NHS
Leeds Community Healthcare
NHS Trust

Induction Policy	
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Executive summary

This policy sets out Leeds Community Healthcare (LCH) NHS Trust's Corporate and Local Induction requirements and covers all staff employed by the Trust and extends to bank staff, volunteers, secondees into the Trust, honorary contract holders, agency and independent contractors. The specific roles and responsibilities for implementation and monitoring of this Policy are also identified.

Corporate and Local Induction is designed to give all new staff the best possible start in their new role and provides a sound understanding of all organisational systems, structures, standards and procedures to enable them to settle in quickly and become a valuable and effective member of the team. The Corporate and Local inductions will also provide information regarding the Trust's vision, values and strategic objectives which are underpinned by the Trust's behaviours, known as How We Work (HWW).

The policy will be reviewed as a minimum within three years of approval or sooner if amendments are required due to changes in legislation or organisational need.

Equality Analysis

Leeds Community Healthcare NHS Trust's vision is to provide the best possible care to every community. In support of the vision, with due regard to the Equality Act 2010 General Duty aims, Equality Analysis has been undertaken on this policy and any outcomes have been considered in the development of this policy.

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1 Introduction

This policy must be viewed in the context of the Trust's Strategic Objectives, Vision, Values and Behaviours (How We Work) and in conjunction with the individual job role.

The Trust supports the current Government's philosophy that lifelong learning and development are key to delivering the NHS vision of patient centered care. As such the Trust is committed to equipping staff with the necessary skills required to undertake their roles competently and confidently. In turn, staff must take responsibility for developing these skills and participating in the lifelong learning process.

It is mandatory for all staff employed by Leeds Community Healthcare NHS Trust (Trust) to attend the comprehensive corporate induction (within 8 weeks of commencement of employment) and to participate in their local induction (from day one). This two–pronged approach introduces them to the organisation and their department, unit or team.

Corporate Induction takes place on a monthly basis and continues the employment relationship between the Trust and its staff and is fundamental in setting standards and influencing patterns of behaviour for the future. This is recognised as an invaluable way of ensuring that new staff know and understand the values of the organisation and the part they play in upholding these in the work they do. It is also an important way of helping new staff understand the services provided throughout the Trust and the relationships between different parts of the organisation in delivering these.

It is the responsibility of the line manager to ensure that each new employee receives a local induction as soon as they start in the post.

For those staff employed via agency, independent contractors and honorary contract holders it is not mandatory for them to attend the corporate induction programme. However, they must participate in the local induction process, specifically designed for them.

It is mandatory for all staff to complete the Information Governance training on the day they join the Trust and this must be reviewed yearly.

The roles and responsibilities and process for implementation and monitoring of this Policy are detailed within the Policy, with reference to Appendices as appropriate.

2 Aims and Objectives

This Policy refers to both corporate and local service induction for staff. The Policy sets a clear time frame within which both the corporate and local service induction should be completed.

The overall aim of the induction process is to:

- Establish a framework for a planned and structured, staff-centred approach to induction ensuring new staff access relevant information and develop core knowledge and skills in a timely way;
- Enable new staff to work confidently and safely in their role as swiftly as possible;
- Ensure new members of staff are able to understand the organisation's aims and values and the standards of behaviour and performance the Trust expects of them in fulfilling their role within the Trust;

- Ensure the process of enabling employees to maximise their potential and so minimise the risk of staff leaving the organisation in the early stages of employment due to poor orientation/ induction;
- Ensure the Trust meets its legal obligations by providing new members of staff with relevant information; and
- Provide members of staff with an opportunity to identify and resolve at an early stage any concerns, issues or queries they may have relating to their employment.

3 Definitions

Corporate induction is a process through which a new employee is integrated into the Trust, learning about its corporate culture, vision and values, policies and procedures and the specific practicalities of their role.

Local induction is a process led by the service and undertaken by the manager. This process is supported by the Local Induction checklist and provides relevant information to the new employee to integrate them into the Service and Team.

All staff employed includes those on permanent or temporary contracts, full time, part time and provisions of this policy extends to bank staff, volunteers and secondees into the Trust.

