

Corporate Induction policy

2008 - 2010

Approval Process

Lead Author: Professional performance manager

Reviewed /
Developed by: Medical Director, AD Clinical Governance
Clinical Governance Business group. Corporate Induction
steering group

Approved by: Clinical Governance Business group
Corporate induction steering group

Ratified by: Healthcare Governance Committee

Date ratified: 4th November 2008

Version: 1

Review date: August 2010
(or earlier if significant change to local or national
requirements)

Valid on: 4th November 2008

Signatures for Ratification

1. Name	Title
Signature	Date
2. Name	Title
Signature	Date

Document Control Sheet

Development and Consultation:	Policy developed in consultation with the Corporate induction steering group and endorsed by the Healthcare Governance Committee.
Dissemination	This policy will be promoted within the Commissioning PCT and uploaded to the NHS Cambridgeshire website
Implementation	The Head of Human Resources is responsible for monitoring the application of the policy by ensuring that:- <ul style="list-style-type: none"> • The policy is brought to the attention of all employees • Managers are aware of their responsibilities for ensuring that staff under their control implement the policy • Appropriate training and guidance is provided to staff • Corporate business processes support the implementation of the policy
Training	Training will be undertaken as part of the PCTs ongoing processes.
Audit	Implementation of the Policy will be monitored on a regular basis.
Review	This policy will be reviewed bi-annually, or earlier if there are changes in procedures or legislation.
Standards for Better Health	This policy supports the PCT in its compliance with the DH (2004) Standards for Better Health.
Links with other DtGP	The Policy should be read in conjunction with: see Section 1 – Policy Statement 2 CPCT Study leave policy (January 2008)
Equality and Diversity	The Clinical Governance team have carried out a Rapid Equality & Diversity Impact assessment and concluded the policy is compliant with the PCT Equality and Diversity Policy. No negative impacts were found

Revisions

Version	Page/ Para No	Description of change	Date approved
1.1	4 / 1	Description of corporate induction programme development	18/03/09
1.1	5 / 1	Clarification for temporary staff	18/03/09
1.1	7 / 5	Clarification of admin responsibility	18/03/09
1.1	Appendix 4	Training Needs Analysis added as an Appendix	18/03/09
1.2	Appendix 1	Updated Orientation and Induction checklist (09.12.09)	

Introduction

The PCT is committed to the importance of Induction training in providing all staff with a positive welcome to their employment with the Trust

The orientation and induction of new staff into NHS Cambridgeshire is recognised as playing a major part in the motivation and retention of staff. It also has a vital role to play in making sure all staff receive the necessary health and safety information as soon as possible after they commence employment. The employee's line manager, in accordance with this policy, carries ultimate responsibility for ensuring that all staff under their control receive the orientation and induction described in this policy. The PCT aims through the introduction of this policy and the code of practice to enable all managers to follow good practice in the induction of their staff

Staff Groups Covered by the Policy

This Induction Policy is relevant for *all* staff that are directly employed by NHS Cambridgeshire. The principles of Induction apply whatever their role or level in the organisation.

Purpose

- To ensure the Trust complies with its legal obligations with particular regard to health and safety legislation
- To ensure all new staff have core skills relevant to their role and can apply these skills in the workplace
- To ensure compliance with Standards for Better Health
- To help a new staff member to adjust as quickly as possible to the new working environment and to enable them to perform effectively as quickly as possible
- To ensure a smooth transition into the workplace, fully supported and, creating a positive professional impression of the Trust for the new staff member
- To reduce risk of turnover within the first year of employment
- To help define performance expectations, maintain motivation and foster good working practices

PCT RESPONSIBILITIES

The PCT will provide corporate induction for all new starters and will provide guidance for local induction procedures for managers to follow. The PCT will ensure that both of these are updated on a regular basis. The PCT will ensure

that corporate induction is recorded on the Electronic staff record (ESR). Line managers will be notified when staff members fail to attend.

Development of corporate induction programme

A corporate induction project group was formed to develop the corporate induction programme. This group carried out a training needs assessment for all staff and developed an action plan for the development of the programme.

Consultation and communication with stakeholders

A corporate induction project group was formed to ensure that stakeholders were involved in the development of the induction process.

Approval of Corporate and local induction policy

This document will be approved by the Healthcare governance committee and will be reviewed annually by the Human Resources and the Corporate induction steering group.

The Three Stages of Induction

The induction of a new member of staff requires planning, time and commitment. The main aim is to help the new member of staff to integrate into the organisation as quickly and effectively as possible so that he/she can play an active and safe role as a new member of the team.

