INDUCTION POLICY

November 2017

Authorship :	Reviewed by Corporate Services Manager
Reviewing Committee :	N/A
Date :	N/A
Approval Body :	Executive Committee
Approved Date :	15 November 2017
Review Date :	November 2021
Equality Impact Assessment :	Completed
Sustainability Impact Assessment	Completed
Target Audience :	All employees, members, committee and sub-committee members of the group and members of the governing body and its committees.
Associated Policies :	- Probationary Period Policy - Appraisal Policy - Objective Setting and Review - Learning and Development Policy - Statutory and Mandatory Training - Conflicts of Interest Policy - Business Conduct Policy
Policy Reference No. :	HR13
Version Number :	2.1

POLICY AMENDMENTS

Amendments to the policy will be issued from time to time. A new amendment history will be issued with each change.

New Version Number	Issued by	Nature of Amendment	Approved by and Date	Date on Internet
1.1	CCG	Appendix 4 Induction Checklist updated to include latest version of forms		
1.0	CCG	SMT approved	November 2014	
0.1	NYHCSU	Draft		
0.2	CCG	Updated to reflect local checklist NHS Constitution pledges Equality Impact Assessment		
0.3	CSU	JTUPF approval	12 November 2014	
2.1	Corporate Services Manager	Reviewed to ensure policy and associated documentation is up to date.	Executive Committee 15 November 2017	17 November 2017

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01904 555 870 or <u>valeofyork.contactus@nhs.net</u>

CONTENTS

1. INTRODUCTION

The NHS Vale of York Clinical Commissioning Group (the CCG) recognises the importance of providing each of its new employees with a suitable structured Induction programme. This policy ensures all staff are clear about the requirements of their role and have an overall understanding of the organisation.

2. POLICY STATEMENT

This policy covers all employees of the organisation and those who have recently changed role within the Organisation. Guidance and support will be provided to all Line Managers in the implementation and application of this policy

This policy should be read in conjunction with the CCG Induction Handbook and the CCG Local Induction Manager's Guide is attached in Appendix A.

3. IMPACT ANALYSES

3.1 Equality
As a result of performing the screening analysis, the policy does not appear to have any adverse effects on people who share Protected Characteristics and no further actions are recommended at this stage. The results of the screening are attached.

3.2 Sustainability
A Sustainability Impact Assessment has been undertaken. No positive or negative impacts were identified against the twelve sustainability themes. The results of the assessment are attached.

3.3 Bribery
NHS Vale of York CCG follows good NHS business practice as outlined in the Business Conduct Policy and has robust controls in place to prevent bribery. Due consideration has been given to the Bribery Act 2010 in the development (or review, as appropriate) of this policy document and no specific risks were identified.

4. SCOPE

This policy will apply to all new employees of the CCG but will not apply to those engaged on fixed term contracts of six months or less where local induction will be appropriate.

Existing CCG staff who take up new posts within the CCG will undertake a local induction programme, where appropriate.

5. POLICY PURPOSE / AIMS AND FAILURE TO COMPLY

The purpose of the induction policy is to create a positive and supportive working environment, allowing new staff to settle into the organisation and learn the key elements of the job within a reasonable timescale.

6. PRINCIPAL LEGISLATION AND COMPLIANCE WITH STANDARDS

6.1 The NHS Constitution

The NHS Constitution contains a series of pledges to staff, including :

"The NHS commits to provide a positive working environment for staff and to promote supportive, open cultures that help staff do their job to the best of their ability."

"The NHS commits to provide all staff with clear roles and responsibilities and rewarding jobs for teams and individuals that make a difference to patients, their families and carers and communities."

"The NHS commits to provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential."

7. ROLES / RESPONSIBILITIES / DUTIES

7.1 **Accountable Officer Responsibilities**
The Accountable Officer of the CCG is responsible for compliance with statutory duties and that systems comply with NHS mandatory standards.

7.2 **Senior Officers and Line Managers**
Senior Officers are responsible for ensuring this policy is implemented within their teams.

