North of England Clinical Commissioning Groups

HUMAN RESOURCES POLICY

INDUCTION

Policy Number:	HR13
Version Number:	4.0
Issued Date:	July 2018
Review Date:	July 2021
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Consultation Process:	Partnership Forum
Formally Approved:	Executives in Common 24/7/18

Document History

Version	Date	Significant Changes
1.0	April 2013	n/a
2.0	May 2015	n/a
3.0	May 2017	n/a
4.0	October 2017	Addition of checklists

Equality Impact Assessment

Date	Issues
22 March 2013	None
1 December 2017	Policy to be made available in alternative formats, font size adjustment, braille, audio etc.

Policy Validity Statement

This policy is due for review on the latest date shown above. After this date, policy and process documents may become invalid. Policy users should ensure they are consulting the currently valid version of the documentation.

Contents

1. INTRODUCTION

1.1 The CCG recognises that its staff are fundamental to its success. To enable all staff to become effective and efficient in their role as quickly as possible, it is essential that all staff new to the CCG, or the role, receive a timely induction.

1.2 The CCG places great importance on thorough induction procedures which make new staff feel welcome, valued and settled in their new role. This then forms the basis from which staff can quickly get up to speed, perform their duties effectively and begin to make a contribution to their team, the department and the CCG.

2. PURPOSE AND SCOPE

2.1 The policy aims to set out the CCG's approach to Induction and to indicate how appropriate inductions can be provided. The policy will be accompanied by guidance on procedures and further supportive information.

2.2 This policy relates to all newly appointed staff and to existing staff members who have taken on a new role within the CCG. Staff are expected to be proactive in their own induction, and ensure that they receive from appropriate sources the relevant information and support that enables them to apply themselves to their job and fully contribute to the success of the CCG.

3. PRINCIPLES

3.1 The application of this policy will support the CCGs identified approach to develop and support staff in the organisation to achieve their best.

3.2 In applying this policy, the CCG will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation, in addition to offending background, trade union membership, or any other personal characteristic.

4. OBJECTIVES OF INDUCTION

4.1 The objective of this induction policy is to support staff in their new roles with the CCG, whether they are new to role within the CCG or new to the CCG itself.

4.2 The structured induction programme will give all new starters a common set of information and resources to use in order to understand, and to be able to contribute to, the work of the CCG as quickly as possible, and within 3 months of commencing with the organisation.

5. APPROACH TO INDUCTION

5.1   For the purposes of this policy, Induction is broken down into 5 areas which will be delivered differently depending on the role, team and organisation.

5.2   For each of these areas, the type of information which is provided will include the following:

Pre Arrival	
Background information to the CCG Meetings / introduction days if agreed, (optional)	

Onboarding (Practicalities)	CCG Induction
Payroll Terms & Conditions of Employment IT arrangements Facilities & Building Familiarisation Working Hours & Breaks Local Amenities HR Policies Information Governance Policies Health & Wellbeing	CCG Values and Behaviours CCG Strategy CCG Organisational Policies - Conflicts of Interest - Declarations of Interest Organisational Structure Governance Structure - Committees and Purpose Approach to Regional Working Approach to Appraisal and Training Meet and Greet Programme

Team Induction	Job Induction
Team Introduction Ways of Working Skills Assessment Key Contacts	Setting Interim Objectives Agreeing an interim PDP Specific Job Related Policies / Procedures Stat & Mand Training - IG - Fire - H&S - Safeguarding - Counterfraud - Conflicts of interest - Others

CCG Specific Induction	
Additional induction information and events specific to the CCG may be arranged in addition to the process which is outlined in this document.	

5.3   The different elements of the induction programme may be delivered at different times during the first 3 months in post, and a suggested programme of these induction activities is provided at Appendix 1.

6. RESPONSIBILITIES

6.1 The responsibility for developing staff is shared by line managers, staff themselves and the organisation and this approach starts with ensuring that all staff receive an appropriate induction.