Agency/independent contractors/honorary contract holders are identified as staff not employed by the Trust.

4 Roles and Responsibilities

Chief Executive and Directors will ensure:

- Robust arrangements are in place for all staff to be effectively inducted both corporately and locally.
- Effective reporting mechanisms are in place to ensure compliance to the Board.

The Director of Workforce is expected to:

- Ensure the implementation of this policy throughout the Trust and evaluate its effectiveness on an annual basis, ensuring it is up-to-date and making necessary changes on behalf of the Chief Executive.
- Inform the Workforce Development function of any policy changes which may change needs for statutory/mandatory/corporate training provision.
- Lead the process for ratifying new or amended policies or procedures in this respect.
- Ensure the provision of adequate resources to enable the effective implementation of this policy.

Managers are expected to:

- Ensure appropriate preparation takes place in advance of a new member of staff starting in the workplace.
- Identify protected time within their diaries to provide a quality and informative induction.
- Ensure all new employees commence the local induction checklist/activities, detailed in the Local Induction checklist, from day one and to be completed by the end of the first month and retained in local personal file. (Appendix A)
- Schedule a three month follow up discussion to ensure compliance with local induction.

- Provide information on the starter form to Workforce Information to confirm local induction has taken place.
- Ensure that all new staff are familiar with and updated on policies/procedures and guidelines specific to their role and the area in which they are employed.
- Ensure all staff are provided with protected time to attend any identified induction requirement.
- Enable employees to transfer learning from the training into everyday practice.
- Arrange training they regard as necessary to meet specific local induction requirements.
- Ensure all staff complete the statutory mandatory training as required, including Information Governance within the required timeframes (Information Governance must be completed on day one).

Workforce Development is expected to:

- Ensure all induction programmes are delivered and evaluated to ensure consistent quality which may include the provision of alternative delivery format to meet the needs of individuals, i.e. providing signers or audio versions at training sessions.
- Act upon the evaluation of programmes to constantly improve the learning experience.
- Work with Subject Matter Experts to monitor course evaluation to inform any training changes.
- On receiving the information from the Workforce Information Team will mmonitor compliance and work with Managers to identify solutions to meet targets.

Workforce Information Team is expected to:

- Collate and maintain records of attendance for Corporate Induction and provide information in the agreed format.
- On receipt of the new starter form, check this form has been appropriately completed and update ESR accordingly.

The Recruitment Team is expected to:

- Allocate new employees with an induction date and send out a copy of the Staff Handbook in advance of commencing employment.
- Meet delegate's access and dietary requirements and consideration should be given to providing a room for prayer or private reflection.
- Inform managers within 48 hours of non-attendance at Corporate Induction, and re-allocate and inform the individual of the next available induction date.
- Escalate any failure to attend the second time to General Manager level.

Employees are expected to take personal responsibility to:

- Work in concordance with the Leeds Safeguarding Multi-agency Policies and Procedures and local guidelines in relation to any safeguarding concerns they have for children or adults they are in contact with. These can be accessed on the Trust intranet.
- Complete the local and corporate induction process.
- Identify time within their induction period to read and understand all policies relevant to their role and personal safety.
- Ensure they attend their allocated induction or relevant updates, training and maintain a record of their attendance in their portfolio.
- Ensure that the recruitment team are aware of any dietary, access or specific requirements.

- Ensure they report any non-attendance at corporate induction, with reason to their line manager.
- Plan and review training with their Manager that they are required to attend as part of their Appraisal.
- Complete the relevant attendance documentation.
- Complete Statutory and Mandatory training, including Information Governance as required.

5 Equality Analysis

LCH aims to design and implement services, policies and measures that meet the diverse needs of its population and workforce, ensuring none are placed at a disadvantage over others.

LCH is subject to the equality duty as set out in the Equality Act 2010 and must pay "due regard" for the need to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not

Due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people

The Trust has paid due regard to the Equality Act and duties therein by the completion of the Equality Analysis Screening Tool, Appendix D. The screening revealed that the Policy is of low impact to equality and as such did not require an Equality Analysis.

