



**C R A I G D A L E**  
**HOUSING ASSOCIATION LTD**  
Craigdale: The Home of Good Housing

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## Corporate Induction Policy & Procedure

AS WITH ALL OF THE ASSOCIATION'S POLICIES, THIS GUIDE IN FULL AND IN PART IS AVAILABLE IN SUMMARY, ON TAPE, IN BRAILLE AND IN TRANSLATION INTO MOST OTHER LANGUAGES – PLEASE ASK A MEMBER OF STAFF IF YOU WOULD LIKE A VERSION IN A DIFFERENT FORMAT

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## Policy

### 1.0 Introduction

- 1.1 Craigdale Housing Association (CHA) recognise the importance of ensuring all employees who take up a new post or return from an extended break are welcomed and supported, so that they can begin their work in a positive environment.
- 1.2 This policy aims to clarify the support provided and the responsibility of all parties in ensuring induction is job relevant, captures relevant department and corporate level information and is completed satisfactorily. If an appropriate induction is not provided or an employee does not engage in the induction process it must be raised immediately and will be dealt with as a performance matter.
- 1.3 CHA acknowledges its responsibility to encourage and support continuing professional development for all employees, articulated in the Training and Development Strategy/Plan. The provision of appropriate induction is the first in a programme of opportunities for staff.

### 2.0 Purpose

- 2.1 Induction is the process by which an employee is integrated into the organisation and ensures they have the knowledge and skills to perform their role safely and understand the values and principles of the organisation. Induction should be viewed as a continuous process starting with the first contact with the employee following the completion of the selection process. The length of the programme will vary according to the complexity of the job and the employee's previous experience however for the purposes of the Corporate Induction, the necessary information and activities outlined below ought to be completed within 6 weeks from commencement.
- 2.2 The Induction process should assist the employee to perform their role effectively, achieve job satisfaction and provide a platform to facilitate them to demonstrate their competencies during the probationary period.

### 3.0 Scope

- 3.1 This policy applies to all new employees, existing employees who move to a different role within the Association and employees returning to work after an extended break absence. It also applies to consultants and agency workers.
- 3.2 Some employees may need additional support to meet their needs, for example, employee's with mobility issues.

### 4.0 Objectives

- 4.1 To support the integration of new staff into CHA and to help them perform effectively.
- 4.2 To foster an early appreciation of CHA's role and functions and vision.
- 4.3 To provide information on CHA's values, policies and procedures, practices and strategic objectives.
- 4.4 To help define performance expectations, maintain motivation and foster good working relationships.

- 4.5 To provide new staff with learning, development and training opportunities which will support them in performing their duties effectively.
- 4.6 To identify and find solutions to any difficulties encountered by new staff.

## Induction Procedure

### 5.0 Induction Timetable

- 5.1 The induction process should begin before the person has started. This includes offer letters and information from Corporate Services and ensuring induction arrangements are in place in line with this policy and procedure.
- 5.2 The length of induction will depend upon the individual and the post requirements. However, in order to satisfactorily complete the key activities outlined below, a period of 4-6 weeks is recommended. Consideration will need to be given to the needs of the individual staff member to determine the pace and level of the induction programme.

### 6.0 Support for Induction

- 6.1 An Induction Checklist, generic in nature, will be used to record key induction activities to be completed by new staff during their first day, first week and first month of employment. Staff will be given an induction folder for the purposes of storing the materials they will receive during the induction period.

### 7.0 Responsibilities for Induction

#### 7.1 Chief Executive Officer (CEO)

The Chief Executive Officer will:

- Confirm induction arrangements are in place with the appropriate Line Manager for the employee.
- Confirm induction has taken place in line with this policy and procedure.
- Ensure the induction process meets the business needs of the Association.

#### 7.2 Line Manager

The Line Manager will:

- Plan and implement the induction programme in accordance with this policy and procedure and ensure that it takes place
- Ensure that the "Induction Checklist for New Member of Staff" (Appendix B) is completed accordingly, so they are aware of what will happen in their first day, first week and first month of employment
- Ensure that information offered to employees is up-to-date and presented in a timely and appropriate manner
- Ensure that employees are informed about health and safety legislation and are informed how to access all the corporate policies and policies relevant to their work
- If available, provide the new employee with an opportunity to shadow another member of staff, appropriate to their future role.

