **Individual’s Responsibility**

All staff are accountable and responsible for their own competence within the scope of their role and must limit their actions to those for which they are deemed competent. However, the Health Board notes that some staff will be governed by the specific guidance of their Professional Bodies.

The individual member of staff is responsible for

- completing the organisational induction programme.
- completing their local induction programme with their manager.
- carrying out tasks and duties in the manner described by their manager or specialist, acting safely and competently at all times. Where an individual does not feel that they are competent to carry out their role safely and competently they should refrain from continuing and seek advice from their manager as soon as possible, so that further support can be provided.

4.13 **Organisational Induction Programme Presenters**

Presenters involved in delivering sessions at organisational induction must ensure that deputies are available to attend if they are absent for any reason.

5. **ORGANISATIONAL INDUCTION PROCESS**

5.1 The 5 day, organisational induction programme, which includes corporate and local induction, and the minimum generic mandatory training requirements **must** be completed prior to commencement of duties in the workplace. All new starters will attend the corporate induction programme (day one) as their first day in the organisation. The Learning & Development Department will ensure
adequate availability of the programme to ensure that new staff are not delayed in taking up their appointments.

5.2 All attendees on the induction programme will receive a personal portfolio containing further information about the topics covered during programme and also a training record. New employees are also advised that the portfolio is for their personal use to store details about any further courses they attend.

5.3 Agency and locum personnel work in the Health Board in a variety of ways. Some may attend to cover one shift on one occasion only. Others may be employed for a fixed period over a longer timescale and others may be employed by an agency and return to the Health Board to cover shifts over a longer period of time.

The use of the organisational induction programme for these personnel should be considered by the managers involved, depending on the nature of the employment. However, local induction procedures MUST be carried out with all of these personnel on commencement of their employment.

5.4 Staff employed through ‘Banks’ must complete the organisational induction programme prior to undertaking any shifts within the Health Board.

5.5 Locum or agency personnel must not operate or use any piece of equipment or device (including moving and handling tasks) unless they are competent to do so and have received training or instruction on how to use the particular medical device or equipment.

6. ORGANISATIONAL INDUCTION – MEDICAL STAFF

6.1 Junior Doctors

Newly qualified doctors (Foundation Year 1) and Doctors taking up their first post in the UK must undergo the mandatory one day Junior Doctor Induction programme, along with the identified mandatory training. This will take place on the first Tuesday in August or February of each year. Foundation Year 2 and Core Specialty Trainees will undergo a half day mandatory induction programme, which will take place on the first Wednesday in either August or February. For Specialty Trainees or doctors who arrive out of these times, individual arrangements will be made to provide an induction process.

Departmental Induction will dovetail the core programme and will take place directly following the half day core programme on the first Wednesday in either August or February. For Foundation Doctors, Departmental Induction will need to take place at the beginning of the other two posts within the Rotation, i.e. first Wednesday in December and April. Each department will design induction programmes to provide Junior Doctors with information pertaining to their specialty. The departmental induction process will assess competencies as well as departmental orientation and meeting of other relevant staff. Each Junior
Doctor will be allocated an Educational Supervisor at the start of the employment, who will meet with the junior doctors on a regular basis to discuss progress, assessments/competence and their general training and developmental needs.

6.2 Career Grade and Non Consultant Career Grade Doctors

These doctors are expected to attend the full 5 day organisational induction, as a minimum.

7. STAFF MOVING FROM OTHER DEPARTMENTS WITHIN THE HEALTH BOARD

7.1 When existing staff move from one department to another, they should be provided with a local induction programme as described in section 7. These staff do not need to re-attend the organisational induction programme.

8. LOCAL (WORKPLACE) INDUCTION

8.1 Induction into the workplace and into the requirements of the job is critical to a new starter and provides a basis for effective performance. A planned programme for employees should be arranged in advance, which includes meeting all the people with whom the new employee will work or need to contact. This programme will enable new employees in their progression towards becoming fully competent and effective in their jobs. Managers should appoint mentors to facilitate the settling in period. The local induction should also include both general information and service area/profession specific information (see Welcoming Your New Starter - a Resource Pack for Managers booklet).
4. 9.  **CONSULTANT INDUCTION**

9.1 Consultants are required to have an initial orientation period of 2-3 days, which should be free from clinical commitments. During this time, they should meet with the:

- Chairman to discuss the overall aim, direction and ethos of the Health Board
- Chief Executive to discuss the strategic direction of the Health Board as a whole and for their particular service
- Medical Director to discuss the Health Board corporate governance principles and standards for clinical care
- AMD for Medical Education
- Director of Nursing to discuss quality and patient/public involvement arrangements within the Health Board
- Associate Medical Director to discuss the service aims of the directorate, job planning and appraisal process
- Clinical leads within the Health Board on areas such as clinical audit, risk management, clinical effectiveness, R&D and clinical standard setting
- Chairs of relevant professional/other bodies within the Health Board such as the Medical Staffing Committee and Local Negotiating Committee
- Heads of service in relevant departments such as radiology, histopathology, biochemistry etc.