6 Corporate Induction

Attendance at corporate induction is mandatory for all staff employed by the Trust and must be undertaken within eight weeks of employment. This is supported by a Staff Handbook which is issued to staff prior to appointment.

This Corporate programme is designed to meet the different learning needs of new employees and this is reflected in the activities / sessions delivered throughout the programme and is reviewed regularly to reflect current priorities.

In addition, new employees are required to undertake Statutory and Mandatory training relevant to their role, within 3 months of their commencement of employment with the Trust. Information Governance Statutory and Mandatory Training must be completed on the first day of commencing employment. Further details of this can be found on the Trust Statutory and Mandatory Training Policy (including Training Needs Analysis) via the Intranet.

Staff returning to work after a long period of absence, i.e. long term sick (longer than 9 months; maternity leave; following secondment to another organisation; following career break), are not required to attend the Corporate Induction day. However, it is imperative that all statutory and mandatory training relevant to role is completed within the first three months of return.

7 Local Induction for all staff employed by the Trust

Line managers have the primary responsibility for inducting new members of staff and reorientation for returners into their team. They are in the best position to identify local induction needs and monitor support and encourage the progress of a new member of staff, including those “acting up” or internally promoted. A checklist (Appendix A) also provides an opportunity for local services to add specific service criteria.

Process for ensuring that all employed staff complete local induction

- It is the responsibility of the line manager to ensure each new employee receives a local induction, when they start in post. The local induction checklist (Appendix A) should commence from day one and be completed by the end of the first month, and a signed copy retained in the local personal file.
- The manager should ensure that a three month follow up discussion is scheduled to take place with the new member of staff to ensure member of staff has been locally inducted to the workplace.
- The manager will provide information on the new starter documentation to confirm a local induction has taken place.

The checklist is also appropriate to use to re-orientate staff returning to work after a long period of absence, i.e. long term sick (longer than 9 months; maternity leave; following secondment to another organisation; following career break), it is recommended to use this checklist as a structured and consistent approach.

Local Induction for Agency / Independent Contractors / Honorary Contract holders / Placements

Managers recruiting agency/independent contractors/honorary Contract holders/placements must consider the length of the assignment and undertake a risk assessment to determine the statutory and mandatory training relevant to the role. If the worker is due to be with the Trust longer than 3 months, all statutory and mandatory training relevant to role must be completed. Regardless of length of service, Information Governance training must be completed by all employees on their first day.
The local induction checklist (Appendix A) must be completed and a copy kept locally for any audit inspections.

Placements (Healthcare Students)

Under the Learning and Development Agreement drawn up between the Strategic Health Authority, healthcare providers and education providers it is agreed that Universities will provide statutory and mandatory training required by pre-registration students. The type of training and content is agreed in partnership with healthcare provider organisations. The exception to this is those undertaking the Open University programme where their employer will provide training. The student will be seconded to this course and as such they remain an employee of LCH and their training needs will be included under the statutory and mandatory provision and reporting as for all staff.

Those undertaking post-registration courses and on placement within LCH will normally be our own employees and will be covered under the relevant section of this policy. Any post registration student not employed by us will be issued an honorary contract and their statutory and mandatory training provision will be covered under that section of this policy.

In all cases the induction into the workplace received by the student will cover relevant issues specific to that area e.g. fire procedures. This is included in the student's placement profile and is therefore monitored through the University quality assurance processes.

Students subsequently employed

Mandatory training that is undertaken at University that is valid and current (i.e. in date) should be considered as accredited prior learning (APL).

8 Training Needs

Any statutory or mandatory training identified as part of the Corporate Induction Programme which requires amending to take account of changes in legislation or organisational need will be agreed at the Quality, Governance and Risk Committee using the standard proformas which have been designed to provide a full understanding of the programme content, staff groups required to attend, expected numbers of staff per year and resource requirements (including finances). The appendices to this policy may be amended to meet the changing requirements of the Trust but the principles of this policy will remain and will therefore not require subsequent ratification by the Remuneration Committee.

Staff are directed to the LCH Statutory and Mandatory Training Policy (including Training Needs Analysis). Details can be found on the Trust Intranet.

