

AGENDA ITEM 7d

DERBYSHIRE COUNTY COUNCIL

CABINET MEETING

28 July 2015

Report of the Strategic Director of Corporate Resources

**REVISED INDUCTION PROCEDURE AND MANAGER GUIDELINES
(Council Services)**

1. Purpose of the Report

To seek approval of a revised Induction Policy and Manager Guidelines (attached at **Appendix A and B**).

2. Information and Analysis

Induction is an important element of the employee life cycle alongside effective recruitment, continuing engagement of existing employees and capturing of leavers' working experience.

Induction is crucial in communicating organisational culture, vision and values, initial setting of work objectives and making clear the Council's expectations of required performance, commitment and behaviour. The right induction process ensures new starters have realistic expectations of their role and minimises the number of people leaving an organisation within the first six months of employment, reducing the associated costs of recruitment and training.

There are also benefits for the employee in a thorough induction process in making them immediately feel welcome and valued and in building their self-esteem, morale and motivation. In addition it supports the development of good communication and working practice between the employee and their manager and enables the employee to become a productive team member sooner and begin to understand how their role fits into the Council.

The Induction Policy and Guidelines will replace the Management Guidelines and Advice on the Operation of Probationary Periods. The Induction Policy clarifies to managers that where poor performance is identified, it must be dealt with by the use of the Performance Capability Procedures. This is to ensure that, as with current advice on probationary periods, that poor

performance should be tackled rather than relying on some individual's failure to complete a satisfactory probationary period as a reason for dismissal. There is detailed advice on the completion of the induction process in the Managers Guidelines dependent on whether or not objectives have been met. It is intended that the Policy and Guidance mirror and dovetail into individuals' My Plan following the successful completion of the induction review process.

Although timescales may vary slightly depending on the particular role, it is intended that this initial induction should be completed within six months and will apply to all new appointments into new roles.

Different approaches to induction are advised dependent on whether the employee is new to the Council, or Local Government, or whether as an existing employee they have simply changed their role. Corporate induction is complemented by E-Induction modules which have sections on:

- Welcome and Introduction to the Council; this module welcomes employees to the Council and provides information about the course.
- About Derbyshire; this introduces employees to Derbyshire, its history and its people.
- Our Customers and Services; this introduces employees to what the Council does, who are our customers, our service partners, our priorities, our vision and our core services.
- About the Council; this looks at how we deliver our services and our business plans.
- Working for Us; this introduces employees to what they need to know when working for the council, including policies and procedures that affect them, and their responsibilities as an employee.
- What You Can Expect From Us; this explains the pay structure and benefits available to employees as well as training and development opportunities and the 'My Plan' system.
- Managers Guide. This provides managers with the knowledge and guidance on how to progress a new employee through their induction period.

The final element, currently being updated is the video message from both the Leader of the Council and the Chief Executive.

The main changes to the revised procedure are as follows:

- Where previously there have been only manager guidelines, in order to clarify the Council's policy on induction, there is now a specific policy and separate manager guidelines which is in line with other HR policies;
- There is more focus on performance management and objective setting;
- Review meetings are incorporated in the process, with the aim of aligning induction with the My Plan process;

- The Probationary Period has been removed to reflect that the revised policy aims to identify any performance issues at an early stage of employment and gives advice on how to tackle this. It also ensures employees undertaking induction are treated in a consistent way, whether they are new to local government, new to the Council or new to the role.
- The process incorporates the E-Induction process, allowing employees to obtain information for themselves and at their own pace. Paper versions of this process are available for those employees without IT access.

It also identifies potential areas where individuals or groups of individuals may not be offered a full and complete induction process. This includes employees whose managers may be disengaged from the process, employees without IT access, and employees with atypical working patterns. Specific advice is given in the Guidelines for such employees to ensure they are not disadvantaged and identifies measures as to how their particular needs can be met. There are also arrangements in place to ensure that a complete monitoring process can be carried out once the revised procedures are in place.

At **Appendix C** to the Guidelines is a comprehensive Induction Checklist which advises on actions prior to employment, on day one, within the first week, within the first month, and within the first six months of employment. Pro-formas for the review meetings, based on the current My Plan format, are also included. Elements of the checklist have been updated to reflect recent developments, for example, 'Use of Internet and Email facilities', 'Use of Social Media', the importance of information security, and equalities issues.

All Departments have been consulted on their requirements for an induction policy and guidelines and these have been incorporated in the corporate documents, but it is recognised that departments will need to tailor the guidelines to their own requirements in some cases. For example, Adult Care have specific arrangements in place for employees providing direct care, and ETE for Roadworkers. The trade unions have been consulted through the CJC Workstream, and the Employee Network Groups through their respective meetings. Managers will be informed of the revised Policy and Guidelines highlighting the significant changes.

3 Other Considerations

In preparing this report the relevance of the following factors has been considered:- financial, legal and human rights, human resources, equality and diversity, health, environmental, transport, property and the prevention of crime and disorder considerations.

4 Background Papers

Retained within Corporate Resources HR Division.

