

## Induction Policy

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<b>Development &amp; Approval Group or Team</b>	
<b>Endorsing Body:</b>	Human Resource Forum
<b>Governance or Assurance Committee</b>	Staff Governance Committee
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<b>Responsible Person</b>	Head of Organisational Development

## Induction Policy

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### CONTENTS

- i) Consultation and Distribution Record
- ii) Change Record

#### 1. INTRODUCTION

#### 2. AIM, PURPOSE AND OUTCOMES

#### 3. SCOPE

#### 4. PRINCIPAL CONTENT

#### 5. ROLES AND RESPONSIBILITIES

#### 6. RESOURCE IMPLICATIONS

#### 7. COMMUNICATION PLAN

#### 8. QUALITY IMPROVEMENT – MONITORING AND REVIEW

#### 9. EQUALITY IMPACT ASSESSMENT

#### 10. SUMMARY OF POLICY / FAQs

#### 11. REFERENCES

#### 12. CHECKLIST

## Induction Policy

<b>CONSULTATION AND DISTRIBUTION RECORD</b>	
Contributing Author / Authors - Version 1	<ul style="list-style-type: none"> <li>• OD Managers on Behalf of SODG</li> </ul>
Distribution:	Staff and Organisational Development Group / Firstport
Contributing Author / Authors - Version 1	<ul style="list-style-type: none"> <li>• Training Manager OD author</li> <li>• Training Manager OD co-author</li> <li>• Deputy Director of OD co-author</li> </ul>
Distribution:	Staff and Organisational Development Group / Firstport
Contributing Author / Authors – Version 3 (interim version) Reviewed December 2013	Participants: <ul style="list-style-type: none"> <li>• Organisational Development Manager</li> <li>• Learning and Development Manager</li> <li>• Senior OD Officer</li> </ul>
Distribution:	Firstport
Contributing Author / Authors – Version 4 Reviewed September 2014  Distribution List for comment	Participants:- <ul style="list-style-type: none"> <li>• Organisational Development Manager</li> <li>• Learning and Development Manager</li> <li>• Senior OD Officer</li> <li>• Learning and Development Advisor</li> <li>• Learning and Development Advisor</li> <li>• Director of NMAHP Practice Development</li> <li>• Recruitment Manager</li> </ul> <ul style="list-style-type: none"> <li>• Staff &amp; Organisational Development Group</li> <li>• Moving &amp; Handling Advisor</li> <li>• Senior Area Fire Safety Advisor</li> <li>• Practice Improvement &amp; Development Nurse</li> <li>• Mental Health &amp; Learning Disabilities</li> <li>• Manual Handling Team Lead</li> <li>• Child Protection Advisor</li> <li>• Fire Safety Advisor</li> <li>• Health and Safety Advisor/ PaMoVA Team Lead</li> <li>• Lead Occupational Health Advisor</li> <li>• Information Governance Officer</li> <li>• PaMoVA Tutor</li> <li>• Learning &amp; Development Manager</li> </ul>
Version 5 Reviewed October 2015	Staff and Organisational Development Group / Firstport
Contributing Author / Authors – Version 6  Reviewed Summer 2017	Participants: - <ul style="list-style-type: none"> <li>• Operational Services Manager</li> <li>• Head of HR Acute and PSSD</li> <li>• Partnership Representative</li> </ul>