9 Monitoring of Compliance and Effectiveness

Corporate and Local Induction for all staff employed by the Trust

It is mandatory for all staff employed by the Trust to attend the comprehensive Corporate Induction Programme, within 8 weeks of employment and to participate in their Local Induction. There are robust processes and procedures in place to ensure compliance with this Policy.

Local Induction for agency / independent contractors / honorary contract holders / placements

Whilst it is not mandatory for these categories of staff to attend the corporate induction programme, they must participate in the local induction process designed specifically for them. There are robust processes and procedures in place to ensure compliance with this Policy.

10 Ratification and approval process

This policy will be consulted on by Subject Matter Experts/General Managers/Staff side, and approved by the Joint Negotiating Consultative Forum (JNCF) and ratified by the Remuneration Committee on behalf of the Board.

11 Dissemination and Implementation

The Workforce Directorate are responsible for the dissemination of this policy through the Trust intranet and Community Talk.

Implementation will require all parties recognised in this policy undertaking their identified responsibilities.

12 Review arrangements

This policy will be reviewed by the Workforce Team, as a minimum within three years of approval or sooner if amendments are required due to changes in legislation or organisational need.

13 References

Up to date legislation and guidance relevant to this policy can be found on the Statutory and Mandatory Training Needs Analysis. To view the live statutory and mandatory training needs analysis, refer to the Trust's intranet site.

14 Associated documents

Statutory and Mandatory Training Policy (Including Training Needs Analysis)
Personal Development Policy

Leeds Community Healthcare NHS
NHS Trust

LOCAL INDUCTION CHECKLIST – PART A (ALL STAFF)

Clinical staff to also complete Part B

Note for manager: A copy of the completed and signed checklist may be requested at any time, so please ensure the checklist is kept locally in a secure place.

Name:..Job title:……………………………………………

Team/Department:..Start date: ……………………………………………

The following checklist provides you with information to support you in your role and supports the local/departmental induction arranged by your manager. Please ensure that each item is signed as it is completed, you and your manager should then sign and date the checklist.

- Dependant on role, you should not work unsupervised until you have completed your induction.
- Once your induction has been completed, a copy of this checklist must be retained by you and your manager.
- To enable us to record that you have had your local induction, your Manager should record this on the new starter form.

Before start date – Manager preparation	**Initial by manager when completed**
Workstation/place equipped. IT working (Informatics form on Elsie click here)	
Register for computer access by completing the NUA01 New User application form. The form is available on Elsie click here IT department will contact line manager with user name and password for new starter	
Inform Team of new employee details, including start date, name, job role	
Book appropriate time in diary for first day to go through induction essential areas	
Order mobile phone if relevant to role.	

Reception and welcome on first day by Manager
Introduce new employee to colleagues and work area. Include:

	Tick
Tour of Department	
Toilet/Cloakroom Facilities	
Public Telephones and mobile phone protocols within the office	
Kitchen Facilities	
Refreshments – team arrangements e.g. milk	
Car Parking (including disabled bays)	
No Smoking Policy	
Building Access and Exits	
Local fire procedure	
Local facilities (shops, banks etc)	
Pay date and deadline for pay	
Check receipt of Staff Handbook	

Day 1	Employee's Initials	Manager's Initials	Reference Point
Provide any local induction information (agree induction visits, contacts, resources where applicable)			Manager
Complete ID Badge request form			Manager Intranet
Complete Electronic new starter form on ELSIE			Manager
Complete application for a Smartcard (if applicable)			Manager
Ensure Electronic Staff Record is updated with qualifications which have been checked prior to entry.			Manager
Discuss any specific requirements in relation to disability, particular concerns about the workplace including evacuation support in case of emergency.			Manager
Explain where all policies, procedures and guidelines are held on the intranet and the responsibility to read and understand them.			Manager Intranet
Payroll arrangements and pay date. Have contacts available for specific HR issues including pensions.			Manager
Details of next of kin provided to management.			Manager
Provide understanding of expenses – direct to policy and provide understanding of local claim procedures.			Manager
Annual leave entitlement and how to request: • Hours of work • Flexi time arrangements and how to record if appropriate to role • Building opening hours and security arrangements.			ESR
Arrangements for notification of sickness			Manager
Dress Code			Manager
Fire/Emergency Evacuation explained – demonstrate evacuation route and meeting point			Manager
Health and Safety responsibilities explained (include management responsibilities if this is appropriate to the role)			Manager
Introduction to overview of job role and expectations within the role (ensure copy of job description and person spec received)			Manager
Security of personal/patients property			Manager
Confirm if any other employment with the Trust (if so, complete the waiver form and add to file)			Manager Intranet
Provide mobile phone policy in relation to use if relevant to role.			Intranet
Ensure employee completes Information Governance training during their first day on ESR			Manager Employee Internet