5 Call-in

Is it required that call-in be waived in respect of the decision proposed in the report? No

6 Key Decision

No

7 Officers' Recommendations

That Cabinet approve the revised procedure and associated documentation.

**JUDITH GREENHALGH
STRATEGIC DIRECTOR OF CORPORATE RESOURCES**

INDUCTION POLICY

DRAFT

Toni Compai
Director of HR
July 2015

Version History			
Version	Date	Detail	Author
1.00	24/04/2015	Revised induction policy – Scheduled review date.	Tracey Wall
1.01	22/06/2015	Reference to Performance Review Procedure	Tracey Wall
2	24/06/2015	Performance Capability reference	
3	24/06/2015	Performance Capability reference	Tracey Wall
4	9/07/2015	TU Comments - Equalities	Tracey Wall

Links and Dependencies
Recruitment and Selection Policy
ACAS Advisory Booklet – Recruitment and Induction
Performance Capability Procedure

Induction Policy

1. Purpose

The Council is committed to ensuring that all employees have a structured induction programme to enable them to integrate into their role and begin contributing quickly and effectively to the Council's vision of 'Improving Life for Local people' by enabling the Council to be successful in delivering its plans for the future.

Through an effective induction an employee becomes familiar and accustomed to their job requirements and working environment, as well as gaining an understanding of the Council, its policies, procedures and culture. Its aim is to ensure the effective integration of a new employee into the council for the benefit of both parties, and to identify and address any shortfalls in performance at an early stage of the process.

Effective induction enables managers to agree early expectations with new team members, (allowing them to quickly focus on their role) and to begin to develop sound organisational knowledge, and become effective and more productive sooner.

New employees are generally highly motivated and having invested in recruiting a new team member, providing a positive start for them will build on that investment and ensure their high level of motivation continues. The absence of an effective induction process can lead to new employees:

- Failing to integrate well into their team
- Experiencing low morale
- Failing to work to their potential and having low productivity levels
- Leaving the council shortly after appointment

This policy is supplemented by Managers' Guidelines to Induction.

2. Scope

This policy applies to all employees, (established and temporary) new to the Council and to employees transferring to new posts: except those employed in schools where the Governing Body performs the function of the employer.

Managers must ensure that anyone for whom they are responsible completes the induction process as appropriate to their particular circumstances and role. For example, tailored induction would be necessary for agency staff, contractors, volunteers, and work experience students.

Further advice on the induction needs of these groups can be obtained from Departmental Human Resource Teams.

3. Key Principles

The Policy and Associated Guidelines are designed to provide a consistent but flexible approach to induction with clearly defined roles and responsibilities. They are designed:

- To provide core information for new employees, (as detailed in the manager guidelines) whilst allowing for adjustment depending on each employees role, responsibilities and experience.
- To familiarise employees with the visions and values of the Council including Equality and Fairness
- To integrate with performance management procedures, the 'My Plan' procedure and performance capability by establishing the process of setting and reviewing objectives at the start of employment.
- To demonstrate the importance placed on good performance within teams, commitment to the development of team members, and the value of collaborative working arrangements.
- To remove local government "probationary periods" by establishing one process for all new employees, providing a clear framework for assessing capability and suitability and ensuring staff are given the necessary support and guidance to enable them to complete their induction.
- To enable corrective measures to be implemented when employees performance falls below the expected standard
- To consider moving employees into capability procedures, where agreed objectives are not met or performance fails to meet the expected standard during the induction period
- To ensure that no employee is placed at a disadvantage and managers should make adjustments to accommodate the needs of particular employees.

Individual service areas may have local induction programmes supplementary to this.

4. Benefits of Induction

A good quality induction process is beneficial to both the Council and the employee. It is beneficial to the Council in that it:

- Creates a positive view of the Council and communicates the corporate culture, values and goals.
- Allows the Council to promote a positive corporate image.

- Assists in reducing staff turnover, lateness, absenteeism and poor performance, and the associated costs.
- Assists in developing a management style where the emphasis is on two way communication and guiding employees through the induction process.
- Provides a positive introduction, enhancing the “psychological contract” and encourages staff to demonstrate a commitment to work hard and be loyal to the organisation.
- Increases the retention rate for new employees.
- Demonstrates the importance placed on good performance, commitment to the development of team members, and the value of collaborative working arrangements.
- Promotes consistency in service provision.
- Allows the agreement of early expectations and establishment of information needs to enable the employee to shape the job as they progress.

It is beneficial to the individual in that it:

- Helps the individual feel valued, welcome and at ease in the organisation.
- Confirms their decision to join the Council.
- Helps to build their self-esteem, morale and motivation.
- Establishes good communication between the employee and their manager from day one.
- Enables new employees to settle in quickly and become productive and efficient members of their team within a short period of time.
- Ensures that new employees operate in a safe working environment.
- Gives employees an understanding of the “big picture” and provides context to enable them to appreciate how their role fits in and help them perform more effectively.
- Helps employees develop competence and therefore increased job satisfaction.

5. Process / Structure

An effective induction programme sets the foundation for a positive working relationship. It is an ongoing process, allowing the new employee to absorb information that is important and relevant to the job, at their own pace.