## Induction Policy

	<ul style="list-style-type: none"> <li>• OD Programme Manager</li> <li>• Senior Nurse, Practice Education</li> <li>• Senior Area Fire Safety Advisor</li> <li>• Adult Support and Protection</li> <li>• Director of Medical Education</li> <li>• Hospital Management Team, HQ</li> <li>• Head of Profession – Dietetics</li> <li>• Employee Director</li> <li>• Medical Education Manager</li> <li>• Manual Handling Team Lead</li> <li>• Director of Allied Health Professions</li> <li>• Head of Business Support, PSSD</li> <li>• Corporate Risk Manager</li> <li>• Learning and Development Advisor</li> <li>• Knowledge Services Manager</li> <li>• Partnership Representative</li> <li>• Information Governance Manager</li> <li>• General Manager, PSSD</li> <li>• Practice Education Facilitator</li> <li>• Child Protection Manager</li> <li>• Payroll Services Manager</li> <li>• Learning and Development Manager</li> <li>• Operational Services Manager</li> <li>• Director of NMAHP Practice Development Centre</li> <li>• Head of Workforce Modernisation</li> <li>• HR Recruitment Manager</li> <li>• Health and Safety Advisor/PAMOVA Team Lead</li> <li>• Equality and Diversity Manager</li> <li>• Associate Director, Quality Assurance and Improvement</li> <li>• Head of Infection, Prevention and Control</li> <li>• Lead Occupational Health Advisor</li> <li>• Learning and Development Manager</li> <li>• Health Improvement Manager</li> </ul>
Distribution:	Staff and Organisational Development Group / Firstport
Contributing Author / Authors – Version 7.0  May/June 2020	Participants:- <ul style="list-style-type: none"> <li>• OD Manager</li> <li>• OD Advisor</li> <li>• Learning and Development Manager</li> <li>• Learning and Development Advisor</li> <li>• Recruitment Manager</li> <li>• Recruitment Advisor</li> </ul>
Contributing Author / Authors – Version 8.0  August 2023	Participants:- <ul style="list-style-type: none"> <li>• Head of Organisational Development</li> <li>• OD Manager</li> <li>• Senior Learning and Organisational Development Advisor</li> <li>• Director NMAHP Practice Development</li> <li>• Recruitment Manager</li> <li>• Partnership Representative</li> </ul>

## Induction Policy

<b>CHANGE RECORD</b>			
<b>Date</b>	<b>Author</b>	<b>Change</b>	<b>Version No.</b>
July 2011	L&D Manager OD Manager Deputy Director, OD	Policy reviewed, updated and completed on the new policy template no major changes to content.	2
December 2013	OD Manager L&D Manager OD Programme Officer	No major changes to content, updated to reflect contemporary changes - e.g. electronic web links, etc.	3 Interim
September 2014	OD Manager	Changes to the policy content include description of the various phases of Induction, clarity around attending corporate induction and clear timescales for undertaking and completing Induction	4
February 2016	OD Manager	Changes to the policy content include description of the various phases of Induction, clarity around attending corporate induction and clear timescales for undertaking and completing Induction	5
December 2017	OD Manager L&D Advisor	<ul style="list-style-type: none"> <li>Updating wording for clarity on attendance at corporate induction programme</li> <li>Update list of contributors</li> <li>Removal of reference to Staff Bank, as now incorporated within HR</li> </ul>	6
May 2018	OD Manager	<ul style="list-style-type: none"> <li>GDPR statement added into Section 4 and updated name of Data Protection Act</li> </ul>	6
September 2018	OD Manager OD Advisor	<ul style="list-style-type: none"> <li>Policy updated to reflect guidance for Public Website publishing</li> </ul>	6.1
November 2020	OD Manager OD Advisor	Policy updated to: <ul style="list-style-type: none"> <li>Ensure new staff can undertake Corporate Induction using different delivery methods</li> <li>Include new HR/OD processes</li> <li>Replace 'staff' with 'employee' when referring to substantive employees</li> </ul>	7.0
September 2023	Senior L&OD Advisor	<ul style="list-style-type: none"> <li>Minor wording changes</li> <li>Differentiate corporate induction expectations between substantive employees and bank staff</li> <li>Removal of employees moving role internally being required to undertake the corporate induction learnPro module</li> </ul>	

## Induction Policy

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### 1. INTRODUCTION

NHS Lanarkshire is committed to providing a comprehensive and consistent induction process for all staff. Induction helps staff to understand their role and contributes to their ability to work safely and effectively in a supportive environment. This policy applies to all new staff: permanent, temporary, bank, agency, locum, voluntary, contractual, and any associated local authority staff.

(This policy relates to new staff joining NHS Lanarkshire. However it is recognised that staff often change jobs and/or sites within NHS Lanarkshire. In such a case, local induction should be planned to meet the staff member's particular needs).

This policy focuses on Corporate Induction yet recognises that a range of induction programmes exist throughout the organisation including, but not limited to national, professional and local induction processes and standards.

### 2. AIM, PURPOSE AND OUTCOMES

#### **Aim & Purpose**

Every member of staff is entitled to an induction period, which commences on employment and links thereafter with their Personal Development Plan or associated appraisal/revalidation process.