9.2 Details of the induction programme must be forwarded to medical staffing for inclusion on the relevant personal file.

9.3 A new starter (covered by Agenda for Change Terms and Conditions of Service) will be provided with a copy of the Knowledge and Skills Framework Outline which indicates what they need to achieve by the end of the first year in post.

10.  **PART TIME STAFF**

10.1 Part time staff are required to attend the organisational induction programme. However, in recognition of the operational difficulties this may cause and the timing of the induction programme, staff may need to attend this outside their normal working hours by agreement. In this case, agreement will be reached regarding payment or time off in lieu for additional hours.

11.  **MONITORING AND REPORTING ARRANGEMENTS**

11.1 As part of the Health Board’s clinical governance and risk management arrangements, the Learning & Development Department, (post graduate medical centres for junior doctors in training) and line managers maintain
records of attendance for all staff attending induction, as well as mandatory and statutory training.

11.2 Attendance / non-attendance is monitored and reported to the Health Board Board. In the event of non-attendance, the Learning & Department Development will notify the line manager via the recruitment team, who will be responsible for ensuring the staff member does not commence work until the next available programme.

11.3 The Learning & Development Department will also monitor induction programme evaluations and regularly review the programme content in line with current legislation and service demands.

11.4 Checklists are provided for managers to help ensure all aspects of induction duties are carried out (see Your New Starter - a Resource Pack for Managers booklet).

5. 12. TRAINING AND AWARENESS RAISING

All staff will be made aware of this policy upon commencement with the Health Board at either the Health Board or the departmental induction. Copies can also be viewed on the Health Board’s Intranet or obtained via the HR department. Training will be provided as appropriate depending on the complexity of the policy. Training may be provided at HR training sessions which all staff will be informed of via internal communication channels or their line manager in advance or via newsletters.

6.

7. 13. EQUALITY

The Health Board recognises the diversity of the local community and those in its employ. Our aim is therefore to provide a safe environment free from discrimination and a place where all individuals are treated fairly, with dignity and appropriately to their need. The Health Board recognises that equality impacts on all aspects of its day to day operations and has produced an Equality Policy Statement to reflect this. All policies and procedures will be assessed using the NHS Centre for Equality and Human Rights Equality Impact Assessment Tool. When policies have been impact assessed the results will be monitored centrally. This policy was impact assessed on 5 November 2009.


All documents generated under this policy, including applications, and formal notes and documents generated by managers and any review panel, that relate to identifiable individuals are to be treated as confidential documents, in accordance with the Health Board’s Data Protection Policy. It is recommended that all parties familiarise themselves with the relevant parts of this Policy.
9. 15. FREEDOM OF INFORMATION ACT 2000

All Health Board records and documents, apart from certain limited exemptions, can be subject to disclosure under the Freedom of Information Act 2000. Records and documents exempt from disclosure would, under most circumstances, include those relating to identifiable individuals arising in a personnel or staff development context. Details of the application of the Freedom of Information Act within the Health Board may be found in the Freedom of Information Act 2000 Policy. It is recommended that all parties familiarise themselves with the relevant parts of this Policy.

10. 16. RECORDS MANAGEMENT

All documents generated under this policy, including applications, and formal notes and documents generated by managers and any review panel, are official records of the Health Board and will be managed and stored and utilised in accordance with the Health Board’s Records Management Policy.

11. 17. REVIEW

This policy will be reviewed in three years time. Earlier review may be required in response to exceptional circumstances, organisational change or relevant changes in legislation or guidance.

12. 18. MONITORING

Details of all capability procedure outcomes will be recorded in a database and reported on periodically to the Partnership Forum and the Health Board Board. The database will include equality monitoring data, which will be reviewed and presented to the Health Board’s Equality and Human Rights Steering Group.

13. 19. DISCIPLINE

Breaches of this policy will be investigated and may result in the matter being treated as a disciplinary offence under the Health Board’s disciplinary procedure.

14. APPROVAL

Signed on behalf of the Staff Side:

Signed:
HYWEL DDA LOCAL HEALTH BOARD

Name: ........................................................................................................................................

Title: ........................................................................................................................................

Date: ........................................................................................................................................

Signed on behalf of the Management Side:

Signed:

Name: ........................................................................................................................................

Title: ........................................................................................................................................

Date: ........................................................................................................................................

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