6.2 Line Managers will:

6.2.1 Ensure that staff receive the appropriate induction at job, department and CCG levels, including:
- Induction into the department practices and culture and the local work environment – this may be delegated to an "induction colleague" or another member of staff.
- Conducting/directing induction into the job (some elements may be delegated) in accordance with this policy

6.2.2 Allocate time for induction activities

6.2.3 Enable new staff to be proactive in conducting their own induction

6.2.4 Maintain induction records which support the induction process, objective setting and ongoing performance management and support

6.3 Individual Staff will:

6.3.1 Identify and undertake, in a timely fashion, all the induction activities which are indicated to them by their line-manager and corporately.

6.3.2 Apply knowledge and skills gained through Induction in the performance of their job.

6.3.3 Maintain induction records as part of their personal and professional development.

6.4 The CCG will:

6.4.1 Support line managers and staff to fully engage in induction activities

6.4.2 Ensure that the CCG as a whole and its constituent teams and functions support the induction of staff from across all areas of the organisation.

7. RECORD KEEPING

7.1 Line Managers must keep a record of the induction process which has been followed, including using an induction checklist. A sample induction checklist is included at Appendix 2 which can be used for this purpose.

7.2 Staff should keep their own records of their induction process for CPD purposes.

8.   IMPLEMENTATION

8.1   This policy will be endorsed and championed by the CCG and promoted via the intranet and external website.

8.2   Line managers will be expected to implement the specific actions outlined in this policy.

9.   MONITORING & REVIEW

9.1   The policy and procedure will be reviewed periodically by Human Resources in conjunction with operational managers and Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.

10.   ASSOCIATED DOCUMENTATION

- Appraisal & Objectives Policy
- Performance Review / Appraisal Paperwork
- Training & Development Policy
- CCG Values & Behaviours

APPENDIX 1: Overview of Induction Plan

Induction Element	Completion Timeframe					
	Ahead of Arrival	Day 1	Week 1	Month 1	Month 2	Month 3
Pre arrival	Background Information shared Introduction day / meetings with key staff					
Onboarding	Request IT access Request building pass / parking permit Manager to review this plan and checklist.	Payroll Declaration & conflicts of interests IT arrangements Facilities & building familiarisation Working hours & breaks Local amenities	Terms & conditions of employment HR policies Health & wellbeing Information Governance policies			
CCG Induction	Arrange meet and greet programme	Organisational structure	CCG values and behaviours Approach to appraisal CCG strategy CCG organisation policies - CoI / DoI	Regional working & STP Governance structure, committees and purpose		
Team Induction	Consider planning a team session on skills and ways of working	Team introduction Key contacts	Ways of working	Strengths, skills assessment, team working		
Job Induction			Specific job related policies / procedures	Setting interim objectives Agreeing an interim PDP		Statutory & Mandatory training

APPENDIX 2: Induction Checklist

This checklist is to be completed by the line manager and stored on the individual's personal file once complete. A copy of the completed checklist should be given to the individual for their reference.

Name:		Start Date:	
Line Manager:		Job Title:	
Department:		Status:	Permanent / Fixed Term / Secondment / Agency / Contractor

Section 1 – Before First Day	Date Completed
1. Manager to complete the Line Manager Checklist (Appendix 3)	
2. Share the induction plan with the new member of staff	

Section 2 – Day One	Date Completed
1. Payroll arrangements. Ensure ESR1 form is completed and bank details are confirmed, with signature on the ESR1 form and submitted to HR (necsu.ccgsupport@nhs.net).	
2. IT Arrangements, • IT Setup • Provide IT logins • Arrange access to additional IT systems • Add to relevant distribution lists internally	
3. Working Arrangements • Standard Hours • Break times • Flexible working arrangements if applicable • Lone working arrangements if applicable	