The aim of Corporate Induction is to formally welcome new staff to the organisation and their local area by:

- Emphasising the important contribution members of staff make in providing high standards of care/service
- Providing new staff with information about NHS Scotland, NHS Lanarkshire's vision, key aims and highlighting the local induction process to be completed
- Providing new staff with information to support them in completing their local induction checklist with the support of their line manager
- Ensuring all new staff are provided with an awareness of any compulsory training required, including (if applicable) the Healthcare Support Worker Standards (Appendix 1)

#### **Outcome**

The anticipated outcome of completing Corporate Induction is to ensure that new employees are provided with a warm welcome to the organisation, are connected with the purpose of the organisation and are given information/guidance to enable them to succeed in role.

### 3. SCOPE

## Induction Policy

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### 3.1 Who is the Policy intended to Benefit or Affect?

- Patients, carers, existing staff, visitors and service users
- New members of staff
- Managers and professional leaders

### 3.2 Who are the Stakeholders

The stakeholders will be all NHS Lanarkshire staff.

### 3.3 Confidentiality and Data Protection

NHS Lanarkshire take care to ensure your personal information is only accessible to authorised people. Our staff have a legal and contractual duty to keep personal health information secure, and confidential. In order to find out more about current data protection legislation and how we process your information, please visit the Data Protection Notice on our website at [www.nhslanarkshire.scot.nhs.uk](http://www.nhslanarkshire.scot.nhs.uk) or ask a member of staff for a copy of our Data Protection Notice.

## 4. PRINCIPAL CONTENT

NHS Lanarkshire requires all staff to complete Corporate Induction.

The Corporate Induction Programme marks the start of an induction process which consists of a number of phases which can run concurrently. These are:

### Phase 1 – Corporate Induction Programme

- All employees to complete the virtual Corporate Induction programme within their first **four weeks of employment**.
- All bank staff to complete the Corporate Induction learnPro module within their first **four weeks of employment**.

### Phase 2 – Professional Induction Programme (where relevant)

- For specific employee groups, in addition to corporate induction, specific professional learning is provided. These groups include ( but are not restricted to) NMAHP Healthcare Support workers, newly qualified nurses and midwives, internationally educated staff, pharmacy and medical staff. As such, professional learning will be provided and be augmented by context specific / departmental induction and orientation programmes. Further information will be available from the relevant parts of the organisation i.e. for NMAHPs and their support workers - NMAHP Practice Development Centre, for medical staff – Medical Education Centre and for pharmacy – Pharmacy Education team.

### Phase 3 – Local Induction

This phase is designed to ensure local, specific information on the location or team is provided to consolidate the individual within their new role. This phase is a line manager's responsibility.

## Induction Policy

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- Completion of the local induction checklist (sent to the line manager as part of the onboarding process by Human Resources Recruitment/Organisational Development at time of issue of contract and confirmation of start date)
- Participation and completion of relevant compulsory training, utilising learnPro NHS, within agreed timescales
- Completion of local/departmental induction including any mandatory standards (e.g. HCSW)
- Further specific professional induction where appropriate

Induction processes start immediately on commencement of employment. Further professional and local induction training will be notified to the individual directly.

### 4.1 Change of Role within NHS Lanarkshire

For employees changing roles within the organisation, the Local Induction Checklist will be sent with the change of contract. Employees changing roles internally will not be required to undertake Corporate Induction.

### 4.2 Breaks in Employment

Where a member of staff has left the organisation and returns to employment within NHS Lanarkshire within 12 months, they will not be required to undertake Corporate Induction. Staff returning to employment within this 12 month period will be sent the Local Induction Checklist (as 4.1 above). Staff returning to NHS Lanarkshire after 12 months will be required to complete Corporate Induction. This ensures awareness of any changes in the organisation.

Staff returning to work following a period of leave (e.g. maternity or sick leave) will not be required to undertake Corporate Induction as on-going contact will have been maintained through existing processes, such as keeping in touch days.