Good induction provides a supportive environment and projects a positive corporate image both internally and externally.

For the purpose of this policy, induction is described as a three-stage process:

1. Departmental Induction

2. Corporate induction

3. Mandatory Training

1. Departmental Induction

A copy of the Welcome Pack will be sent to new members of staff with their letter of appointment, Anglia Support Partnership Employment Services department will send this out. . The member of staff will be asked (in their letter of appointment) to bring the Welcome Pack with them on their first day when the induction programme will be discussed. Only in exceptional circumstances should this initial discussion not take place on the employee's first day.

All staff must be provided with an Induction Checklist (Appendix 1) on their first day of employment. This will include elements common to all staff. The Induction Checklist guides all aspects of Induction. The individual must ensure that they access information or attend the relevant training in the Trust sessions, to ensure that they cover all elements of their checklist, within the given timescales, (this is

indicated on the checklist; some areas must be covered on the first day, others within 1 week of starting). The manager is responsible for ensuring the completion of the checklist and all areas must have been completed within 3 months of commencement of employment in the Trust.

The checklist should be used for temporary staff on the same way as for permanent staff. For some elements of the checklist, the manager may decide the requirement is not needed as part of the temporary role. The manager should write Not Applicable and give the reason for this decision.

The responsible manager will ensure that the programme is “signed off” as completed and inform HR (Commissioning). They are responsible for storing completed induction checklists on the employees’ personal file.

2. Corporate induction

Corporate induction will take place at 3 monthly intervals although extra sessions may be provide if necessary and new members of staff will be expected to attend the first possible induction day after their appointment. Bookings will be made via the Human Resources department (Commissioning) when the new staff member has accepted the post to ensure that the induction day occurs within their 3-month induction period. Only in exceptional circumstances should it be outside the 3 months. Managers are responsible for booking their staff onto an induction session and ensuring their staff attend.

The dates of induction will be posted on the NHS Cambridgeshire website. The corporate induction day will cover

AM

Organizational structure,
World class commissioning,
PALS, complaints, conflict resolution.
Pensions
Standing financial instructions
Healthcare Governance
Safeguarding children and Protection of vulnerable adults
Knowledge and Skills framework (KSF)

PM

Emergency planning
Information governance
Fire training
Manual handling (for non clinical staff)

All staff will be required to complete an evaluation form at the end of the induction day (appendix 2)

After the induction day staff will be asked that during their 3-month induction period they complete Equality and Diversity training via the core-learning unit. Information how to do this will be given to them on their induction day. The flyer is attached at appendix 3, for those staff who have not previously completed the training.

3.Mandatory Training

The induction day afternoon is designed so that all staff can attend for the required mandatory updates. It is the responsibility of the staff member to book on to the appropriate update at the specified time intervals.

Some updates are available online. for example fire training which can be completed on line in alternate years.

Fire refresher	Annually On alternate years can be completed on line at www.training.asp.nhs.uk
Information Governance	Annually Online IG toolkit http://www.igte-learning.connectingforhealth.nhs.uk/igte/index.cfm link for IG Training tool
Manual handling (for non clinical staff)	Every 3 years

The line manager should check annually at appraisal that the appropriate mandatory training has been completed.

Agency Staff, Staff Employed by Contractors and Other Organisations

The Trust has a statutory obligation to ensure staff employed by Agencies, private contractors and other organisations working at Trust premises are aware of the Trust's confidentiality policy and Trust policy on Risk and Health and Safety matters. This should be achieved by ensuring contractual documentation between the Trust and the external organisation makes clear reference to these policies and the requirement to ensure staff are provided with copies of these documents. Staff employed by agencies/private contractors/other organisations should attend the Trust statutory update days where at all possible.

Staff appointed on a contract of one month or more will be notified in writing with a date to attend the corporate induction programme. Any new starter with contract duration of less than one month should receive a departmental induction.

Work Experience Students

Work experience students, although on placement for short periods of time, should receive a departmental induction.

Staff Transferring Posts within the PCT

Any employee who takes on a different role within the organisation should receive a departmental induction programme relevant to that post. This will vary from situation to situation, depending on the level of familiarity that the new post holder already assumes. The line manager must complete a staff movement form for any new member of staff transferring/seconded into their department and return to Human Resources (Commissioning). It is the line manager's responsibility to ensure this process is followed.

Staff are required to attend and participate in all elements of the induction programme provided by the Trust. Staff have a duty to attend Corporate Induction and will be supported by the Trust to complete the induction process. Non-attendance at Corporate Induction may result in failure to meet the requirements of the KSF foundation gateway.

