

CHRE

Induction of Staff – Policy and Procedure

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1 Introduction

The Council for Healthcare Regulatory Excellence (CHRE) (the organisation) recognises that starting a new job is a demanding and sometimes stressful experience. Apart from the obvious challenge of tackling new tasks, there is also the need to become accustomed to a new organisation, a new environment and new colleagues. The purpose of our induction policy is to support employees during this initial period and to help them become fully integrated into the organisation.

All new employees and people returning to work after a lengthy absence, as well as the business as a whole, benefit from a well constructed and delivered induction programme. This is achieved by creating good first impressions resulting in increased motivation, retention, flexibility, and adherence to quality initiatives and good attendance. Employees are also more aware of the values and direction of the organisation and the contribution they can make. Commitment to the programme at all levels is critical to its success.

1.1 Policy Statement

CHRE will ensure that induction is something that is proactively managed. To be effective, the induction programme must be geared to individual needs, so those responsible for new employees should consider whether the standard procedures could be modified in any particular way. In this respect, it is recognised that certain groups of employees have special induction needs and these should be borne in mind when their programme is being delivered. School leavers, for example, will require a different approach to that taken for a senior manager.

1.2 Policy Scope

All new employees will be given a tailored induction programme regardless of position or status. It may also be appropriate that an employee moving to a different position within the organisation or returning from a lengthy absence of any type is taken through appropriate aspects of the induction programme. Decisions with regard to re-induction should be taken on an individual basis at the discretion of the relevant line manager.

2 General Principles

By introducing an induction programme we hope to ensure that all new employees:

- have a good first impression of the organisation;
- are familiar with the site facilities, administration arrangements and health and safety arrangements by the end of their first day;
- understand the organisation's aims and objectives, their own job role, responsibilities and expected performance standards;
- become familiar with the organisation's policy on issues such as Health and Safety and Sickness by the end of their first week;
- know who to ask for help and have the chance to develop a successful working relationship with their line manager within their first week;
- undertake a performance review and are familiar with the activities of CHRE by the end of the first three months of employment

All staff will be welcomed and receive basic induction on their first day followed by formal induction training. Special attention will be paid to Health and Safety, Standards, Conduct, and Performance.

- All staff will be encouraged to ask questions before the induction is concluded and to identify any specific needs they may have.
- A separate induction checklist should be completed for all employees.
- It is anticipated that the induction process should be an enjoyable and informative experience.
- The induction policy is part of the management process and is designed to be flexible to merge with the appraisal policy, personal review meetings, development and training opportunities, and probationary procedures.
- Equal Opportunities in induction arrangements will be entirely consistent with the organisation's Equal Opportunities policy.

3 Procedure

The line manager will carry out the pre-induction checklist and the induction checklist. These varied tasks will be carried out prior to the employee commencing employment, on their first day, and during the forthcoming week(s), as applicable. The checklist does assume the new employee will be pro-active in the process.

After their induction with the employee the line manager will take any appropriate action and liaise with the appropriate person with regard to any issues raised during the induction.

The Director of Governance and Operations will contact the appropriate Line Manager to ensure the induction checklist has been fully completed and whether any outstanding issues need to be actioned. This will occur at around 3 months following commencement of the employment.

3.1 Responsibilities of the Line Manager

- Will ensure that all items on the appropriate checklist are completed / actioned within the time scale indicated.
- Evaluate and review the application of the induction policy to ensure that objectives and principles are being achieved consistently.
- Set and sustain high standards for managers carrying out inductions to develop performance management processes and to meet employee expectations.
- Ensure that signed copies of the completed induction checklists are received and kept on the personnel file for all new members of staff, within the specified time scale.
- Nominate a relevant team member to carry out appropriate tasks on the induction checklist, and ensure that these are carried out appropriately. Also to be a point of contact for work related queries.
- Continue to provide support in respect of concerns or queries raised with regard to general issues of the working environment.
- Involve staff in implementing the policy and ensure that all staff are committed to the policy.

3.2 Review of Arrangements

In order to ensure maximum effectiveness it is essential for all staff involved in the induction process to give constructive feedback and make suggested amendments as appropriate. This should be in addition to the evaluation and review, which will be undertaken by the Director of Governance and Operations on an ongoing basis.

4 Induction checklists

4.1 Pre-Induction Checklist

This provides a record of the items which need to be considered before a new employee arrives for their first day.