Week 1 – General	Employee's Initials	Manager's Initials	Reference Point
Provide LCH Vision, Values, Strategic Objectives and Structure			Manager
Discuss expected behaviours using the How We Work framework.			Manager
Discuss Service/Team structure			Manager
Discuss Team objectives and priorities and individual contributions			Manager
Trust communication processes, including Community Talk, Team Brief, Team Meetings, Intranet			Manager
Undertake initial objective setting meeting, set out expectations and objectives for next 6/12 months			Manager
Working relationships and expected behaviour with other professionals, departments and patients/clients			Manager
Introductory discussion with service's Involvement Champion to share service's annual involvement plan and how new starter will contribute to it.			Manager Intranet
Arrangements for requesting study leave e.g. long course/support staff			Manager
Highlight confidentiality and Data protection – including overview of the data systems the service uses – refer to the Confidentiality Code of Conduct			Manager
How to handle complaints from patients or public (in line with LCH Trust Policy)			Manager
How to handle complaints from members of staff (in line with LCH Trust Policy)			Manager
Declaration of Interests Policy and Procedure			Manager Intranet
Access to Stationery and stores, process and authority			Manager
Corporate style discussed (logo, type set, templates)			Manager
Make aware of Staff Side/Trade Unions			Manager
How to report suspicions of fraud and corruption (NHS Protect)			Manager
Check understanding of relevant employment policies			Manager
Staff benefits (e.g. Metro Cards, Childcare Vouchers, NHS discounts, pension scheme, employee care service, Lease car scheme)			Manager Intranet
Process for ordering goods or services (if applicable)			Manager
Risk assessment carried out for pregnant workers (if significant risk is established please contact HR for advice)			Manager

Week 1 – Health and Safety	Employee's Initials	Manager's Initials	Reference Point
Health and Safety Policy of work areas including risk assessment – aware of hazard and control measures. Complete any relevant risk assessments required for inductee/employee returning to work.			Manager
Fire Policies and Procedures, Fire precautions, position of extinguishers, position of alarm, call points, Nominated Persons. How to raise and respond to alarm			Manager

Week 1 – Health and Safety (continued)	Employee's Initials	Manager's Initials	Reference Point
Infection, Prevention and Control, immediate environment and importance of mandatory training. Importance of IPC and personal responsibility.			Manager
First Aid facilities and First Aider information for their work areas.			Manager
Incident, accident and hazard reporting.			Manager
Occupational Health Facilities, ensure aware of the access and services available.			Manager Intranet
Major Incident procedures (if applicable)			Manager
Personal Safety, including Lone Working and security arrangements, Code of Working Practices, dealing with violent and aggressive behaviour, and referencing LCH zero tolerance policy.			Manager Intranet
Explain Statutory and Mandatory training relevant to role and book on/access training.			Compliance matrix
Discuss Moving and Handling risks relevant to role and access to early intervention service.			Manager HR
Undertake a Workstation Assessment including Display Screen Equipment where appropriate. Inform employee of eligibility criteria for free eye test.			Manager Intranet
Explain availability of staff support services e.g. counselling, Occupational Health and how to access.			Manager

Month 1 – Team Specific (additional areas discussed should be added to the list and signed off)	Initial by manager on completion
Local Reporting and Management Framework	
Working practices within own team	
Team Briefing / Team Meetings	
Policies / Procedures of the Department or Team	
Identify and correct use of equipment – please list	

A follow up discussion should be arranged within 3 months of the employee starting, to ensure that the employee is still aware of the above relevant information.