Consultation, Approval and Ratification Process

The policy has been widely circulated prior to going through formal approval processes.

Equality Impact Assessment.

Policies undergo an initial risk assessment against the statutory equality duties to review any risk of inequitable impacts on any diverse community. This policy and guidance was found to be compliant with this philosophy.

Implementation of the policy will be monitored to ensure equitable impacts on all staff groups.

Monitoring Compliance with this Policy and Guidance.

Administration of the corporate induction programme, joining details and organisation and evaluation of the programme will be undertaken by Human Resources (Commissioning). New starters when booked onto the corporate induction day will receive confirmation in writing of the venue and date they are required to attend.

Records of attendance will be kept by the HR department. If new starters fail to attend the first date given for induction, one subsequent invitation (copied to the line manager) will be sent to them. It is the line managers' responsibility to release the new starter from the workplace to attend corporate induction. Failure to attend corporate induction after a second invitation has been issued (if non-attendance after the second invitation cannot be reasonably justified) will be notified to the line manager so that appropriate action can be taken.

Audit of the corporate induction procedure by Human Resources will include attendance statistics, and collation of information and feedback given via evaluation forms completed by new starters on the day they attend corporate

induction. Feedback received will be used to help evaluate the local induction process and inform further development of the induction programme. Each directorate will receive induction reports on a quarterly basis for the purpose of reporting back to the Healthcare Governance Committee.

APPENDIX 1

ORIENTATION and INDUCTION PROGRAMME for

Name:

Directorate:

Line Manager:.....

Name of 'buddy' or sponsor if allocated:.....

Date of joining:

Your orientation and induction programme has been put together in accordance with the Corporate Induction Policy. Basically this will comprise a core programme in three parts.

- Part 1 - A short orientation session to introduce you to the PCT and its aims and values.
- Part 2 - A detailed induction into your new department that will take place during the first 3 months (as a minimum) covering the areas set out in the attached checklist.
- Part 3 - A Mandatory Training Day, which you must attend, covering such topics as fire safety, moving/handling and Information Governance.

This document will be maintained by your line manager and updated with you as your induction progresses. If you have any questions or concerns at any stage please raise them with your line manager in the first instance.

Induction Checklist

Managers should ensure that those topics within this checklist, which are applicable to the employee, are fully discussed and explained to the employee before the item is signed off.

1. Who's Who/ Structure of Department	Date	Demonstrated by	Signature of Employee
Head of Department/Site of Office			
Immediate Supervisor/Site of Office			
Introductions to Colleagues			

2. Orientation			
Changing facilities			
Tea Rooms & beverage scheme			
Tour of Building			
Tour of Department			
Entry fob – from reception			
ID Badge form completed and handed to reception			

3. HR			
Location & contact details of HR team			
P2 starter form – parts one and two			
P45/46 and copy of ID to be sent with P2 to ASP			
Payment details			
Holiday entitlement and booking annual leave			
Disciplinary and Grievance Procedures			
Location of HR Policies on external website			
HR pages on extranet			
Travel claims			
Corporate induction form completed and returned to HR			

4. Organisation			
Organisation Structure			
NHS Structure			
Guide to Directorates			

5. The Job			
Job Description & Person Specification			
Departmental Rules			
Training Planned			
Standards required			
Standards of Employment Practice			
Confidentiality			
Data Protection			
Communication with press and outside agencies			

6. Hours of Work			
Starting and Finishing Times			
Meal/Tea Breaks			
Lateness Procedure			
Time Off in Lieu (TOIL) e.g. agreement for accruing and taking back.			
Briefing on Working Time Directive			

7. IT			
Corporate business style for documents, email signature, email address.			
Introduction to drive(s), files and folders			
Templates – use of and location on server			
Good housekeeping of email: deletion, archiving etc			
Access and permissions to calendars, restricted folders etc.			
Overview of PCT website			
Management of confidential and/or sensitive information			
Removable media policy			
Telephone – set up voicemail, speed dial, etiquette			

8. Information Governance			
Web page on PCT website			
Email acceptable use policy			
Internet acceptable use policy			
IG Toolkit – online training to be undertaken in first 2 months www.connectingforhealth.nhs.uk/systemsandservices/inforgov			
Procedure for use of encrypted laptops and memory sticks			
IG incident reporting procedures			

9. Special Responsibilities			
Cash Responsibilities			
Gifts			
Ordering Procedures			
Complaints			
On Call arrangements			
Lost Property			
Press Enquiries			