With ongoing support, guidance and monitoring, employees make relevant progress, meet expectations, and reach the required standards to become effective members of the team, within a reasonable timescale.

Establishing a systematic monitoring system throughout induction also allows for a smooth transition into the normal 'My Plan' performance management system. It allows a manager to:

- Review progress
- Ensure planned events actually happened
- Assess performance
- Agree any measures required to improve performance
- Address any difficulties the employee may be experiencing.

Corporate Induction / e-learning Induction Process

An e-learning corporate induction course is available which will supplement the induction programme.

This provides an introduction to the Council, its values, culture, and structure, our customers, and information on working for the council. It must be carried out by all employees new to the Council. Details on how to access this (for users with and without IT access) are found within the manager guidelines accompanying this policy.

Departmental Induction

Some employees may have significant experience either in local government or within the Council but be new to a section, team or department. They will still need induction, incorporating those areas about which they have little or no prior knowledge for example, the functions and performance targets of the section or the department and key personnel. The induction policy is flexible enough to be tailored in this way.

Role Specific Induction

All employees will require role specific induction, which reflects their specific duties and responsibilities, and how their role fits into organisational and departmental objectives.

6. Roles and Responsibilities

Managers and employees have a joint responsibility for carrying out induction. HR can provide further support and guidance.

Managers will undertake to:

- Ensure new employees complete the appropriate induction process within the agreed timescale.
- Allocate time and commit to personal input into each induction.
- Support employees and encourage and enable them to be proactive in conducting their own induction.
- Ensure new employees work through induction modules to gain a better understanding of the organisation.
- Ensure that new employees understand their role and expected standards.
- Ensure that new employees understand how their performance will be monitored throughout the induction period, and the implications of failing to meet the expected standard of performance throughout the induction period.
- Guide new employees through the information and support available to them.
- Maintain the records required throughout the induction process.
- Ensure new employees have access to any specific departmental induction.
- Ensure new employees quickly gain an understanding of the Council's visions and values and their role in "Improving Life for Local People".

New Employees will undertake to:

- Carry out the induction activities indicated to them by their manager and included in the guidance accompanying this policy.
- Be proactive and take ownership of their own induction process with the support of their manager.
- Apply the knowledge and skills gained through induction when performing in their role.

Human Resources will undertake to:

- Maintain and update the Induction Policy and associated manager guidance.
- Provide a checklist for managers and staff to follow during the induction period.
- Provide advice and support to managers as required.
- Provide advice on induction for individuals with particular requirements.

7. Timescales

Induction can be said to be complete when an individual is fully integrated into the organisation. However, the exact length of the induction process depends on the complexity of the role and the background and experience of the new employee.

Detailed guidance on completion of the induction process can be found in the Manager Guidelines which accompany this policy. The process involves three formal

review meetings to review and set objectives, and these should be completed within six months of the employees start date, although there will be cases when timescales can be shorter than this.

Provided the performance of the employee is at the expected standard at the final performance review meeting, the induction is complete although further review meetings will continue to be held under the My Plan process. The date of the first My Plan meeting should be set at the sign off of the induction process.

Where performance is not at the required level, managers should use the provisions of the performance capability procedure. It is important that any concerns regarding performance are identified at an early stage of the induction process and actively managed with the objective of the employee improving their performance.

Manager Guidelines - Induction

**Toni Compai
Director of HR
July 2015**

INDEX

		Page No.
1.	Introduction	3
2.	The Role	3
3.	Considerations Prior to Start Date	4
	3.1 Visits	4
	3.2 IT Access	4
	3.3 Corporate E Induction Process	4
	3.4 Induction Checklist	4
	3.5 Other Things to Take Into Account	4
	3.6 Equalities	5
4.	On Commencement	6
	4.1 Day One	6
	4.2 General Induction	6
	4.3 Role Specific Induction	7
	4.4 Departmental Induction	7
	4.5 Corporate Induction	7
5.	Meetings	8
	5.1 Purpose of Induction Meetings	8
	5.2 Initial Induction Meeting	8
	5.3 Performance Review Meetings	9
6.	Where Objectives Are Met	9
	6.1 Completion of Process	9
	6.2 Confirmation of Completion of Induction	10
7.	Where Objectives Are Not Met	10

1. Introduction

A well prepared induction process helps a new employee to become integrated into their role, team and the organisation and enables them to quickly become effective in their job.

Induction is intended to welcome them to their new role, ensure they understand all the information relevant to them in their role, familiarise them with Derbyshire County Council's vision and values and establish and monitor early performance expectations.

Induction begins with the selection of a suitable candidate for a vacancy and should be planned from this point.

2. The Role

Induction must be relevant to the individual employee and their particular circumstances and experience.

Key to the induction process is that each employee gains an understanding of the information they need to perform their role.

These guidelines are therefore intended as a guide, and provide a minimum framework to work to and should be adjusted to reflect specific needs.

Included as Appendix 1 is a checklist of items to consider during induction. Before an item is signed off as completed on the checklist, you should ensure that the employee has gained an understanding of each issue. This will involve spending time with the employee and discussing the issues with the individual, to ensure their knowledge and understanding is complete.

