Induction Toolkit

Contents

Policies, procedures and guidance referred to in this document can be found in the relevant pages of [Intouch](#).

Version Control	Changes Made	Author
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1. Policy Statement

Policy Statement

It is County Council policy that all new employees must receive a well-managed induction. This applies to employees who have moved to a new job within the County Council as well as employees joining us from elsewhere.

It is essential that employees receive a really good induction so that they can integrate effectively within the organisation and become engaged in their new work. This will not only help us to retain new staff but result in better performance outcomes.

The Induction Process

Induction operates at a number of levels in the Council:

- Core activities for all new staff
- Activities for their managers to support new staff
- Additional directorate specific Induction activities

Monitoring and Manager Responsibility

This policy is monitored and evaluated by People Management.

Responsibility lies with the hiring line manager to implement and record completion of the induction process using the integrated HR management system, iTrent/People Manager.

Supporting Information and Documentation

Policies, procedures, guidance and portals referred to in this document are available on Intouch. Where employees do not have access to Intouch, line managers should ensure that copies of this information are available.

Equality

The County Council has a commitment and legal requirement to ensure that it does not discriminate in any form. Under the Equality Act 2010 the Council has a requirement to make reasonable adjustments in the provision of our services and employment and a statutory duty in carrying out all its functions to:

- Eliminate unlawful racial discrimination
- Promote equality of opportunity and
- Good race relations

Our policies and procedures cover the protected characteristics: age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex and sexual orientation.

Any form of bullying and harassment will not be tolerated by the Council. Harassment of employees which is not properly and effectively dealt with can result in tension and conflict within the workplace. Stress, ill-health and absence all interfere with work performance and can even lead to resignation.

Cumbria County Council is an Equal Opportunities employer and therefore believes that every employee has a right to a working environment in which the dignity of individuals is respected and in which bullying and harassment are unacceptable. For further information contact cccequality@cumbria.gov.uk

Every employee (including managers) has a responsibility to ensure the Council's equality policy is adhered to.

It is important that managers explain about equality and diversity in detail to discharge their responsibility and comply with Council policy and requirements.

Health, Safety and Wellbeing
Health and safety is everyone's responsibility. All employees need to know how to work safely and without risks to their health. The induction process will cover key areas to ensure that important information is gathered and communicated at an early stage. Employees need to understand the hazards they could face at work and any measures or emergency procedures they must follow to keep them safe and healthy whilst at work.

2. Guidance for Inductors/Managers

Induction for new employees - notes and guidance for Inductors/Managers

Introduction

First impressions are extremely important and induction procedures can make the difference between retaining and losing good staff. It is the responsibility of the Line Manager to manage this process effectively and have ownership for ensuring the integration of any new employee is successful.

Preparation for the new employee's arrival

There are a number of actions you need to take prior to the new employee's first day to facilitate the induction process. Most of these actions revolve around being fully prepared for the new employee.

Checklist 1 must be followed as soon as the employee's appointment has been confirmed.

Learning and development needs must be identified in the first few days and weeks. These will vary from person to person and must be carefully planned on an individual basis to provide an effective induction. In this way, a new employee will quickly become effective in their new role. A subsequent skills audit or learning needs analysis and appraisal session at the end of the probationary period, should reinforce and build upon the initial learning and development identified in the first few weeks.

The induction checklists

Only certain topics should be covered for an employee who is changing posts within the Council. It is the line managers responsibility to determine which topics are relevant, if an induction topic isn't applicable, 'N/A' must be entered in the 'Date Completed' box of the induction checklist.

The manager holds the induction checklists on file when the new employee starts work. They should be kept together with the Probationary Agreement and Assessment of Probationary Period in Employment if applicable (see below).

Existing team colleagues and other employees nominated to carry out particular areas of the induction must be informed at the pre-start preparation stage.

A copy of the induction toolkit must also be given to the new employee on arrival. They may be able to identify areas not listed, or areas where they feel they need additional information or support relating to their individual needs, and will also be able to check that they will receive information on learning and development already identified prior to their start date. Each checklist item should be ticked, dated and initialled when completed, so the employee's Line Manager can see which items have been covered at each stage and which are outstanding. Any additional items covered should be added in the notes section at the end of checklist 2.