10. Transport			
Travelling on Trust Business			
Car Parking & salary sacrifice scheme			
Mileage and Subsistence Claims			

11. Sickness/Absence			
What to do if you are Sick, (reporting procedure, forms etc)			
What to do for other types of Absence (eg Carers Leave)			
Prior notice of absence (e.g. dentist, hospital appt, jury service etc.)			
Occupational Health			

12. Communication & Information			
Lines of Communication in Dept.			
Personal Problems (who to contact)			
Trade Union Membership			
Joint Forum			

13. Individual Performance Review			
Assessment of Performance, (Appraisal, KSF Process)			
Opportunities (promotion, training, transfers, etc.)			
Is Preceptorship applicable Y/N (please see guidance)			
Agreed Date for first IPR (3 months from joining) at which the Induction Programme will be "signed off" as completed			

14. Health and Safety			
Health and Safety at Work Policy			
First aiders and location of first aid kits on the floors			
How to report a hazard			
How to report incidents including accidents, serious untoward incidents (SUI's), near miss incidents			
Moving & Handling Policy			
Display screen assessment to be undertaken			
Safe use of all Equipment			
No Smoking Rules			
Use of Disposable Equipment			
Notifiable Diseases			
No Alcohol Policy			
Risk Management Policy			
Trust Risk Assessment Procedure			
Clinical Governance (What it means & how it affects you)			
Safe system of work			
Personal safety training			
Notified of local risk assessor			
Security arrangements			

15. Personal Hygiene			
Personal Cleanliness			
Standards of Appearance			

16. Fire Prevention/Bomb Procedures			
Fire Appliances - Locations			
Fire Exits, Alarms, Drills			
Fire Safety Management Strategy			
Bomb Alert Procedure			
Fire evacuation and exits			
Notified of local fire representative			

17. House Rules/Other (please add as appropriate)			
Dress Down Days			

18. Policies and Procedures			
Where to find copies of organisation information, policies and procedures (www.cambridgeshirepct.nhs.uk)			
Human Resources Policies and Procedures (www.cambridgeshirepct.nhs.uk)			
Disciplinary Procedure including Disciplinary Rules and Standard of Work Practice			
Grievance & Dignity at Work Procedure			
Whistle blowing			
Staff Handbook (where appropriate)			
Moving and Handling			
Safeguarding information/policy			
Patients Complaints procedure			
IM&T Security Policy			
PC Security Policy			

MANDATORY TRAINING	DATE ATTENDED (or state N/A eg agreed with manager this is not appropriate for this post)
<ul style="list-style-type: none"> health and safety including moving and handling, fire training and information governance (covered in the afternoon session of the Corporate Induction day) 	

This is to confirm that the induction programme was completed within 3 months of commencement.

Signed..... (line manager)

Signed.....(employee)

Date.....

Appendix 2
Induction Evaluation

I hope that you have found your corporate induction training day interesting, informative and helpful.

We strive to meet your needs to help you settle into the Organisation and be effective in your role.

Your feedback to us matters and we welcome suggestions for improvement.

We would be very grateful if you would take a few minutes to complete the following:

Please tick in the appropriate column and add any relevant comments

	Yes	No
I have received an induction pack from my line manager Comments		
Have received first day induction within my team. Comments		

Session 1: CEO Introduction to the Organisation

	Strongly Disagree	Disagree	Agree	Strongly Agree
The session helped me to understand the goals of the organisation				
The session was about the right length				
The session was interesting and relevant to my needs				
The outputs from the session were useful to me as a new PCT member				

Additional comments on session 1

Session 2: Complaints /PALs

	Strongly Disagree	Disagree	Agree	Strongly Agree
The session helped me to Improve my understanding of the PALs and Complaints				
The session was about the right length				
The session was interesting and relevant to my needs				
The outputs from the session were useful to me as a new PCT member				

Additional comments on session 2

Session 3: Conflict Management

	Strongly Disagree	Disagree	Agree	Strongly Agree
The session helped me to Improve my understanding of the Conflict Management function				
The session was about the right length				
The session was interesting and relevant to my needs				
The outputs from the session were useful to me as a new PCT member				

Additional comments on session 3

Session 4: Pensions

	Strongly Disagree	Disagree	Agree	Strongly Agree
The session helped me to Improve my understanding of the pensions				
The session was about the right length				
The session was interesting and relevant to my needs				
The outputs from the session were useful to me as a new PCT member				

Additional comments on session 4

Session 5: Standing Financial Instructions

	Strongly Disagree	Disagree	Agree	Strongly Agree
The session helped me to Improve my understanding of Standing Financial Instructions				
The session was about the right length				
The session was interesting and relevant to my needs				
The outputs from the session were useful to me as a new PCT member				