As far as possible, employees should be encouraged to take control of their own development, and find out as much information for themselves. As a manager, you should give essential information, but also support and guidance regarding how and where to obtain additional information and help individuals recognise opportunities to develop and improve their performance.

Although suggested timings and delivery methods are included, these can be adapted to best suit the needs and circumstances of the individual. Employees should be allowed to work through policies and procedures at their own pace to ensure a thorough understanding is gained, and to avoid overloading them with information in the early stages.

During the induction process the induction checklist should be retained by you as the employee's manager, as it is your responsibility to ensure the employee completes the programme.

3. Considerations Prior to Start Date

3.1 Offer a visit:

If the employee is new to the Department or the Council, it may be beneficial to offer a supervised visit before their start date, to enable them to meet colleagues, accustom themselves to the office layout, observe any dress codes, and generally familiarise themselves with the working environment.

3.2 IT Access:

The signed contract of employment is the trigger to generate a SAP ID for a new employee and to activate IT access. This is done automatically and once ICT access is initialised you will receive a notification via email to inform you that your new employee has been set up with requested ICT Access. If there are any problems accessing IT systems, the IT service desk will be able to assist, telephone 37777.

3.3 Corporate E-learning Induction Process:

The induction process should reflect the culture and values of the Council. This is covered by the **Corporate e-learning Induction** process as part of the induction plan and should be undertaken by all employees new to the Council. It also covers key policies and procedures and organisational information, such as "How the Council Works". You should therefore familiarise yourself with the **Corporate e-learning Induction – Managers Guide**. This provides essential information you should go through each time you have a new starter in order to remind yourself of your role and responsibilities regarding induction. For details on how to access this see Appendix 2.

Employees without any IT access can complete the course by means of a paper copy. You should provide this for them by using the following link: [Course Search](#) Alternatively, for those employees with personal / home access to IT, a stand-alone CD can be provided from Corporate Resources HR Division, Learning & Development.

3.4 Induction Checklist

You should also obtain an induction checklist, available at Appendix 1, and note the areas to be covered with suggested methods and timings. It is important to remember that there is a lot of information to be communicated and there is a limit to how much information an individual can absorb in one day. Induction should be considered as an on-going process rather than a one off event and depending upon the nature of the job, may be spread over a number of days, weeks or months.

3.5 Prior to Employee Commencing in Post:

- Consider any training or instruction that will be required.

- Notify other staff members of their new colleague.
- Prepare the working area.
- Organise any equipment necessary to the role – including protective clothing / ID badge.
- Obtain any documentation they will need to read (or be aware how to access it electronically).
- Make sure any key people involved in the induction process are aware.

3.6 Equalities Considerations

In carrying out induction it is important that no employee is placed at a disadvantage. You may therefore need to pay particular attention and consider adapting the induction process if necessary. Some examples of groups that may need a slightly modified approach could be as follows:

School Leavers

Induction is generally concerned with adjusting to a new job, but for school leavers, it is about adjusting to a whole new way of life, and consequently, this group are likely to need more support than other groups.

Graduates

Graduates may have a high level of knowledge but may not have any previous work experience and so will need careful integration into the department.

Managers

Whilst many of the points in the checklist apply equally to all new staff with management responsibilities, for those in a senior managerial position, individual induction programmes may be necessary. These should be drawn up taking into account the Council Plan, Corporate and relevant Service Plans, the Leadership Framework and Standards, and relevant professional standards. Depending on their background and experience, you may need to help new managers establish and maintain relationships with colleagues.

Diverse Groups

Although all employees undergo the same induction process, you may wish to consider whether additional action or advice is needed to support employees from diverse communities. For example, be aware of and take into account any particular cultural or religious customs of new starters who are part of an ethnic or religious minority to prevent misunderstandings from occurring.

Disabled Employees

The Council has a responsibility to identify and make reasonable adjustments to enable disabled people to start or continue in work. Discussing requirements openly at an early stage can help build good relationships and ensure that both parties feel at ease. Reasonable adaptations may relate to physical access, aids or adaptations to equipment, or flexibility around working arrangements. Pre-planning can help avoid problems which may arise, and if you are aware your new starter has a disability you should clarify with them if they have any special requirements or particular concerns regarding the workplace. Where possible, any necessary reasonable adjustments should be implemented prior to them commencing.

Employees returning to work after a break in employment

This could include long term unemployed people or employees returning to work after caring for children or relatives. They may feel out of touch with developments and need extra help settling in to the organisation, and building up confidence.

Shift workers / Night workers

These employees may need to work modified shifts in the early days to ensure induction is covered adequately.

Flexible Workers

The implementation of new ways of working incorporates flexible working styles for example; remote and mobile working, including the use of touch down centres and homeworking. A new employee who does not work from a fixed base will need additional support throughout the induction process. This could include some periods of time spent working from a fixed base, or more frequent face to face meetings to ensure they integrate well into their new role.

4. Induction

4.1 Day One:

A good reception is an important part of the induction process and you should make sure you spend time with your new employee on day one. Ensure they are welcomed on arrival by an appropriate person. If this can't be you, then you should make yourself available at some point in the day to meet the new employee and spend some time with them.

