Scottish Children's Reporter Administration

Induction Guidelines for Managers

How to ensure a new member of staff settles into their role at SCRA




Contents

1. An Overview

1.1 Introduction to Induction

Research shows that staff turnover is highest during the first six months of employment. As someone involved in recruiting and welcoming a new member of staff to your team, you'll be aware of the time, effort and expense involved in the recruitment and selection process.

So, when you finally get the right people, you want to make sure they:

- stay, and
- are competent and motivated as soon as possible

Induction is a training and development tool that helps staff settle into their job quickly and effectively. So, it's important that you set aside the time and resources to do it effectively.

All staff joining SCRA should be properly introduced to both the organisation and their job. Similarly, staff moving to a new job or location within the organisation should be helped to adjust to the change.

Staff learn about SCRA from various sources – organisation literature and colleagues are two examples. However, as their manager or the person who will introduce them to your team, you have the greatest influence on their perception of SCRA. So, it's very important you use this influence early on, to deliver the right message through an effective induction process. Although you don't need to provide everything yourself, you do have overall responsibility for making sure it happens. Remember that there are many people around you who have the experience and skills to deliver the Induction Programme on your behalf.

The following guidelines are designed to help you plan and implement an effective induction programme for your staff or colleagues. The guidelines are flexible and we expect you to modify them to suit your own situation. For example, there may be points that are not relevant to your area or some things that we've missed out that you want to include. Tailor the process to suit you and your staff.

You should prepare an induction programme for all staff or ask a delegated member of your team to do this on your behalf. Induction should be delivered for all employees including:

- permanent
- temporary
- transfers
- returners
- agency staff
- placements
- secondees

To help you pace induction over a period of time, the guidelines explain how you should prepare for it. They also suggest the points to include at each stage, from the first day and beyond.

If you need help with any part of the process please contact a member of the Training and Development Team by telephoning 01786 459585.

1.2 Using the Guidelines

Use these guidelines as a basis to help you prepare a programme that covers organisation issues and local practices and procedures. Bear in mind the following points:

<u>Use Recruitment Information</u>
Use the notes you took at the application and recruitment stage. These will help you plan individual induction programmes.

<u>Set Clear Objectives for Induction</u>
These will vary depending on the nature of the job and the member of staff

<u>Make Induction Enjoyable</u>
Try to make it as varied as possible, use a mixture of methods, for example On-job training, one-to-one meetings, work shadowing and reference material.

1.3 Using the Induction Documents

In addition to these guidelines, we've included the following working documents to help you with the induction process. Please note that a copy of this should be given to the new member of staff as a guide.

- Induction Checklist
- Induction sign off sheet

<u>Induction Checklist</u>
This lists everything the guidelines cover. You should use the Induction Checklist as a 'tick list' to ensure all parts of the process are completed.

<u>Induction Sign Off Sheet</u>
You should use this sheet to sign off each stage of the induction. Keep a copy of the sign-off sheet with the member of staff's personal record. You may be asked to produce it for a HR training audit at a later date.

2. Preparation before a new member of Staff joins your Team

Read Through These Guidelines – read through all the guidelines well before a member of staff's start date. They help make sure you cover the appropriate steps in their induction programme.

Welcome Pack – ensure a Welcome Pack is prepared and issued to the member of staff on arrival. This should include the following:

- Organisation publications such as newsletter and annual report
- Organisation Chart
- Any other items you think would be of interest

Tell Colleagues about the appointment.

Appoint a Colleague to look after the member of staff – designate and brief a colleague to look after the member of staff for the first few weeks. Choose a colleague who knows about the job, SCRA and is willing to spend time with them. In some cases this may be you.

Prepare Desk – make sure it's clean and fully equipped to meet the needs of the job, for example that it has a PC and telephone.

Arrange Computer Access

Prepare a Schedule of Activities – this should cover the member of staff's first few weeks. Base it on the needs of the job and the recruitment notes. Circulate the schedule to everyone involved in the process.

Update your Calendar – block off your calendar to make sure you're available to welcome the member of staff on their first day. If you can't be available, delegate a suitable nominee instead. Ask everyone involved in the induction process to block off his or her calendar accordingly.

Lunchtime arrangements – make lunchtime arrangements for the new member of staff, particularly on the first day.