4. Facilities and Building Induction,
    • Fire Exits and Procedures
    • Accident Reporting
    • First Aid Arrangements
    • Kitchens
    • Toilets
    • Reception arrangements
    • Entry and exit procedures
    • Building opening hours
    • Building layout and team locations
    • Car Parking Arrangements
    • Room Bookings	

5. Local facilities & amenities, • Nearby shops	
6. Organisational Structure • Structure chart	

7. Team Introduction,
    • Team meeting / meet and greet
    • Clarify team roles
    • Team compact (if applicable)	

8. Key Contacts within the CCG and wider team, such as NECS • Contacts List	

Section 3 – Within the First Week	Date Completed
1. CCG Values & Behaviours • Expectations of staff members & colleagues • Organisation Compact	
2. Terms and Conditions of Employment • Contractual Hours • Annual Leave Allowance & Request Process • Sickness and Absence reporting • Claiming Expenses	
3. Conflicts of Interest • Explain Policy • Complete Declaration of Interests Form • Complete secondary employment form • Address any CoI issues with governance lead • Address any secondary employment issues with HR	
4. Standards of Business Conduct • Formal Policy • Use of Office Assets • Equality & Diversity Expectations	
5. Statutory & Mandatory Training (details and completion timescale) • IG • Fire • H&S • Safeguarding • Counter fraud • Conflicts of interest	
6. Information Security • Explain policy and IG reporting arrangements • Application to the specific role	

7. Health and Wellbeing
    • Organisational H&WB Plan
    • Occupational Health information
    • Cycle to Work Scheme
    • H&WB Activities
    • Promoting Mental Health & Wellbeing at Work
    • Display Screen Equipment Workstation Self-assessment	

8. HR Policies & Support
    • Flexible Working
    • Maternity, Paternity & Adoption Leave
    • Absence Management
    • Study Leave
    • Disciplinary
    • Grievance
    • Occupational Health
    • Staff Benefits	

9. Job Expectations
    • Job role / Job description
    • Where the role fits within the organisation
    • Outline of expected performance and how it will be assessed
    • Relevant job related policies
    • Corporate templates	

10. CCG Strategy
    • Operational Plan
    • Commissioning Intentions
    • Cycle of Business	

11. Team Ways of Working
    • Further explanation, discussion of team working, systems and processes within the team
    • Role within the team	

Section 4 – Within the First Month	Date Completed

1. Regional Systems and Working
    • Regional working with external stakeholders, NECS, NHS England, Local Authority partners
    • Strategic Transformation Partnerships	

2. Governance Structure
    • Governing Body and purpose
    • Sub-committee Structure and purpose	

3. Skills and Strengths
    • Self-assessment of skills, strengths
    • Assessment of development areas
    • Discussion of training & development activities	

4. Appraisal & Objectives
    • Review of Appraisal and Talent Management policy and processes
    • Setting interim objectives for review at next appraisal date
    • Agreeing an interim personal development plan (PDP).	

Section 5 – By the end of Month 3	Date Completed
1. Complete this checklist	
2. Complete all statutory and mandatory training	

Employee Signature		Manager Signature:	
Date:		Date:	

Once completed this form should be retained on the individual's personal file and a copy given to the employee for reference.

APPENDIX 3: Line Manager Checklist for New Starters

This checklist is to be completed by the line manager and stored on the individual's personal file once complete. A copy of the completed checklist should be given to the individual for their reference.