All employees should have their induction plan explained to them and have approximate dates of review meetings in place. This should be covered in the original induction meeting, which should take place on day one of the employee's employment.

4.2 General Induction

Each employee will require some level of induction. For an existing employee who is new to the role only, it may not be appropriate to undertake a formal induction process, but to proceed directly into My Plan.

However, they may still require some aspects of the induction process. For example:

- On Arrival - Ensure they are met, welcomed, and introduced to colleagues.
- Availability - Arrange for one person to be available throughout the day to assist with minor queries. It is useful to have a colleague to act as an informal guide to the new employee even though there is no formal "buddy system" as they can help with everyday questions in an informal manner, as they occur.
- Physical orientation - Ensure they understand the layout of the setting, and they are shown where to locate commonly used facilities – e.g. kitchen, printers, toilets, arrangements for refreshments etc.

- Organisational orientation – ensure they understand how they fit into the team and how their role fits into the department's strategy and objectives (service plan).
- Equipment – ensure they know how any specialist equipment works.
- Introduction / meeting with key colleagues.
- Identification of initial expectations and requirements.
- Fire safety procedures – what to do if the alarm sounds and how to evacuate the building.
- Building security

4.3 Role Specific Induction

All employees will require role specific induction. This should include such things as:

- An outline of the role and how it fits in with organisational and departmental objectives.
- Show how the role relates to the team / service plan / council plan.
- Equipment and procedures specific to the role.
- Any statutory / mandatory training not covered by corporate / departmental induction.
- Indications of the standard of performance expected and how the performance review process will help them to achieve improvement where required.
- Information specific to the work environment – e.g. telephones, filing, key locations.

4.4 Departmental Induction

Employees new to the department, in addition to general and role specific induction are likely to require induction specific to the Department. This may include:

- Any statutory or mandatory training not covered corporately.
- Information on the functions of the Department.
- Key personnel within the Department.
- The individual's and colleagues' roles.
- Departmental service plans.

4.5 Corporate Induction

Corporate induction complements departmental and role specific induction. It includes:

- Information on the organisation, its mission and objectives.
- Corporate policies and procedures including Equalities.
- The structure of the organisation, departments and their functions.
- Mandatory training, including health and safety.
- Information security.

This can be completed on line and details of how employees can access **Corporate e-learning Induction** are found at Appendix 3. Employees without IT access should complete the paper workbook as detailed at 3.3.

For a summary of what is covered in the E Induction process please see Appendix 4. See Appendix 5 for a flowchart illustrating the process once the employee has commenced in post.

5. Meetings

5.1 Purpose of Induction Meetings

The induction process is based on the My Plan process and is intended to:

- Agree objectives for the employee being inducted in line with service area priorities.
- Review an individual's progress against previously set objectives.
- Identify any development needs they may have to enable them to do their job.
- Evaluate the effectiveness of any previous development opportunities.
- Highlight at an early stage, any areas of concern regarding their performance.

The process and associated documentation should be owned by the individual whose induction is taking place, in agreement with the manager. i.e. the individual must take responsibility for completing the induction process but with the guidance of their manager.

5.2 Initial Induction Meeting – Day One

The initial induction meeting should take place on the first day of employment. There will not be anything to review at this meeting but it should involve:

- Setting initial objectives in support of departmental business objectives.
- Specifying the expected results.
- Planning actions to achieve those results.
- Identifying timescales.
- Identifying how these objectives fit into future business objectives.
- Outlining what is expected from the employee and the role.
- Explanation of duties and responsibilities.
- Identification of any development needs.
- Ensure any processes ticked off the checklist have been understood by the employee as appropriate to their role.

At this meeting, and in the early stages of an employee's induction, initial objectives will include such things as familiarising themselves with the Council's policies and procedures. The induction checklist covers policies and procedures and other employment information and this should be considered as part of the induction. Your role in this process is firstly to direct the employee on how to access this information, but also to ensure they understand how these policies and procedures affect them and their role.

This meeting is a chance to help the individual identify their priority skills or knowledge gaps, and provide access to development to fill those gaps. At a senior level, it allows acknowledgment of the new starter's existing experience and their need to take ownership of their learning.

5.3 Performance Review Meetings – Months One, Three, Five

Timescales for performance review meetings may be set individually as relevant to the role, but ideally they will be held at the end of the first, third and fifth month in post, at which point, provided satisfactory progress has been made, the employee will move into the My Plan process.

Timescales can be adapted to suit individual roles. Additionally, regular informal catch up meetings should be held with the individual to ensure there are no underlying problems.

At a performance review meeting you will need to be able to clarify the expected results from the previous meeting, and compare them to the actual results. It provides an opportunity to highlight and reinforce your confidence in your new team member. It also gives you the opportunity to spot any difficulties and to prevent them from escalating.

The purpose of such a meeting is to:

- Review progress against previous objectives.
- Evaluate whether satisfactory progress has been made and if not, how improvements can be achieved.
- Set further objectives.
- Plan actions to reach those objectives.
- Identify timescales.
- Identify how objectives fit in to future business objectives.
- Identify any development needs.