SCRA Welcome Day – contact the Training & Development Team at Headquarters to book the new member of staff onto a SCRA Welcome Day and where appropriate The Introduction to Support Services Course or Reporter Induction Course

3. Day 1

3.1 Welcome and Introduction

Check Calendar – check your personal time is still available

Welcome on Arrival – welcome the new member of staff on arrival. Make sure all health and safety and any security checks are complete. For example, door entry systems and security passes.

Brief Discussion – have a brief chat to put the new member of staff at ease, encourage them to ask questions.

Workplace tour – show the staff member around their immediate work area. The sorts of things you should point out are:

- exits
- toilets
- first aid kit
- fire exits
- fire extinguishers
- fire assembly points
- coffee machine

Health and Safety – outline the health and safety procedures. For example, accidents and what action to take if there's a fire or evacuation.

Desk Plan – prepare and show a plan of the desks in the work area and who each person is

Introduction – introduce them to their colleagues

Welcome Pack – issue the new staff member with the welcome pack and explain how to use it.

3.2 Introducing SCRA

Although the new member of staff will attend a SCRA Welcome Day, it is important to introduce SCRA as an organisation before then.

Explain Relationships – explain the relationships between different functions and regions.

Mission – outline our mission and key objectives. These can be found in the Welcome Pack and Corporate Plan.

Policies and Procedures – give a brief outline of the policies and procedures, including those that are function/office specific. For example:

- work hours
- breaks
- attendance
- absence
- dress code
- pay periods
- flexitime/time recording
- overtime
- using the phone
- smoking
- holidays
- health & safety
- disciplinary and grievance procedures

You should show the member of staff where they can access a copy of the policies and procedures should they wish to refer to them.

4. Days 2 – 10

4.1 Introducing the Workplace

Meet Senior Manager – schedule a meeting with the senior manager for your area for sometime during this period. The senior manager should outline their goals and objectives for the area or function.

Current Local Practices – discuss the workings of the function or office with the members of staff. Cover current practices, for example:

- email systems
- forms
- meetings
- team briefings
- computer systems
- reporting procedures
- ordering stationery
- authorisation levels
- help desks
- telephone answering standards

Organisation Structure – discuss the organisation structure of the local workplace and how the member of staff fits in. You should cover the following topics:

- reporting structures
- key personnel
- responsibilities of each section or team
- relationships with other functions, Regions and Headquarters
- internal partnerships
- external partnerships

Personnel Documentation – check that all the relevant documentation has been collected or completed by the new member of staff. Examples include:

- pension details

- personal data
- dependant form
- bank details
- P45

The Job – discuss the member of staff's job in more detail. You can see a list of suggested topics below:

- Type of work/projects/cases
- Amount and style of supervision
- Internal workflow
- Work schedules and deadlines
- People from other areas the member of staff will contact
- Potential issues or problems the member of staff may need to resolve
- Quality and quantity or performance
- Available support, materials and resources
- Who they report to and how they report
- Regulatory bodies they must comply with
- Confidentiality
- Performance management cycle, use the Appraisal Guidelines and documentation

4.2.1 Setting Targets/Performance Expectations and Personal Development Plans

Your Objectives – outline your objectives as a manager

Performance Expectations – agree targets/objectives of performance standards with the individual and record these on the Appraisal Documentation

Review Schedule of Activities – review and agree the schedule of activities you drew up for the member of staff based on the needs of the job and the individual.

On- Job training - discuss the new member of staff's schedule for on-job training and its links to performance standards. Agree a feedback process during this initial training phase.

5. Weeks 3 – 8

Training Progress – hold frequent meetings with the new member of staff and discuss training needs and progress.

SCRA Welcome Day – review new member of staff's attendance at SCRA Welcome Day and formal Induction Courses where relevant.

6. Month 3 and beyond

Training Progress – continue to review progress

Review Dates – set review dates for future meetings

Evaluate first 3 months – you and the new member of staff should review the Induction process to date and complete any gaps of knowledge.

7. Induction Checklists

The following appendix pages contain working documents that you should use for your staff. We've included the following:

- Induction Checklists
- Induction sign off sheets

They are designed to help you prepare, implement and monitor the induction process. Please ensure you have a fresh copy for all new members of staff and keep completed documents in your staff files as you may be asked to produce them later, for a HR Training audit.