## 5. ROLES AND RESPONSIBILITIES

### 5.1 Human Resources Recruitment

HR Recruitment is responsible for ensuring that:

- Employees changing roles within the organisation are provided with the Local Induction Checklist
- Information is entered timeously into the appropriate information repositories
- New staff are provided with the information to commence the Corporate Induction process
- Highlighting the need for line managers to make reasonable adjustments to take into account any declared or identified needs staff may have in accordance with the Equality Act 2010
- New starts are screened to identify those who require to work towards the Healthcare Support Worker (HCSW) Standards and this information provided to Organisational Development



## Induction Policy

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### 5.2 Organisational Development (OD) Department

The Organisational Development Department (OD) is responsible for:

- Jointly developing an HR process with Human Resources Recruitment to provide new staff with information to commence the Corporate Induction process
- Providing a formal welcome from the organisation
- Maintaining attendance records and reports
- Evaluating the Corporate Induction process

### 5.3 Line Manager

The line manager is responsible for ensuring that:

- Appropriate local induction is completed for each new staff member or staff member returning to NHS Lanarkshire within 12 months of termination of previous employment
- New employees (who have never worked in NHS Lanarkshire before) should complete Corporate Induction within four weeks of commencement of employment
- Staff commencing a contract with Staff Bank should complete the Corporate Induction learnPro module within four weeks of commencement of employment
- Staff should complete all relevant compulsory training, Local Induction Checklist and, if appropriate, Health Care Support Workers (HCSW) Standards within set timescales
- Managers must ensure that new employees are provided with time to attend the corporate induction programme, and to complete their compulsory learning modules within the set timeframes
- Employees undertake relevant professional induction and training
- New members of staff are provided with a clear understanding of their role and remit
- Local induction is carried out consistently within their department
- The induction process is monitored, reviewed and recorded for each new staff member
- The Personal Development Planning and Review process/equivalent is commenced during the induction phase

### 5.4 New Staff Member

All new staff members are responsible for ensuring they:

- Undertake their Corporate Induction, local induction processes and any required professional induction
- Complete their compulsory learning (within the first four weeks of employment)
- Feedback any potential areas not covered in their induction which is required for their role to their line manager
- Participate (where applicable) in the achievement of the HCSW standards
- Participate in the Personal Development Planning and Review process, commenced during the induction phase (within 12 weeks of commencement)

**Appendix 2 highlights the process used to ensure attendance at Induction**

## Induction Policy

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### 6. **RESOURCE IMPLICATIONS**

There will be resource implications for the organisation in the following areas:

- Process administration, information repository input, communication with participants and line managers, and administration co-ordination
- Facilities costs
- Facilitators' time to develop, support and lead the Induction process
- Facilitation and maintenance of Corporate Induction process content
- Production of the Local Induction Checklist
- Time to undertake Corporate Induction, and if appropriate, professional induction requirements, including completion of Compulsory Learning

### 7. **COMMUNICATION PLAN**

- This policy will be launched using the weekly staff briefing and will be available on NHS Lanarkshire's public facing website
- This policy will also be tabled at the appropriate management team meetings and local partnership fora
- Employees within HR, OD, Bank and Senior Managers will be briefed on the content of the policy through a formal communication plan
- Updates or changes will be communicated through the Learning Strategy Group (LSG)

### 8. **QUALITY IMPROVEMENT – Monitoring and Review**

This policy will be reviewed every three years via the Joint Policy Forum.

### 9. **EQUALITY IMPACT ASSESSMENT**

This policy meets NHS Lanarkshire's EQIA



(tick box)

### 10. **SUMMARY or FREQUENTLY ASKED QUESTIONS (FAQs)**

To help staff understand long or complex policies, please ensure you send a summary or a frequently asked questions list with your completed policy

### 11. **REFERENCES**

Fenman, (2000), The Induction Toolkit (Lesley Myland), ISBN 1 872483 97 6

### 12. **CHECKLIST**

## Induction Policy

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To be sent to Corporate policies:-

- Copy of completed policy
- Copy of EQIA
- Copy of assurance process document for all policies
- Copy of fast-track document if applicable

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#### **Healthcare Support Worker Standards (HCSW)**

The Scottish Government has set out a clear vision for the delivery of NHS Scotland services by providing high-quality, safe and effective care through its workforce. The Healthcare Support Worker (HCSW) Standards contribute to the delivery of this vision and reinforces the commitment to the principles of continuous quality improvement.