See Appendix 6 for a flowchart illustrating the review meeting process.

6. Where Objectives Are Met

Where objectives are being met, in addition to setting further objectives, you will need to assess to what extent an employee is carrying out the full scope of their new role, in order to assess at what stage the induction process can be considered complete.

Generally, by the end of the final performance review meeting (at the end of month five) an employee would be expected to be fulfilling the full scope of the role.

At this stage, providing the employee is performing satisfactorily, the induction process can be signed off as complete and their performance would in future be assessed through the My Plan process. As part of the signing off process you should set the date of the first My Plan meeting.

6.1 Completion of Induction Process

At the end of the process, the manager and the employee should sign the induction documentation to confirm completion. This must be forwarded to the Shared Services Centre (SSC) for retention on the employee's personal file. This will also enable the Shared Services Centre to confirm induction has been completed. A copy must be given to the individual to retain.

6.2 Confirmation of Completion of Induction

On receipt of the completed induction documentation, the SSC will write to the employee to confirm that their induction process has been completed satisfactorily. If on completion of 6 months in post, the induction process is not complete, you will be contacted by the SSC as a reminder to complete the process and provide the associated documentation. Where this cannot be done it will be assumed that objectives are not being met (see section 7) and performance management is being considered. These cases will be referred by the SSC to Departmental HR.

7. Where Objectives Are Not Met

If an employee's performance, attendance or attitude is unsatisfactory during the induction period, it is essential that these issues are tackled at an early stage if their performance is to improve.

Where objectives are not being met, or where there are any concerns about an employee's performance, attendance or attitude, you will need to:

- Ensure the expected standard of performance is understood by the employee.
- Be able to provide evidence of under performance and raise this with the employee promptly.
- Consider whether there are any underlying problems or impacting personal circumstances, and provide support as appropriate.
- Give the employee the opportunity and time to improve their performance.
- Continue with the induction review process, ensuring any concerns are noted on the induction review form.
- Discuss any difficulties or problems the employee may be experiencing.
- Assess performance to date.
- Agree any actions necessary, including providing support, mentoring or additional training, to improve performance.
- Continue with objective setting.

This may involve holding performance review meetings more often and more regularly with the employee, with the aim of improving performance to a satisfactory level through support, training and review. Use questions that enable the individual to reflect on their performance, and you are likely to achieve greater ownership of performance improvement from them.

Where there is no improvement and it is felt further action is necessary, you should discuss the case with HR at an early opportunity. In some cases, it may be necessary to consider moving into performance capability procedures.

Derbyshire County Council Induction Checklist

This induction review form is designed to ensure that an employee and their manager are aware of what information should be included in the induction process.

The employee and their manager will sign off each area as it is covered and will need to specify how each area was covered and that its relevance to the role is understood. For example: by discussion with manager, by reading the policy on DNET etc.

Not every employee will need to cover every item on the induction checklist, but where it is felt an item is not relevant, you will need to indicate the reasons for this.

The checklist is a guide and may be adjusted to suit individual needs.

Employee Name	
Employee No.	
Department	
Job Title	
Post Start Date	
Manager Name	

Induction Completed

Employee Signature		Date	
Manager Signature		Date	

On completion, this document should be retained by the employee, with a copy forwarded to the Shared Services Centre.

Induction Plan

Actions to be undertaken prior to employment commencing

Item to be covered	Date & initial – Manager & Employee	Suggested delivery method	How has requirement been met?
Prepare work area <ul style="list-style-type: none"> Telephone PC set up Stationery available 			
Inform employee, where, when and whom to report to			
Inform of car parking arrangements			
Book any appointments with key personnel new employee will need to meet			
Inform colleagues of new starter – date and role			
Familiarise self with induction documentation and how to access			
Prepare induction plan			
Consider any training or instruction that will be required			

Actions to be undertaken – Day One

Arrival & Welcome	Date & Initial	Suggested delivery method	How has requirement been met?
Arrange for employee to be met on arrival		By manager or nominated person available to spend with employee on day one	
Introductions <ul style="list-style-type: none"> Colleagues Key personnel 		“ “ “	
Use of Information Technology <ul style="list-style-type: none"> Ensure can log into PC/use of passwords How to access drives/Dnet Appropriate use of internet and email How to access Service Desk Information Security <ul style="list-style-type: none"> Keeping Information Safe Handling of personal data Secure desks Data Demon campaign Importance of maintaining confidentiality 		“ “ “ http://dnet/policies_and_procedures/keeping_information_safe/default.asp	
ID Badge/Building security		Arrange to attend next session or to send photograph to Corporate HR.	