Appendices

Induction Checklists

Name: ____

Start Date: ____

Manager: ____

Pre- Induction Checklist

- ❑ Read through the Induction Guidelines
- ❑ Ensure acceptance has been received and start date confirmed
- ❑ Ensure new staff member knows what time to start on day 1 and who/where to report
- ❑ Prepare Welcome Pack to include Leave Sheet, Travel and subsistence sheet, Learning Resource guide, Annual report, PFMR, Performance Appraisal guidance Notes, Children Act (1995) – a guide for Support Staff and copies of the newsletter,
- ❑ Book calendar to meet new employee on arrival
- ❑ Design schedule of activities for Day One and Week One
- ❑ Inform Colleagues of new staff member joining, including reception
- ❑ Prepare desk area including stationery, PC and telephone
- ❑ Arrange computer access
- ❑ Identify and brief a colleague to be the new member of staff's 'buddy'
- ❑ Make lunchtime arrangements for Day 1
- ❑ Prepare a desk plan of local work area if relevant
- ❑ Book new member of staff onto next SCRA Welcome Day

Day 1 Induction Checklist

- ❑ Check Calendar
- ❑ Welcome on arrival
- ❑ Issue Welcome Pack and explain contents, e.g. Leave Cards / Expenses
- ❑ Brief Discussion including overview of Induction process
- ❑ Workplace Tour
- ❑ Fire Exits
- ❑ Fire Extinguishers
- ❑ Fire evacuations and assembly points
- ❑ First Aid kit and first aider
- ❑ Car parking arrangements
- ❑ Security and door entry systems
- ❑ Security Passes
- ❑ Toilets
- ❑ Coffee/tea preparation areas
- ❑ Health & Safety
- ❑ Desk Map
- ❑ Introductions to colleagues
- ❑ Mission and objectives of SCRA
- ❑ Policies and Procedures (see guidelines for details)
- ❑ Structure of immediate work area – organisation chart

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- [ ] Meet colleague who will be new staff member’s ‘buddy’
- [ ] Working hours and flexitime
- [ ] Review meeting at end of Day 1

Notes

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Day 2 – 10 Induction Checklist

- ❑ Meet senior manager
- ❑ Current local practices (see guidelines for examples)
- ❑ Organisation structure
- ❑ External Partnerships
- ❑ Personnel Documentation
- ❑ The Job
- ❑ Your Objectives
- ❑ Performance Expectations
- ❑ Review Schedule of Activities
- ❑ Agree training needs and personal development plan
- ❑ Manual of SCRA policies and Procedures
- ❑ Location, frequency and format of key meetings and team briefs
- ❑ Need for confidentiality
- ❑ Talking to the press
- ❑ Data Protection
- ❑ Equipment familiarisation – fax, photocopier, PC, telephone, internet
- ❑ Help Desks
- ❑ Stationery store and ordering
- ❑ Authorisation levels
- ❑ Flexitime and recording
- ❑ Absence Procedures
- ❑ Holiday arrangements

- [ ] Expenses whilst on SCRA business
- [ ] SCRA files – paper and electronic
- [ ] Booking meeting rooms
- [ ] Intranet
- [ ] SCRA website
- [ ] Attendance at SCRA Welcome Day
- [ ] Arrange specific SCRA training e.g. Reporter’s Induction
- [ ] Arrange meetings with key personnel
- [ ] Arrange visit to attend Children’s Hearing
- [ ] Weekly review meetings to check on progress

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Weeks 3 – 8 Induction Checklist

- ❑ Weekly progress reviews until required
- ❑ Agree targets/objectives formally and record on Appraisal Documentation
- ❑ Arrange and review training requirements
- ❑ Review attendance at SCRA Welcome Day

Months 3 and Beyond Induction Checklist

- ❑ Review Induction Process for effectiveness with new member of staff
- ❑ Hold monthly review meeting to check on progress
- ❑ Establish appraisal dates
- ❑ Continue to measure training and development plans

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Induction Sign Off Sheets

Stage	Date Complete	Signature
Preparation	________________	_________________
Day 1	________________	_________________
Days 2 – 10	________________	_________________
Weeks 3- 8	________________	_________________
Month 3+	________________	_________________
Induction Complete	________________	_________________
Staff Member Verification	________________	_________________

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