The Checklist information has been discussed, explained and understood by:

Name of Employee: ______________________________

Signature of Employee: _____________________________ **Date:** __________________________

I have discussed and explained the induction information with the above named member of staff

Name of Manager: _____________________________

Signature of Manager: _____________________________ **Date:** __________________________

LOCAL INDUCTION CHECKLIST – PART B (CLINICAL STAFF)

To be completed in conjunction with Part A

Before start date – Manager preparation	**Initial by manager when completed**
Networking/Shadowing/Buddy all arranged, diaries booked Mentor arranged for Newly Qualified /returner staff. Consider arranging 'buddy' for other colleagues new to Leeds	
Book onto Generic SystmOne training via Training section of Intranet.	

Day 1	**Initial by manager on completion**
Provide New Starter Handbook (if they have not been provided with one)	
Uniform order form	
Clinical/Technical/Child Protection Supervision arrangements (as appropriate to the post)	
Safeguarding Adults/Children responsibilities (as appropriate to the post)	
Library service, register, ATHENS	
Employee to be made aware of any specific security information for site.	

Week 1 – General	**Initial by manager on completion**
Local policies and standards (papers, briefing).	
Access to mentoring Mentor qualification and completion of mentorship registration form in order to be added to our mentor register. Support for Learning in Practice (SLIP) Course Contact **Maggie Nickle** 070985 803850 / 0113 8434552 mnickle@nhs.net or **Jude Mckaig** 0113 843 4554 j.mckaig@nhs.net	
Obtaining Consent – refer to the Confidentiality Code of Practice	
Standards of Record Keeping and Documentation used.- refer to the Records Management Policy	
Waiting list figures/returns for healthcare settings	
Staff base list	

Equipment checklist	

Month 1 – General	**Initial by manager on completion**
Once S1 training completed and new starter has smartcard, new starter to log on with their card and inform Sue Ward they have done it so that the helpdesk can add details to the caseload list and rotas can be set up for them.	
Relevant clinical training booked	
Clinical Supervisor – decision made on how often they meet	
Code of Practice	
Child Protection (papers/briefing/seminars). If not NQ check CP training already attended.	
Child Development services – visit CDC	
LEA services	
Care Certificate Observation information	
Resources	
Referral onwards to e.g. Community Paediatricians, hearing tests, ENT	
Access to specialists and support	
Guidance on caseload priorities	

The Checklist information has been discussed, explained and understood by:

Name of Employee: ______________________________

Signature of Employee: ______________________________ **Date:** ____________________

I have discussed and explained the induction information with the above named member of staff

Name of Manager: ______________________________

Signature of Manager: ______________________________ **Date:** ____________________

Flowchart for Corporate Induction

The recruitment team allocate new employees with an induction date to take place within 8 weeks of start of employment, with a copy to Manager.

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The recruitment team, minimum of 1 week before the corporate induction date email the new employee with joining instructions, with a copy to the manager as a reminder.

↓

New member of staff attends the corporate induction.

↓

The signing in sheet is returned to the recruitment team who ensure a copy of this sheet is given to the workforce information team for inputting onto ESR.

↓

Within 48 hours, the recruitment team will inform the manager and individual if they have failed to attend on the allocated date and will be asked for a reason for non-attendance and will automatically be booked onto the next corporate induction date.

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The signing in sheet is returned to the recruitment team who ensure a copy of this sheet is given to the workforce information team for inputting onto ESR.

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If non-attendance occurs a second time, the recruitment team will inform the General Manager within 48 hours of DNA to ensure compliance.

Flowchart for Local Induction for all staff employed by the Trust

It is the responsibility of the line manager to ensure each new employee receives a local induction when they start in post. The local induction checklist (Appendix A) should commence from day one and be completed by the end of the first month with a signed copy retained in the local personal file.

↓

A three month follow up discussion should be scheduled between the manager and the new member of staff to ensure compliance with local induction.

↓

The manager will provide information on the new starter form to confirm local induction has taken place.

↓

On receipt of this, Workforce Information will check this form has been appropriately completed and update ESR accordingly.