		Promote necessity to wear at all times.	
--	--	--------------------------------------------	--

Arrival & Welcome	Date & Initial	Suggested delivery method	How has requirement been met?
Telephones <ul style="list-style-type: none"> Update directory Private calls 		http://dnet/directory/update_contact_details/default.asp Discussion – refer to code of conduct Telephony problems contact - 37777 http://dnet/Images/code_of_conduct_jan_2012_tcm10-200732_tcm10-30290.doc	
Car Parking Permit http://dnet/working_for_us/Employment_Information/car_parking/default.asp		Use Link	
Employee Self Serve and how to use it http://dnet/working_for_us/core_systems/workplace/default.asp		Use link	
Local drives / printers can be accessed		By manager or nominated person available to spend with employee on day one	
Key contacts list		“ “ “	
Orientation – Physical			
Familiarisation with work space / equipment		“ “ “	
Food and drink e.g. Shops / Vending machines / Facilities for drinks		“ “ “	
Printing / photocopying arrangements e.g. Location / Private use of / Pass code		“ “ “	
Administrative procedures e.g. Stationery / Mail / Postage / Use of telephones		“ “ “	
Tour of building to include: <ul style="list-style-type: none"> Toilets / lockers / cloakrooms Kitchen / refreshment facilities Entrances / exits Any access procedures / security / door codes Car / cycle parking Fire evacuation routes, location of fire extinguishers, assembly points, location of red box* Notice boards First aid room *where appropriate (fire attendants responsibility)		“ “ “	
Health & Safety	Date & Initial	Suggested delivery method	How has requirement been met?
Individual responsibility to work safely and to report any health & safety issues		Discussion with manager	
Any safety requirements specific to the role		“ “ “	
Importance of informing colleagues of			

whereabouts when leaving the office / building especially in the event of a fire		“ “ “	
Workplace hazards including personal safety and security		“ “ “	
Appropriate training prior to using item of equipment			
Arrival & Welcome	Date & Initial	Suggested delivery method	How has requirement been met?
Any personal protective equipment required to undertake the role e.g. hard hat, goggles, ear defenders, special clothing etc.		Manager to arrange – Discuss need to use PPE	
Procedure to follow in the event of a fire – in particular where to report to on vacating the building http://dnet/Images/County%20Hall%20Fire%20Evacuation%20Procedures%20August%202013_tcm10-111634.pdf		Encompass in tour of building – specific to individual place of work – Use link	
Fire evacuation attendants, emergency exits, notices, fire doors, fire extinguishers		“ “ “	
Specific evacuation routes for employees with disabilities		“ “ “	
Working times <ul style="list-style-type: none"> • Explanation • Office cover arrangements • Time recording (ESS / timesheet etc.) • Flexible working scheme • Rotas http://dnet/policies_and_procedures/human_resources/flexible_working/default.asp		Explanation of schemes / demonstration of workplace.	
Policies & Procedures			
Disciplinary http://dnet/Images/Disciplinary%20Procedure%20July%202013_tcm10-24978.doc		Issue hard copy. Discussion with manager. Corporate E	

Initial Induction Meeting – to be held on day one

Induction Meeting	Date & Initial	Suggested delivery method	How has requirement been met?
Explain induction process <ul style="list-style-type: none"> • Timings • Purpose • My Plan process 		Discussion with manager at induction meeting	
Organisation chart Team structure / who does what Site map		Manager to issue where available	
Job Family & Role Profile http://www.derbyshire.gov.uk/working_for_us/workforce_development/job_families/default.asp		Discuss at induction meeting. Use link	
Inform of pre booked meetings		Discuss at induction meeting	
Major Departmental areas of work / ongoing issues		“ “	
Objectives What are immediate objectives? To be assessed at first review	Measures of Success How will you know the objective has been achieved?	Timescales When do you expect to achieve the identified measures?	
1.			
2.			
3.			
4.			
5.			

Actions to be undertaken – Week one

Induction Meeting	Date & Initial	Suggested delivery method	How has requirement been met?
Transport <ul style="list-style-type: none"> Local services Car sharing scheme 		Manager or nominated employee	
ESS and how to use it <ul style="list-style-type: none"> View / update personal information View payslip View / request annual leave View / input working time http://dnet/working_for_us/core_systems/guidance_documents/workplace/workplace_for_employees/default.asp		" "	
Corporate / Departmental health & safety policy statement		http://dnet/policies_and_procedures/employee_wellbeing/health_safety/default.asp	
Display Screen Equipment Assessment		http://dnet/working_for_us/your_wellbeing/dse_trial/default.asp	
Information Security <ul style="list-style-type: none"> Information Safe Haven – follow-up inc. ICT Security Policy Correct handling, safe disposal and retention of data and documents Security of communications Reporting security incidents 		Manager discussion Dnet - Using IT	
Name / contact details of any trade union safety representative			
First aid procedures <ul style="list-style-type: none"> Designated first aiders – names, contact numbers, location Location of first aid room Location of first aid boxes 		Manager discussion, incorporate in tour of building	
Accidents & Incidents			
The requirement to report all accidents / assault, near misses to manager / supervisor and reporting procedures		Discussion with manager	
Terms & Conditions			
Annual Leave <ul style="list-style-type: none"> Explanation How to book Carry forward arrangements Local arrangements http://dnet/Images/Employee%20Leave%20Schemes%20and%20Flexible%20		" "	