The focus of the Healthcare Support Worker Standards is to ensure that all members of staff have the necessary skills to deal safely and effectively with patients and members of the public.

The Healthcare Support Worker Standards are mandatory for any new member of staff (clinical or non-clinical) employed by NHS Lanarkshire who is not covered by a statutory regulated body.

All new Healthcare Support Workers are required to accept this element of their contract of employment before he/she can be employed by NHS Lanarkshire. The Healthcare Support Worker Standards apply to substantive, temporary and bank staff who will work for NHS Lanarkshire for a minimum of twelve weeks.

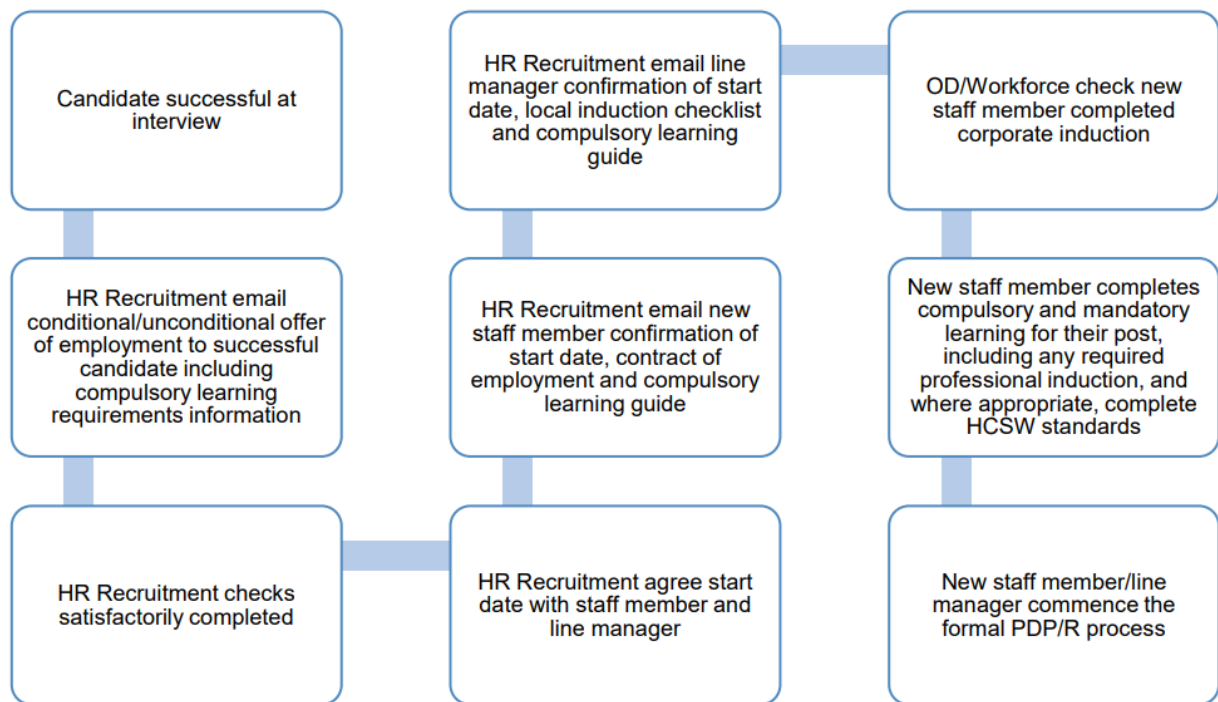
If a new member of staff has completed the Healthcare Support Worker Standards in another NHS Scotland Board, a copy of their completed workbook should be given to their line manager in NHS Lanarkshire. If the line manager is happy that the contents of the workbook meet the required standard for the staff member's role in NHS Lanarkshire, the completion form can be sent to the Learning and Organisational Development department.

Further information can be found by accessing the following web link:  
<http://www.healthworkerstandards.scot.nhs.uk>

#### **Reference:**

HEALTHCARE SUPPORT WORKERS – Mandatory Induction Standards and Code of Conduct for Healthcare Support Workers and Mandatory Code of Practice for Employers of Healthcare Support Workers, CEL 23 (2010)

**Corporate Induction Process Flowchart**



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