There should be flexibility in using the checklists as the needs of each employee will differ. Someone promoted internally may already be familiar with some areas and where relevant those items can be ticked as completed without further reference. Make sure the new employee understands the induction and its purpose.

The manager signs off and records when an employee has completed their induction. This is done using iTrent People Manager. For guidance on how to do this use the People Manager user guide.

Progress throughout the induction period
Progress must be reviewed at the end of week 2 and further action taken on areas that have not been completed.

Weeks 2 - 5 should be seen as a consolidating period. Final progress against the induction checklist should be reviewed at the end of week 6 and any action taken on areas outstanding or giving concern to the employee or manager.

The probationary period
All new employees are required to successfully complete a 6 months probationary period irrespective of any previous continuous service. In exceptional circumstances, the probationary period may be extended and is dependent on the performance of the employee – see the Council's Probation Procedure for further information.

Probationary periods do not apply to internal appointments provided the employee has successfully completed their probationary period. It is the manager's responsibility to check with the previous employing manager that the probationary assessments have been successfully completed.

If you have a new employee it is very important that you explain the probationary process to them. They should be told what is expected of them during the probationary period and that this will be recorded on a Probationary Agreement Form.

Performance appraisal
Objectives agreed within the probationary period that have not been fulfilled, whether short term or long term should, where possible, be fed into the employee's performance appraisal at the 26-week point. However, where the probationary period ends outside of April and June (the main appraisal period) the objectives should be fed into a mid-year appraisal. Any subsequent appraisals will then fall into the normal appraisal cycle (April to June and October to December),

Further information regarding the employee appraisal can be found on Intouch.

3. Guidance for New Employees
Induction for new employees (and for employees moving to a new job)
- notes for employees

Introduction
Welcome to Cumbria County Council. Your induction checklists are included in this document. They have been designed to help guide you and provide you with important information through your first few days and weeks in your new role; they are designed to ensure that employees follow the requirements of the job, the Council and our customers and that you understand your responsibilities, the standards of conduct required and demonstrate expected behaviours. All employees taking up a role within the Council must complete an induction using these checklists. Your inductor, usually your line manager/supervisor, will discuss in detail each topic as you complete the items listed.

If you already work for Cumbria County Council and have changed posts you still need to complete an induction. However, only certain topics should be covered; your inductor will determine these, 'N/A' should be entered in the 'Date Completed' box of the induction checklist for topics already covered in your case.

As your inductor goes through the checklist with you, they will explain the process it follows and introduce you to colleagues and other people who will help you complete the checklist and help you settle into your job.

The checklists sets out the essential things you need to know about Cumbria County Council, the department where you work and the job you will be doing. It does not necessarily cover all the information you will need and it should be used flexibly in order to respond to both your needs as a new employee, and to the needs of your manager. If the checklist is followed you should quickly come to feel comfortable in your new job and become a useful member of the work team.

The probationary period
All external appointments will be subject to a 6 months probationary period irrespective of any previous continuous service.

If the probationary period applies to you, it is very important that your manager explains the probationary process to you. You should be told what is expected of you during the probationary period and this will be recorded on a Probationary Agreement Form.   The Probation Procedure provides further information.

Review of your performance
Your line manager will monitor your progress and hold periodic performance reviews with you in accordance with the probation and appraisal processes which will be explained to you. The Probation Procedure and Appraisal guidance provides further information.

When does my induction finish?
The speed at which you complete your induction varies with each person, and it may take up to 6 weeks to complete. Towards the end of the induction and probationary period you should be well on your way to settling into your new role.

You will be given the opportunity to continue to discuss, plan and agree your personal development

needs and review and monitor outcomes regularly during the following months using Cumbria County Council's performance appraisal review scheme.

Your line manager will record that you have completed your induction using our HR integrated management system (iTrent). If you wish to you may keep a copy of the induction checklists for your own future reference.

We hope you enjoy working for Cumbria County Council or your new role within the Council.