Working%20May%202012_tcm10-89939.pdf			
Other absences <ul style="list-style-type: none"> • Medical appointments • Other absence types 		Working for us booklet. Link as above.	
Induction Meeting	Date & Initial	Suggested delivery method	How has requirement been met?
Policies & Procedures			
No smoking policy http://dnet/policies_and_procedures/human_resources/NoSmoking/default.asp		Sent with contract.	
Attendance Management <ul style="list-style-type: none"> • Reporting procedure • Policy – aims and objectives http://dnet/policies_and_procedures/human_resources/attendance_management/default.asp		Discussion with manager. E Induction	
Code of conduct http://dnet/policies_and_procedures/human_resources/code_of_conduct_for_employees/default.asp		Sent with contract. Manager discussion. E Induction	
Confidential reporting code http://dnet/policies_and_procedures/corporate_governance/confidential_reporting_code/default.asp		Manager discussion.	
Equality & Diversity Dnet - Equality and diversity		Sent with contract E Induction Manager discussion	
Financial Regulations http://dnet/policies_and_procedures/finance/financial_regulations/default.asp		Use link	

Actions to be undertaken – Month one

Policies & Procedures	Date & Initial	Suggested delivery method	How has requirement been met?
Capability http://dnet/policies_and_procedures/human_resources/Capability/default.asp		E Induction Manager discussion	
Grievance http://dnet/policies_and_procedures/human_resources/grievance_procedure/default.asp		Issue hard copy. Manager discussion. E Induction.	
Harassment & Bullying http://dnet/policies_and_procedures/human_resources/Harassment/default.asp		Manager discussion E Induction	
Access to personal data http://dnet/policies_and_procedures/human_resources/access_to_personal_data_files/default.asp		Manager discussion	
Filing / record keeping <ul style="list-style-type: none"> • Systems • Hard copies / electronic • security 		Manager discussion	
Employee Benefits			
Cycle to work scheme http://dnet/working_for_us/travel_information/default.asp			
Counselling services http://dnet/working_for_us/your_wellbeing/workplace_options/default.asp			
Eye Care Scheme <ul style="list-style-type: none"> • display screen equipment • safety spectacles http://dnet/working_for_us/your_wellbeing/eye_care/default.asp			
Physiotherapy		Awaiting link	
Childcare voucher scheme		Awaiting link	
Occupational Health http://dnet/working_for_us/your_wellbeing/occupational_health/default.asp			
Terms & Conditions			
Travel <ul style="list-style-type: none"> • explanation • how to claim • car share scheme http://dnet/working_for_us/travel_information/default.asp		Explanation of scheme. Demonstrate workplace.	
Training			
E Learning Induction Programme		Mandatory – On line or paper workbook if no IT access.	
Identify specific training needs		At review meeting	
Culture & Values	Date and initial	Suggested delivery method	How has requirement been met?

Derbyshire County Council <ul style="list-style-type: none"> • Introduction to the County council • About Derbyshire • Our customers and services • Structure of the council (Role of Members, Committee Structure and Decision Making) • Working for us What you can expect from us		E Induction	
Customer care <u>Dnet - Customer Care</u>		E Induction Putting people first document	
Aims & Objectives			
Corporate & relevant service plans		DNET Discussion at review meeting	
Council Plan		“ “ “	
Section / Divisional / Departmental aims & objectives		“ “ “	

Performance Review Meeting One (to be held at the end of month one)

Objective no.	On target: Y / N Achievements and learning. Additional actions required to achieve target	Agreed changes
1		
2		
3		
4		
5		
Further Objectives Objectives to be assessed at review meeting two.	Measures of success How will you know the objective has been achieved?	Timescales When do expect to achieve the identified measure?
1		
2		
3		
4		
5		

Actions to be taken Months 2 - 6

Policies & Procedures	Date & initial	Suggested delivery method	How has requirement been met?
Access to information <ul style="list-style-type: none"> • Data Protection Act • Environmental Information Regulations • Freedom of Information http://dnet/policies_and_procedures/access_to_information/default.asp		E Induction	
Work / Life Balance		E Induction	
Environment Policy		E Induction	
Staff support networks <ul style="list-style-type: none"> • Black & minority ethnic workers group (BME) • Disabled workers group • Lesbian, Gay, Bisexual & Transgender (LGBT) http://dnet/working_for_us/employee_support_groups/default.asp			
Carbon reduction http://dnet/working_for_us/mini_guides/default.asp			

Performance Review Meeting Two (to be held at the end of month three)

Objective no.	On target: Y / N Achievements and learning. Additional actions required to achieve target.	Agreed changes
1		
2		
3		
4		
5		
Further Objectives Objectives to be assessed at review meeting three.	Measures of success How will you know the objective has been achieved?	Timescales When do you expect to achieve the identified measure?
1		
2		
3		
4		
5		

Performance Review Meeting Three (to be held at the end of month five)

Objective no.	On target: Y / N Achievements and learning. Additional actions required to achieve target.	Agreed changes
1		
2		
3		
4		
5		
Further Objectives Objectives to be reviewed as part of normal review process (i.e. My Plan) Date of 1st My Plan meeting	Measures of success How will you know the objective has been achieved?	Timescales When do you expect to achieve the identified measure?
1		
2		
3		
4		
5		