Staff Name:		Start Date:	
Line Manager:		Job Title:	
Department:		Status:	Permanent / Fixed Term / Secondment / Agency / Contractor

Line Manager Checklist For New Starters	Date Completed
1. Review this checklist, the staff induction checklist and the associated policy and plan at appendix 1, to familiarise yourself with the requirements of induction within the CCG.	
2. Make sure you have notified HR of the agreed / confirmed start date for the individual.	
3. Contact New Starter and provide background information on the CCG, wider reading, any useful information to explain the work of the CCG.	
4. Discuss the possibility of coming into the CCG prior to the start date, for introductions, key meetings, team days, and so on. *Note this is entirely optional as some staff will not be able to make necessary arrangements to be able to come into the CCG.*	
5. Arrange a 'meet and greet' programme with key staff for the individual's first week or two in the role, this might include key stakeholders internally and externally, and senior managers in the CCG	
6. Arrange for parking permits, ID badge, security fob as needed	
7. Arrange for relevant IT accounts, telephony / mobile phone, system logins	
8. Make sure desk / computer equipment is available for the first day	

Appendix 4: Equality Impact Assessment

What impact will the new policy/system/process have on the following:

Age - Consider and detail age related evidence. This can include safeguarding, consent and welfare issues

Appropriate methods of communication of the Policy have been carefully considered to ensure they reach all ages of the workforce. Email and the internet can be accessed by all users in the workplace.

Disability - Consider and detail disability related evidence. This can include attitudinal, physical and social barriers as well as mental health/ learning disabilities

The disability status of the workforce across the region is unknown therefore relevant tools could be made available to staff that potentially do have a disability that the organisations are unaware of. For example, a process to access interpretation services such as BSL. The policy should be able to be communicated in alternative methods as required for those with a disability and/or visual impairment such as braille, large font, interpreters etc.

Gender reassignment (including transgender) - Consider and detail evidence on transgenderpeople. This can include issues such as privacy of data and harassment.

The policy does not include vocabulary that could cause offense or discriminate against any staff members that identify as transgender.

Marriage and civil partnership - Consider and detail evidence on marriage and civil partnership. This can include working arrangements, part-time working, caring responsibilities.

The content of this policy does not include vocabulary that discriminates against staff that may be married or part of a civil partnership.

Pregnancy and Maternity - Consider and detail evidence on pregnancy and maternity. This can include working arrangements, part-time working, caring responsibilities.

The policy does not discriminate against staff that are currently pregnant or on maternity leave and can be accessed while on maternity leave or any other leave of absence via the organisation's website.

Part-time staff can access the policy whilst at work via the intranet.

Race - Consider and detail race related evidence. This can include information on difference ethnic groups, Roma gypsies, Irish travellers, nationalities, cultures, and language barriers.

A process should be in place for translation services to be made available where required.

Religion or belief - Religion is defined as a particular system of faith and worship but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

The policy does not discriminate against staff that hold any particular religion or belief.

Sex/Gender - Consider and detail evidence on men and women. This could include access to services and employment.

The Policy does not discriminate between staff based on gender.

Sexual orientation - Consider and detail evidence on heterosexual people as well as lesbian, gay and bisexual people. This could include access to services and employment, attitudinal and social barriers.

The content of this policy and vocabulary used does not discriminate against staff based on their sexual orientation.

Carers - Consider and detail evidence on part-time working, shift-patterns, general caring responsibilities.

The content of this policy and vocabulary used does not discriminate against staff who have carer responsibilities.

Other Identified Groups and Health Inequalities - Consider and detail evidence on groups experiencing disadvantage and barriers to access and outcomes. This can include different socio-economic groups, geographical area inequality, income, resident status (migrants, asylum seekers). What is the potential impact of your work on health inequalities?

Other groups have been considered however as the policy is for staff there are no additional impacts on health inequalities.

Action Plan

Ref no.	Potential Challenge/ Negative Impact	Protected Group Impacted (Age, Race etc)	Action(s) required	Expected Outcome	Owner	Timescale/ Completion date
1	Staff unable to access policy due to particular characteristic	Age, disability	Have a process in place for alternative formats provided if required. As part of reasonable adjustments on appointment or during employment any policy should be adapted by the CCG	All staff can access and use the policy. NECS HR or Equality Team can be contacted for any requests.	Jenna McGuinness HR Manager	On receipt of individual request