Line Managers at all levels are responsible for creating and implementing induction plans for employees under their management, including regular supervision arrangements.

To implement policy and ensure that induction forms are completed.

To establish clear objectives for the employee and to ensure that training, (including statutory and mandatory) and development opportunities are identified, planned and undertaken by the new employee.

To ensure that where appropriate, a workplace assessment is undertaken and that any reasonable adjustments required at work are implemented in a timely manner.

7.3 All individuals
It is the responsibility of everyone covered by the scope of this policy to ensure they comply with this policy and undertake agreed induction, training and development activities and to implement learning from these activities.

7.4 eMBED Workforce Team
To provide guidance and advice to managers about implementation of this policy and procedure as appropriate

8. POLICY IMPLEMENTATION

8.1 Following approval by the CCG Executive the policy will be disseminated through the staff newsletter and published on the CCG's website.

8.2 Arrangements for the management, recording and reporting of declarations of interest are set out in Section 8 of the Vale of York Clinical Commissioning Group's Constitution and are the subject of the Vale of York Clinical Commissioning Group's separate Conflicts of Interest Policy.

9. TRAINING AND AWARENESS

This policy will be published on the CCG's website.

The policy will be brought to the attention of all new employees as part of the induction process. Further advice and guidance is available from the Planning and Assurance Manager

10. MONITORING AND AUDIT

10.1 The Quality and Patient Experience Committee is responsible for monitoring the effectiveness of this policy and for providing assurance to the Governing Body regarding compliance with the policy. The Quality and Finance Committee will receive reports quarterly reports.

Monitoring of this policy may form part of the Internal Audit review of governance compliance.

11. POLICY REVIEW

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

12. REFERENCES

Induction Checklist

13. ASSOCIATED POLICIES

- Probationary Period Policy
- Appraisal Policy
- Objective Setting and Review
- Learning and Development Policy
- Statutory and Mandatory Training
- Conflicts of Interest Policy
- Business Conduct Policy

14. CONTACT DETAILS

Planning and Assurance Manager
Telephone : 01904 555578
Email :   valeofyork.contactus@nhs.net
Address :   NHS Vale of York Clinical Commissioning Group
West Offices
Station Rise
York, Y01 6GA

15. APPENDIX 1: EQUALITY IMPACT ANALYSIS FORM

1.	Title of policy/ programme/ service being analysed
	Induction Policy
2.	**Please state the aims and objectives of this work.**
	The purpose of the induction policy is to create a positive and supportive working environment, allowing new staff to settle into the organisation and learn the key elements of the job within a reasonable timescale.
3.	**Who is likely to be affected? (e.g. staff, patients, service users)**
	All persons working for or on behalf of Vale of York CCG
4.	**What sources of equality information have you used to inform your piece of work?**
5.	**What steps have been taken ensure that the organisation has paid <u>due regard</u> to the need to eliminate discrimination, advance equal opportunities and foster good relations between people with protected characteristics**
	The analysis of equalities is embedded within the CCG's Committee Terms of Reference and project management framework.
6.	**Who have you involved in the development of this piece of work?**
	Internal involvement: Senior Management team **Stakeholder involvement**: Consultation with Senior Managers **Patient / carer / public involvement**: This is an Internal policy aimed at staff employed by the CCG and contractors working for the CCG. The focus is on compliance with statutory duties and NHS mandated principles and practice. There are no particular equality implications.