- Ensure that employees receive appropriate training to enable them to fulfil the responsibilities of their job, including mandatory training and any other relevant training/support
- Identify the initial training and development needs of employees and complete learning and development plans
- Monitor the performance of induction within their area and suggest improvements to the process as necessary
- Maintain and promote an interest for induction matters throughout the Association
- Participate in CHA Induction briefings and disseminate information to their staff as appropriate
- Ensure induction meetings are set up with Corporate Services.
- Maintain an agreed supervision record which demonstrates progress through induction and the outcomes at the end of the probationary period in order to inform further supervision and appraisal arrangements.

Whilst the Line Manager is responsible for an employee's induction, it would not be expected that they would cover all the elements personally; individual tasks may be allocated to another colleague in relation to HR, IT, Health & Safety.

### 7.3 Employee

Employees will:

- Attend and participate in CHA Induction, ensuring that they familiarise themselves with the content of any induction material provided to them
- Ensure their personal details are correct
- Ensure they read and adhere to health and safety legislation, all corporate CHA policies and policies relevant to their work, and where appropriate, their own professional Codes of Conduct, and undertake their duties in a safe manner without endangering themselves or others.
- Participate in induction meetings, and complete mandatory training during the induction period.
- Be pro-active in ensuring that their induction is effective to allow them to undertake their role competently
- Attend probationary meetings with their Line manager to review their progress through the probationary period (length of time will vary depending on the staff member's specific role/responsibility)
- With the assistance of their Line manager identify development and training needs and agree objectives for their initial 6 months in post (probationary period).
- Discuss any questions or concerns that they may have about their progress with their Line Manager

## 7.4 Corporate Services

For new employees, Corporate Services will cover **core areas via induction meeting and training:**

- Facilities
- Health and Safety
- Information
- ICT
- Corporate Governance
- **Training Development**
- Finance
- Ensure the payroll administration details are completed
- Ensure all relevant documentation is copied to the personnel file
- Issue contract of employment

## 8.0 Appraisal

8.1 Each member of staff receives an annual appraisal in Quarter 1 of each business year. However, formal objective setting and periodic reviews form part of the induction process and should be seen as a pre cursor to appraisal.

## 9.0 Equality

9.1 The Association is an employer committed to Equal Opportunities. All employees must adhere to the Association's policy on Equality & Diversity. This policy has been produced with the aim of supporting the CHA's overall strategy to embrace diversity and welcome individuals from all backgrounds. When using this policy, all staff have a responsibility to help maintain a working environment in which the dignity of all employees is respected, also to ensure behaviour is beyond question and not considered offensive.

## 10.0 Training

10.1 Appropriate training will be provided to ensure that individuals have the knowledge, skills and experience necessary to implement and operate this policy.

## 11.0 Monitoring

11.1 The Induction Policy and associated procedures will be regularly monitored and evaluated by the Management Team. Feedback will be obtained from employees involved in the process. The results of this monitoring will be published on an annual basis.

11.2 New employees will also be issued with an 'Employee Induction Questionnaire' (Appendix C), which they must complete and return to **Line Manager.**

## APPENDIX A: INDUCTION CHECKLIST

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### Guidelines for Line Managers

Staff new to the Association must be given the opportunity to receive appropriate guidance on key systems and procedures, be given time to adapt to their new working environment and be provided with adequate opportunities to ask questions.

The Line Manager is responsible for inducting new members of staff. They are responsible for ensuring that all staff new to their area receives an appropriate and fair induction to aid their smooth integration into the Association. This section outlines the suggested procedure to be adopted in providing a generic induction programme for new staff, both prior to employment and throughout employment. This should be completed during the first 4-6 weeks of employment. The duration of the programme is flexible and dependent upon the level of specialism and working patterns of the new staff. This document is offered as a recommended guide of activities for the Director who may delegate responsibility to the new staff member's line manager.