Additional comments on session 5

Session 6: Clinical Governance

	Strongly Disagree	Disagree	Agree	Strongly Agree
The session helped me to Improve my understanding of the Clinical Governance function				
The session was about the right length				
The session was interesting and relevant to my needs				
The outputs from the session were useful to me as a new PCT member				

Additional comments on session 6

Session 7: Safeguarding Children/POVA

	Strongly Disagree	Disagree	Agree	Strongly Agree
The session helped me to Improve my understanding of the Safeguarding Children function and POVA				
The session was about the right length				
The session was interesting and relevant to my needs				
The outputs from the session were useful to me as a new PCT member				

Additional comments on session 7

Session 8: KSF and Equality and Diversity

	Strongly Disagree	Disagree	Agree	Strongly Agree
The session helped me to Improve my understanding of KSF and Equality and Diversity				
The session was about the right length				
The session was interesting and relevant to my needs				
The outputs from the session were useful to me as a new PCT member				

Additional comments on session 8

Session 9: Manual Handling

	Strongly Disagree	Disagree	Agree	Strongly Agree
The session helped me to Improve my understanding of Fire Training				
The session was about the right length				
The session was interesting and relevant to my needs				
The outputs from the session were useful to me as a new PCT member				

Additional comments on session 9

Session 10: Fire Training

	Strongly Disagree	Disagree	Agree	Strongly Agree
The session helped me to Improve my understanding of the manual handling of static loads				
The session was about the right length				
The session was interesting and relevant to my needs				
The outputs from the session were useful to me as a new PCT member				

Additional comments on Session 10

Session 11: Information Governance

	Strongly Disagree	Disagree	Agree	Strongly Agree
The session helped me to Improve my understanding of Information Governance				
The session was about the right length				
The session was interesting and relevant to my needs				
The outputs from the session were useful to me as a new PCT member				

Additional comments on Session 11

Session 12: Emergency Planning

	Strongly Disagree	Disagree	Agree	Strongly Agree
The session helped me to Improve my understanding of the Emergency Planning function				
The session was about the right length				
The session was interesting and relevant to my needs				
The outputs from the session were useful to me as a new PCT member				

Additional comments on Session 12

Venue and Administration

	Strongly Disagree	Disagree	Agree	Strongly Agree
I received adequate advance information about the induction training day				
I felt well prepared to participate fully in the day				
The venue was comfortable and suitable for the activities				
The overall experience was a positive one				

Additional comments

Thank you for taking the time to fill in this evaluation form.

Please hand in before you leave.

Appendix 3
Equality and Diversity training

EQUALITY AND DIVERSITY

Access the NHS Core Learning Unit at

<http://nhsclu.intuition.com/lms/frontdoor/loadframes.asp>

You will then need to register

Click the 'Register' button and complete the boxes/fields as prompted, making sure that any box/field with an asterisk (*) next to it is filled.

You can then specify your own User Name and Password that are unique to you and will ensure a quick log in the next time you access the programme.

Please note that the registration will take you about 5 minutes but you will only need to do this once. The programme has a comprehensive tracking system which keeps track of which part of the programme you have completed so that the next time you log on to the website it will remember which modules/questions you have done. This is to ensure that you do not repeat any items you have already completed.

Set up a learning account

Click on 'My learning' then 'My A to Z' to select Equality and Diversity

When you are ready to start click 'launch'

The programme allows you to complete it in sections or you can do it all at once. There are a series of questions for you to answer at the end of the programme.

Once completed you will be able to print a certificate

Give your line manager a copy for your personal file and keep the other for your KSF evidence file.

Appendix 4
Training Needs Analysis

STATUTORY AND MANDATORY TRAINING NEEDS ASSESMENT
September 2008

Training	Which groups	Induction programme	Refresher (Existing staff)
Fire Safety	All Staff	YES	Annually (1 hour) Every other year can do online. Online at www.firetraining.asp.nhs.uk
Manual handling (Non patient)	All staff	YES	Every year
Conflict resolution	All frontline staff	Book via ASP	No
Information Governance	All Staff	YES	Information Governance toolkit during induction period Annual refresher
Clinical Governance	All Staff	YES	Clinical Governance Newsletter
Equality and Diversity	All Staff	YES	NHS core learning unit during induction period
Child protection	All Staff	YES	Annually (1 hour) Every other year can do online
Pensions	All staff	YES	No
Protection of vulnerable adults (POVA)	All staff	YES	No
Emergency planning	All staff	YES	No
Finance	All Staff	YES	No
Infection Control	All staff	YES	Every 3 years (1 hour)