7. What evidence do you have of any potential adverse or positive impact on groups with protected characteristics? **Do you have any gaps in information?** **Include any supporting evidence e.g. research, data or feedback from engagement activities** **(Refer to** Error! Reference source not found. if your piece of work relates to commissioning activity to gather he evidence during all stages of the commissioning cycle)	
Disability People who are learning disabled, physically disabled, people with mental illness, sensory loss and long term chronic conditions such as diabetes, HIV)	Consider building access, communication requirements, making reasonable adjustments for individuals etc.
Line Managers are responsible for making any special arrangements/ adjustments required for staff of the protected characteristics as outlined in the Equality Act 2010 to enable them to become fully competent and effective in their jobs, for example specific equipment and access for staff with physical and learning disabilities. An objective of this policy is to ensure local induction is dealt with consistently and fairly, regardless of the characteristics of the staff member concerned. The Organisation has a commitment to ensure that no person is discriminated against on the grounds of their disability.	
Sex Men and Women	Consider gender preference in key worker, single sex accommodation etc.
An objective of this policy is to ensure local induction is dealt with consistently and fairly, regardless of the characteristics of the staff member concerned. The Organisation has a commitment to ensure that no person is discriminated against on the grounds of their gender.	
Race or nationality People of different ethnic backgrounds, including Roma Gypsies and Travellers	Consider cultural traditions, food requirements, communication styles, language needs etc.
The existence of this procedure should ensure that the Organisation, through its managers, adopts a consistent approach to dealing consistently and fairly with local induction, regardless of the characteristics of the staff member concerned as defined in the Equality Act 2010. The Organisation respects employees from all racial backgrounds as evidenced in its Equality, Diversity and Human Rights Policy.	
Age This applies to all age groups. This can include safeguarding, consent and child welfare	Consider access to services or employment based on need/merit not age, effective communication strategies etc.

Induction Policy v2.1

An objective of this policy is to ensure local induction is dealt with consistently and fairly, regardless of the characteristics of the staff member concerned. The Organisation has a commitment to ensure that no person is discriminated against on the grounds of their age.

Trans People who have undergone gender reassignment (sex change) and those who identify as trans	Consider privacy of data, harassment, access to unisex toilets & bathing areas etc.

An objective of this policy is to ensure local induction is dealt with consistently and fairly, regardless of the characteristics of the staff member concerned.

Sexual orientation This will include lesbian, gay and bi-sexual people as well as heterosexual people.	Consider whether the service acknowledges same sex partners as next of kin, harassment, inclusive language etc.

An objective of this policy is to ensure local induction is dealt with consistently and fairly, regardless of the characteristics of the staff member concerned. The Organisation has a commitment to ensure that no person is discriminated against on the grounds of their sexual orientation.

Religion or belief Includes religions, beliefs or no religion or belief	Consider holiday scheduling, appointment timing, dietary considerations, prayer space etc.

Line Managers are responsible for making any special arrangements/ adjustments required for staff of the protected characteristics as outlined in the Equality Act 2010 to enable them to become fully competent and effective in their jobs, for example the provision of quiet rooms for prayer.

Marriage and Civil Partnership Refers to legally recognised partnerships (employment policies only)	Consider whether civil partners are included in benefit and leave policies etc.

An objective of this policy is to ensure local induction is dealt with consistently and fairly, regardless of the characteristics of the staff member concerned. The Organisation has a commitment to ensure that no person is discriminated against on the grounds of their marriage or civil partnership status.

Pregnancy and maternity Refers to the pregnancy period and the first year after birth	Consider impact on working arrangements, part-time working, infant caring responsibilities etc.

An objective of this policy is to ensure local induction is dealt with consistently and fairly, regardless of the characteristics of the staff member concerned. The Organisation has a commitment to ensure that no person is discriminated against on the grounds of their pregnancy or maternity status.	
Carers This relates to general caring responsibilities for someone of any age.	Consider impact on part-time working, shift-patterns, options for flexi working etc.
An objective of this policy is to ensure local induction is dealt with consistently and fairly, regardless of the characteristics of the staff member concerned.	
Other disadvantaged groups This relates to groups experiencing health inequalities such as people living in deprived areas, new migrants, people who are homeless, ex-offenders, people with HIV.	Consider ease of access, location of service, historic take-up of service etc.
An objective of this policy is to ensure local induction is dealt with consistently and fairly, regardless of the characteristics of the staff member concerned.	

Action planning for improvement

Please outline what mitigating actions have been considered to eliminate any adverse impact?