The programme should provide support, guidance and information pertinent to the new staff's role and responsibility within their area of work. It should include a formal welcome and offer an overview of the organisational structure, objectives and functions of CHA.

This checklist is generic in nature and appropriate for all levels and categories of staff. It contains essential actions and information to cover throughout the induction process. Items on the checklist are not listed in any order of importance as priorities may differ between areas of working. As each activity is satisfied the checklist items should be marked with an X and dated when they were completed. When all items are complete it should be signed off by the Line Manager and the employee with the appropriate date.

The section "Prior to Employment" is to be completed by Line Manager within two weeks prior to the New Employee commencing employment. Each section is then titled "First day", "First week" and "First month" as a suggested guideline.

It should be noted however that the list is not exhaustive, and Line Managers may wish to adapt this further to meet the needs of their business area and requirement of an individual post.

Name of new staff member:	
Job Title:	
Start date:	
Person(s) responsible for staff member's induction:	

Prior to Employment	Please mark with a X and date when completed	Signature of Line Manager
Arrange workspace: <ul style="list-style-type: none"> <li>• Desk</li> <li>• Storage</li> <li>• ICT equipment and required accounts and logons etc.</li> <li>• Stationary</li> </ul>		
Arrange Corporate Services induction meetings: <ul style="list-style-type: none"> <li>• Facilities</li> <li>• Health &amp; Safety</li> <li>• Corporate Governance</li> <li>• ICT</li> <li>• Information</li> <li>• HR</li> <li>• Finance</li> <li>• Corporate Improvement/PPI</li> </ul>		
Inform all staff in team of new employee's name, where they will be located, their role and responsibilities  Send an email around the organisation in order to inform every one of the new employees and their role.		
Organise a security pass for the new employee		
Identify and arrange any special needs equipment and/or access.		
Identify any specific training requirements for the post		
If possible, arrange an opportunity to shadow a staff member appropriate the New Employees role		

First Day	Actioned By	Please mark with a X and date when completed
Welcome new employee and introduce yourself and the team		
Introduce new employee to key members of staff within CHA		
Introduce new employee to each member of the department and alert them to the staff list on the computer system.  Tour of Office		
Clarify job description		
Explain hours of work and lunch arrangements		
Direct them to the sickness absence policy and provide number that New Employee should call to inform their Line Manager of their absence		

First Week	Actioned by	Please mark with a X when completed
Familiarise new employee with: <ul style="list-style-type: none"> <li>• Organisational Structure</li> <li>• The Board</li> </ul>		
Familiarise new employee with: <ul style="list-style-type: none"> <li>• Telephone systems including protocol for answering</li> <li>• Office equipment including photocopiers, printers, fax machines</li> <li>• Computer systems</li> <li>• Location of stationary</li> </ul>		
Familiarise New Employee with: <ul style="list-style-type: none"> <li>• Computer system including availability of policies and information</li> <li>• Email system – ensure this is set up</li> <li>• ICT security policies including use of internet and passwords</li> </ul> Issue identity badge/security pass		
Explain issues surrounding data protection and records management – including need for confidentiality		
Set up regular review meetings during the induction period to complete checklist and discuss progress		
Provide overview of Board function including working practices, administrative arrangements and team meetings  Explain how role fits into overall purpose of the Board		
Explain roles and responsibilities of New Employee, agree objectives and work priorities for the probationary period.		
Explain customer focused nature of the organisation		
Clarify customer expectations and explain the protocols within the directorate to ensure excellent customer experience (for example response times, reports etc.)		

First Month	Actioned by	Please mark with a X and date when completed
If available, provide the <b>New</b> Employee with an opportunity to shadow another member of staff appropriate to their future role.		
Ensure individual is clear on what is expected from them and clarify timescales for achieving objectives		
Arrange training for SDM system		
Explain Appraisal system – how and when performance will be reviewed and explain how you will establish a personal development plan.		
Explain the need for the new employee to read and understand all key policies. Follow up that this has occurred and is understood at the end of the 6-week induction period. Provision of list and location of these policies.		
Additional checklist for items specific to job role (to be inserted by Line Manager)		

I confirm that all relevant aspects of induction, as outlined above have been completed.