4. Preparation prior to start date
Checklist 1

Name of starter:	
Directorate:	
Dept/Unit/Section:	
Job title:	
Start date:	
Inductor:	

Task no	Task	Date completed
1	Ensure individual is set up on iTrent with the Service Centre and receive confirmation of the payroll number.	
2	Notify IT of ICT requirements i.e. security access to systems, passwords, log-ins, equipment - phones, pc/laptop, MyHR/iTrent after receipt of the payroll number the next working day.	**Note:** *Provide a minimum of 2 weeks' notice*
3	If required, arrange for a security fob to be issued to enable access to the workplace building, and ensure the new starter fully is aware of any car parking arrangements prior to their first day. If applicable arrange for keys to be obtained.	
4	Diarise to meet and greet the new employee on their first day.	
5	Diarise a workplace tour for first day.	
6	Book employee onto any mandatory corporate and directorate/service specific related training. (Record here when training is completed.) Mandatory e-learning courses include: L&S to CHECK • Corporate Induction and Building Induction • Information Governance/ICT security - mandatory (to be completed on day 1 of employment) • Safeguarding (as appropriate for role) • Prevent • Equality for all • Health and safety modules – suite available which includes Safe Use of Your Workstation Self Assessment (mandatory for users of Display Screen Equipment) Course: (manager to list other mandatory courses) Date:	

Task no	Task		Date completed
7	Make sure other employees have received information about the new starter and are aware of the start date and desk allocation, particularly if hot desking applies.		
8	Prepare personnel file for employee containing Induction Checklist and Probation information (if required). Place in the file any relevant service specific information/ Vision/ Service Plan/Team Plan/procedures and provide information on the Council Plan.		
9	Plan and prepare the new starter's workload/workplan and initial tasks.		
10	Arrange for demonstrations of ICT and relevant systems, and where access to information and support may be found i.e. Intouch, Outlook. Where applicable also arrange for any job specific technology/IT systems such as work mobile and access to ICS/IAS/E-proc/e5/iTrent et		
11	Arrange for any uniform, protective clothing/equipment if applicable.		
12	Where applicable arrange for any other personal safety equipment such as buddy system information, lone worker monitoring app/device, panic alarm etc.		
13	If employee under 18 or new/ expectant mother a risk assessment should be completed **BEFORE** work commences to discuss any special arrangements, i.e. supervision requirement, prohibitions		

5. On Commencement of Employment
Checklist 2: To be completed in weeks 1 – 6

No	Task	Person responsible	Date planned	Date completed
1	Photo to be taken for ID badge			
2	**HR/Employee Wellbeing**			
a	Explain MyHR/People Manager and the Service Centre and People Management Portals**.**			
b	Introduce HR policies, procedures and guidance: • Harassment Policy • Positive Attendance – including reporting personal sickness • Performance and Capability • Discipline and Grievance • Time Off • Safer Employment			
c	Explain the importance of maintaining wellbeing and refer employee to guidance and information on Intouch including Better Health at Work, Time to Change etc			
d	Show and explain key elements relating to the conduct of Council business detailed in the constitution at **http://www.cumbria.gov.uk/council-democracy/constitution/default.asp** including the standards required as set out in: • the Code of Conduct (6B) • and other sections relevant to the job			
e	Explain the required behaviours as set out in 'Count me in!'			
f	Explain the employees terms and conditions and contractual obligations as stated in their Contract of Employment.			
3	**Pay and Pensions**			
a	Explain method of salary payment, pay date, payroll number, allowances, expenses and allowances, the Councils grading structure and job families, A-B Progression, employee benefits etc. as per the Employee Pay and Benefits booklet.			
b	Explain about access to the employees' pension scheme including: • LPPA (Local Pensions Partnership Administration) • the importance of completing all of the necessary paperwork including the Nomination Form			

No	Task	Person responsible	Date planned	Date completed
	• Signing up to the 'My Pension Online' system (where annual benefit statements, forecasts and records are available). • Further information can be found on Intouch or Your Pension Service website.			
4	**Introductions**			
a	Introduce immediate colleagues and allocate buddy/mentor where appropriate.			
b	Provide organisation chart and explain where team fits in the structure. Introduce other relevant directorate staff			
c	Meet clients/service users where applicable			
d	Signpost to Trade Union information and local representatives			
5	**Workplace**			
a	Provide comprehensive tour of workplace (lockers, toilets, mail arrangements, staff/rest room if provided, notice board, kitchen/refreshments, housekeeping, car park arrangements etc.)			
b	Safety, security, visitor procedures of workplace – locks, keypads, alarms, fobs, panic buttons etc. Show entrances, exits, lifts, alarms and security/access systems.			
c	Provide information on action to take in the event of fire/ identity of fire wardens/ emergency evacuation procedures / (identify where assisted evacuation may be required for the employee (Personal Emergency Evacuation Plan)			
d	Show location of First Aid facilities and who can provide first aid			
e	Accident and incident reporting procedures			
f	Smoking policy/procedure in workplace			
g	Provide the CCC's Health and Safety Policy (available on Intouch)			
h	Show location of any essential resources - stationery etc.			
i	Car Parking and travel information (car permits if applicable)			
j	How to use essential equipment e.g. telephones, photocopiers, printers etc.			
k	Issue with any uniform items required if applicable			