Line Managers are responsible for making any special arrangements to the induction programme or office environment and any other adjustments required for staff of the protected characteristics as outlined in the Equality Act 2010 to enable them to become fully competent and effective in their jobs, for example specific equipment and access for staff with physical and learning disabilities, quiet rooms for prayer and appropriate breast feeding arrangements for mothers.

An Equality Action Plan template is appended to assist in meeting the requirements of the general duty

Sign off
Name and signature of person / team who carried out this analysis: Pennie Furneaux, Policy and Assurance Manager
Date analysis completed: 15 September 2014
Name and signature of responsible Director
Date analysis was approved by responsible Director

16. APPENDIX 2 : SUSTAINABILITY IMPACT ASSESSMENT

Staff preparing a policy, Governing Body (or Sub-Committee) report, service development plan or project are required to complete a Sustainability Impact Assessment (SIA). The purpose of this SIA is to record any positive or negative impacts that this is likely to have on sustainability.

Title of the document	Induction Policy			
What is the main purpose of the document	The purpose of this policy is to clarify the roles of the Line Manager, working relationships, communication and structure pertaining to the Line Manager, team and individual staff member within the context of the organisation; to enable the staff member and line managers to understand the processes involved in local induction of new employees into the job and workplace/environment.			
Date completed				
Completed by				
Domain	Objectives	Impact of activity Negative = -1 Neutral = 0 Positive = 1 Unknown = ? Not applicable = N/a	Brief description of impact	If negative, how can it be mitigated? If positive, how can it be enhanced?
Travel	Will it provide / improve / promote alternatives to car based transport?	0		
	Will it support more efficient use of cars (car sharing, low emission vehicles, environmentally friendly fuels and technologies)?	0		
	Will it reduce 'care miles' (telecare, care closer) to home?	0		
	Will it promote active travel (cycling, walking)?	0		

Induction Policy v2.1

	Will it improve access to opportunities and facilities for all groups?	0		
	Will it specify social, economic and environmental outcomes to be accounted for in procurement and delivery?	0		
Procurement	Will it stimulate innovation among providers of services related to the delivery of the organisations' social, economic and environmental objectives?	0		
	Will it promote ethical purchasing of goods or services?	0		
Procurement	Will it promote greater efficiency of resource use?	0		
	Will it obtain maximum value from pharmaceuticals and technologies (medicines management, prescribing, and supply chain)?	0		
	Will it support local or regional supply chains?	0		
	Will it promote access to local services (care closer to home)?	0		
	Will it make current activities more efficient or alter service delivery models	0		
Facilities Management	Will it reduce the amount of waste produced or increase the amount of waste recycled? Will it reduce water consumption?	0		
Workforce	Will it provide employment opportunities for local people?	0		
	Will it promote or support equal employment opportunities?	0		
	Will it promote healthy working lives (including health and safety at work, work-life/home-life balance and family friendly policies)?	0		

	Will it offer employment opportunities to disadvantaged groups?	0		
Community Engagement	Will it promote health and sustainable development?	0		
	Have you sought the views of our communities in relation to the impact on sustainable development for this activity?	N/A		
Buildings	Will it improve the resource efficiency of new or refurbished buildings (water, energy, density, use of existing buildings, designing for a longer lifespan)?	0		
	Will it increase safety and security in new buildings and developments?	0		
	Will it reduce greenhouse gas emissions from transport (choice of mode of transport, reducing need to travel)?	0		
	Will it provide sympathetic and appropriate landscaping around new development?	0		
	Will it improve access to the built environment?	0		
Adaptation to Climate Change	Will it support the plan for the likely effects of climate change (e.g. identifying vulnerable groups; contingency planning for flood, heat wave and other weather extremes)?	0		
Models of Care	Will it minimise 'care miles' making better use of new technologies such as telecare and telehealth, delivering care in settings closer to people's homes?	0		
	Will it promote prevention and self-management?	0		

	Will it provide evidence-based, personalised care that achieves the best possible outcomes with the resources available?	0		
	Will it deliver integrated care, that co-ordinate different elements of care more effectively and remove duplication and redundancy from care pathways?	0		

17. APPENDIX 3 : LOCAL INDUCTION – MANAGERS' GUIDE

INTRODUCTION

1. The following guidance notes are provided to support managers through the process of inducting new members of staff within their team/s.