Line Manager's Signature:		Date:	
Employee's Signature:		Date:	

## **APPENDIX B: INDUCTION CHECKLIST FOR NEW MEMBER OF STAFF**

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Welcome to the Craigdale Housing Association (CHA)

Your Director has overall responsibility for your induction but may delegate responsibility to your Line Manager and some tasks to other people.

The induction checklist is intended to help you integrate into your new environment and give you guidance as to what might happen within your first day, first week and first month of employment. Prior to your commencement, your Line Manager would have carried out certain aspects in order to help you settle in better. These include setting up meetings with specific people within CHA such as HR, IT etc. He/she will offer day to day advice and guidance on local procedures and arrangements which will help to speed up the settling in period.

Your Line Manager may have also (if available) set up an opportunity for you to shadow a member of staff who would be appropriate for your future role.

When working through this checklist you will be asked to find out information for yourself. However, your Line Manager will also be able to help you discover what you need to know.

Both you and your Line Manager are responsible for your induction, training and development. It is also your responsibility to contribute to the work of your team and the organisation. As an organisation with a strong focus on quality we are keen to enable you to develop and generate your own ideas as to how we might work more effectively and achieve our objectives.

<b>Name:</b>	
<b>Name of Director:</b>	
<b>Director's Extension:</b>	
<b>Director's Email:</b>	
<b>Name of Line Manager:</b>	
<b>Line Manager's Extension:</b>	
<b>Line Manager's Email:</b>	
<b>Person(s) responsible for your induction:</b>	
<b>Extension:</b>	
<b>Email:</b>	

First Day	Actioned By	Please mark with a X and date when completed
Introduced to line manager, team and understanding of reporting arrangements  ICT equipment and log ins received		
Schedule of induction meetings in calendar  Clear understanding of role and how it fits within the team		

First Week - Fortnight	Actioned By	Please mark with a X and date when completed
Participated in Corporate Services Induction meetings: <ul style="list-style-type: none"> <li>• HR&amp;OD</li> <li>• Facilities</li> <li>• H&amp;S</li> <li>• Corporate Governance</li> <li>• Information</li> <li>• ICT</li> <li>• Finance</li> <li>• Corporate Improvement/PPI</li> </ul> Clear understanding of objectives for first 6 months		
Role specific training needs identified, and training arranged  Know location of policies, and computer system.		
Have an overview of Board and working practices		

First Month	Actioned By	Please mark with a X and date when completed
Clear understanding of suite of relevant policies (Corporate and Department specific)		
Necessary mandatory training completed		
Employment contract received, signed and returned to HR		
Key corporate and operational policies read and understood (list provided at initial meeting with line manager)		

I confirm that all relevant aspects of induction, as outlined above have been completed.

Line Manager's Signature:		Date:	
Employee's Signature:		Date:	

## Appendix C: Staff Induction Feedback (4-6 weeks)

Department:	
Name of Staff Member:	

1.	Were you personally introduced to your new colleagues, managers and other appropriate people during your first few days in the post?
	Yes <input type="checkbox"/> No <input type="checkbox"/>
	Any additional comments:
2.	Has your Induction helped you understand your job, responsibilities and work standards?
	Yes <input type="checkbox"/> No <input type="checkbox"/>
	Any additional comments:
3.	Have appropriate policies and procedures important to your job (health and safety, regulations, work processes), been shown to you and explained to you?
	Yes <input type="checkbox"/> No <input type="checkbox"/>
	Any additional comments:
4.	Have the materials/sections in the Induction Pack been of use to you?
	Yes <input type="checkbox"/> No <input type="checkbox"/>
	Any additional comments:
5.	Have you discussed/completed an Induction Training and Development Plan?
	Yes <input type="checkbox"/> No <input type="checkbox"/>
	Any additional comments:
6.	If there was one aspect of your Induction that could be improved, what would it be and how might we improve it?

	Aspect:
	Suggestions for improvement:

**When completed please return this form to your Line Manager.**

**APPENDIX D: FLOOR PLAN FOR NEW MEMBER OF STAFF**