No	Task	Person responsible	Date planned	Date completed
6	**The Job**			
a	Explain workstyle of the job .e.g. fixed worker, internally mobile etc.			
b	Explain working hours, time keeping, flexi-time, breaks, annual leave etc., and any local processes regarding these that may be in place.			
c	Refer to the Compliments and Complaints Policies.			
d	Identification of training needs, work-shadowing, accessing training courses including e-learning (e.g. Safeguarding, Information Governance) **Learning Zone http://cumbria.learningpool.com**			
e	Check through job description and discuss with new employee			
f	Received instructions from the Fleet Services Team and provide required information regarding driving whilst on Council business. If the employee has not received any information by two weeks after starting work please contact driving.documents@cumbria.gov.uk			
g	Refer to probation policy and appraisal process			
h	Refer to supervision policy (where applicable)			
i	Explain who are the 'Customers' and refer to the Customer Service Charter and Standards			
7	**Health and Safety**			
a	Outline and discuss the main health and safety risks of the job and how these are managed. Communicating relevant risk assessments and safe working procedures. E.g. driving for work and the use of vehicle telematics, manual handling, work related stress, personal safety, lone working, equipment safety etc.			
b	Recap on how to report accidents/ incidents and near misses and any wider health and safety concerns/ defects/ issues (i.e. to Manager in the first instance)			
c	Determine any essential health and safety related training specific to the job role			
d	Explain how to access corporate health and safety procedures and information and specify any directly relevant to the role			
e	Provide information on how to access any Directorate/ Service specific health and safety information e.g. toolbox talks, safety information hosted on SharePoint sites/ local systems etc.			
f	Explain the requirements of the Working time regulations i.e. not to			

No	Task	Person responsible	Date planned	Date completed
	work excessive hours and no more than 48 hours over an average of 17 weeks, and, to inform you of any other employment whether with the council or not.			
g	Go through any protective clothing and safety equipment issued (if applicable) Specifying where use is essential e.g. hearing protection, hard hats, high visibility clothing, etc.			
h	Explain any infection control procedures if applicable e.g. hygiene protocols, gloves, protective clothing, sharps etc.			
i	Explain any local site rules relating to safety e.g. contractors/ visitors to site, pedestrian routes, prohibited areas, speed limits			
j	Supply with Health and Safety team contacts			
k	Explain the Occupational Health Service			
l	Explain the Employee Support arrangements			
8	**IT and Information Governance**			
a	If employee is an IT user inform them of the IT Services information on Intouch.			
b	Where needed, ensure the following is covered in relation to IT: • Helpdesk and Support – ICT Portal • Password and security • Email and calendaring • Network drives • Network/team folders • Naming and storing documents • Working from home and hot desks (Agile Working Handbook) • Laptops • Quick launch, Start menu, shortcuts • General IT tips • Using desk phones			
c	Understand the Council's Information Governance principles and abide by the Corporate Information Security and Acceptable Use Policy and the Social Media Policy which is available on Intouch.			
d	Ensure completion the IT Governance e-Learning Course			
e	Explain the key principles of Data Protection and the importance of confidentiality in relation to job role e.g. telephone, records etc.			
9	**Other**			
	Don't forget to record any mandatory corporate and directorate			

No	Task	Person responsible	Date planned	Date completed
	specific related training completed on Checklist 1. **Check any additional job specific or directorate specific induction requirements have been completed.**			13
10	**Notes**			

To be signed upon completion: **Inductor Signature** ………………………………………………………………. **Employee Signature** ……………………………………………………………… A hard copy of this checklist must be retained on the employee's personal file. **Manager:** Use iTrent People Manager to record the completion of the induction, and upload a copy of the completed induction toolkit into the employee's personal record. (For guidance on how to do this use the People Manager User Guide)	**Date:**

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