It is that important that someone is available from the department to undertake the first day induction of the new employee and to greet them from reception when they arrive.

If a copy of the appropriate Job Description is obtained, then the priorities of the job and standards of performance required can be decided.

Ensure all the administration items are organised for the new employee before arrival at CHRE. These may include:

- access to the building;
- office space and equipment;
- computer and appropriate logins;
- telephone;
- stationery.

Check that the employee has received details of the arrangements for the first day and a copy of the job description.

It may be advisable for the new employee to be asked to arrive approximately 30 minutes after the “official” start time of the office. This will ensure that any initial problems occurring that morning can be dealt with beforehand by the Manager.

4.2 New Starter pre induction checklist

This provides a record of the items which the new employee needs to collect and complete before they arrive for their first day.

In addition, it asks the new employee to consider any training or additional information they may require.

4.3 Induction Checklist

This provides a record of the new employee's requirements which need to be addressed within their first three months of employment and it is recommended that staff who have recently transferred are also included in the induction process.

There is no precise order in which the information needs to be given, as it will often depend on the requirements of the person and the type of position that they hold. However, care



must be taken to ensure that all relevant items on the checklist are covered and, where necessary, the manager should include any local issues. Those marked with an asterisk must be covered on the first day.



5 Health and Safety

In order to comply with legislative requirements it is essential that information is supplied on Health and Safety issues within the organisation.

This should include the CHRE's Health and Safety Policy, any local health and safety arrangements, details of first aiders, fire officers and safety representatives in the office and how to contact them.

Give information on what to do in the event of a fire or bomb threat, who to report accidents and safety issues to and where the accident book and first aid boxes for the site are held. **Details on these issues will be held on the main notice boards and within the Health and Safety Manual.**

6 Terms and Conditions and Working arrangements

6.1 Terms and Conditions

It is important to confirm their holiday entitlement and that holiday needs to be agreed in advance with their Manager by completing their annual leave card.

Although the date that the employee will be paid will be outlined in their Employment Contract, confirm the pay date to them again.

If appropriate, explain the procedure for claiming expenses incurred whilst travelling on the CHRE business.

It is important to check that the employee has received and understood all the policies distributed within their Starter Pack and to answer any queries as appropriate. Also ensure that they understand the local policy regarding checking documents for computer viruses.

6.2 Sickness

It is important to inform the new employee what he/she is expected to do in the event of them being too ill to attend work. The person to be contacted needs to be specified, along with their contact number. In addition, it should be stressed that good attendance is expected and that the CHRE will monitor sickness levels.

6.3 Appraisal Scheme

It is useful to confirm to the employee that he/she will undertake a three month performance review and that this will lead into the annual Appraisal and Review Scheme. A copy of the appraisal form should be given to the new employee for reference.

6.4 Job Role

Allocate sufficient time to outlining the overall aim and goal of the employee's new job and to discuss their main duties. The job description used for the recruitment of the position would be a useful tool for this exercise.

In addition, identify who they need to report to for help on a day to day basis, as this will be important in their first few weeks.

Once the duties have been agreed and understood, the priorities and performance standards that will be expected from the employee and how these will be measured can be discussed.

Performance standards could be completing a task within a certain period of time, completing a report or project with the appropriate house style, completing work with no errors, answering the telephone within a certain number of rings or following a certain procedure to deal with customers (ie by asking certain questions, getting back to them in a certain time scale etc).

6.5 Training

In consultation with the employee, it is advised that you develop a personal training plan. This could include any department and functional procedures that need to be explained, for example dealing with customer enquiries or benefit claims, computer training required specific to their job or management skills.

6.6 Performance Review

All new employees need to take part in a performance review with their manager, within their first three months of employment. This will act as a follow up to the performance standards and objectives set within their induction and identify any further training needs.

Please remember that it is good management practice to meet regularly with the employee after the induction period to re-establish priorities of their role and further objectives and to give feedback on their performance.

6.7 Working Time

Although information on working hours, flexi time and overtime are covered within the contract of employment, any local arrangements can be clarified with employees on their first day.

Document Control

Version Control

Printed documents are uncontrolled. This document is only valid on the day it was printed.

Version	Status	Description of Version	Date Completed
1.0		Induction of staff policy	18/09/08
1.1		Induction of staff policy – amendments in line with current job descriptions	06/04/11

Associated Documentation

Version	Description of Documentation
1.0	Induction Checklist

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