2. Research has shown that organisations have 30 days to have a lasting effect on someone's perception of it as an employer and managers have the biggest influence on the job satisfaction of new employees. It is therefore crucially important that staff receive a full and consistent induction to their new work roles.

3. A Checklist has been provided at Appendix 4 which outlines minimum requirement levels which must be carried out as part of a new employee's induction. It may be necessary in some service areas to carry out additional checks or training at differing stages due to the specific nature of the individual's work role.

4. A copy of the completed checklist and any relevant policies/procedures should be given to the employee and a copy retained on the individual's local personnel folder.

5. It may be necessary to carry out some of the checks at an earlier stage of their induction, this may be done on the understanding that the minimum requirement levels outlined in this document are carried out.

PRIOR TO RECEIVING NEW EMPLOYEE

6. This part of the checklist provides checks which must be completed prior to receiving your new employee. These are things which can on occasion be overlooked in the busy day to day running of services.

7. For employees who are taking up a new post who currently work for the CCG you may not need to carry out all of these checks.

DAY 1

8. All new employees to your team must receive an induction to their new area on their first day. Once again in some areas you may wish to add to the requirements identified at Appendix 4.

9. Employees must be signposted to (shown how to access) relevant policies which directly impact on their new work role.

10. Where possible managers should guide the new employee around the intranet and also show them where they can find general information on work related issues.

11. Once signposted to these areas on the intranet, it is the responsibility of the employee to familiarise themselves aware with CCG policies.

12. A mentor/buddy should be allocated to the new employee. This can be a loose arrangement and allows the new employee to gain knowledge on operational issues from more experienced staff.

13. Existing employees may request to undertake training to help them in this role as a mentor/buddy.

WEEK 1

14. Within the first week the role of the new employee should be explained as to the context within their team and they should be given more detail as to the operational running of the team.

15. The main areas of responsibility of the employee should be clearly identified.

FIRST 6 WEEKS

16. Within the first 6 weeks, the new employee should begin to feel more settled in their work role and the emphasis on their induction should move towards retention and evaluation of their progress.

17. The employee's work responsibilities should be embedded and training received so far should be reviewed. Further training requirements should be assessed and planned for the coming weeks/months.

MINIMUM REQUIREMENTS – FIRST 6 MONTHS

18. At this stage the manager should begin to concentrate on the employee's continued employment with the CCG and their future development within their new role.

19. Once again guidance has been provided in Appendix 4 for the requirements which must be undertaken within the employee's first 6 months in post.

20. Towards the end of the employee's first 6 months a date should be set for the employee's first appraisal meeting.

21. At this stage managers should seek any appropriate professional development opportunities available for the individual.

18. APPENDIX 4 : LOCAL INDUCTION – MANAGERS' GUIDE CHECKLIST

INDUCTION CHECKLIST
Minimum requirement Levels

<u>Minimum requirements prior to receiving new employee</u>

Item	Initial	Date	Comments
Offer Letter received and start date confirmed Confirmation of Band point for HR2			
Security badge and Induction booked Book CYC induction			Business Support Manager
Computer access arrangements • VDI log-on • Nhs.net • File access			Business Support Manager to complete forms for IT
Equipment to be ordered (if applicable)			Business Support Manager to complete forms for IT
Additional requirements (religious belief, physical access etc.)			
Maps/access to building arrangements			
Diary arrangements to meet colleagues			
Risk assessment of work station			Business Support Manager to arrange with CYC

Minimum requirements on 1st day:

Item	Initials	Date	Comments	Initial of Manager/ Supervisor
Tour of immediate workplace (Maps of building following induction with Security/toilet/kitchen/first aid) - Workplace hazards - Emergency Procedures - Local Fire Arrangements and Introduction to Fire Marshall				
Issue Locker Key			Business Support Manager	
Introduction to mentor/buddy (loose arrangement for new employee to gain knowledge)				
Salary - method and frequency of payment, increments etc. (27th of every month) **Complete forms** **Complete P46 if no P45**			HR2a - Record of Bank Details V2 30 12 HR3 - Record of Vehicle Details V2 30 HR2 - New Starter V4 29.09.2017.docm P46 - employee without a Form P45.p	
Read and sign: - Non-Disclosure and Confidentiality Agreement (Signed copy for personnel folder) - Declaration of Interest (Signed copy for Rachael Simmons)			Non_Disclosure_and _Confidentiality_Agre 11 DECLARATIONS OF INTEREST FORM	
Use of IT systems: Work Station, ensure that all basic equipment in place Computer Logon			Business Support Manager	

Item	Initials	Date	Comments	Initial of Manager/ Supervisor
Telephone and Photocopying facilities Business Manager to supply extension number.			CYC Phone Reference Guide.pdf	
Meeting with Line Manager and Explain what is expected of a new member of staff.				
Signposting to Workforce (HR) Policies http://www.valeofyorkccg.nhs.uk/publications-plans-and-policies-1/policies/				
Hours of work including Flexitime working arrangements, (Band 7 and under). • Flexitime sheet • Meals – arrangements			HR09a flexi-time-policy-v 1	
Annual Leave arrangements (Arrangements for requesting and taking holidays) Supply annual leave card (Business Manager)				
Sickness Reporting and Policy			HR08 Management of Attendance FINAL	

Minimum requirements – week 1

Item	Initials	Date	Comments	Initial of Manager/ Supervisor
Main tasks/duties of job and role of employee. Area of responsibility				
Structure and role of the team. General team services. Communication procedures.				
Organisational chart and section explaining colleagues' work activities and working relationships. (Including resources provided by the Administration Team)				

Item	Initials	Date	Comments	Initial of Manager/ Supervisor
Statutory and Mandatory Training to be completed Email embed.generalhr@nhs.net for a login				
Allowances, mileage, subsistence, expenses etc. (if appropriate)				
Meet key contacts and Meet appropriate senior management				
Freedom to Speak Up Guardian and process on how to raise a concern.			Whistleblowing Policy v2.4 - Approved Exec	

Minimum requirements – first 6 months

Item	Initials	Date	Comments	Initial of Manager/ Supervisor
Review and clarification of Terms and Conditions of Employment				
Clarify job responsibilities - discuss and identify set of objectives.				
Evaluate employee progress				
Determine actions required to maintain employee development				
Discuss and identify new objectives				

Completion

Employee's signature: _____ Date: _____

Manager's signature: _____ Date: _____

19. APPENDIX 5 : INDUCTION EVALUATION FORM

To be completed and returned 3 months after starting employment. All information provided will be used to improve the Vale of York CCG's induction process and procedure.

Employee Name	
Job Title	
Team	
Date commenced employment	
Date commenced induction	
Date completed induction	

FEEDBACK

	Y/N
Did the induction process make you feel welcomed into the CCG?	
Was a copy of the Induction Checklist completed and a copy given to you?	
Did the induction process provide you with clarity on the vision, purpose, values and behaviours that the CCG values?	
Do you understand how your role contributes to CCG aims and objectives?	
Have you gained an overview of the organisational structure?	
Have you received clear objectives?	
Was it explained to you where to find information you may need to carry out your role, e.g. policies, procedures, folders, files?	
Did you find it easy to ask if you had any queries regarding your role?	
Do you have access to the equipment and tools to enable you to work efficiently?	
Has a date been set for your first appraisal?	
Did the induction provide you with all the information you feel you needed to make a good start in your new role?	
Do you think that the induction process could be improved upon? (If yes, please provide details overleaf.)	

ANY COMMENTS?