



Title	Induction Policy
Purpose	<p>Maryhill Housing (MH) believes that all new and newly promoted employees must be given timely induction. This is regarded as a vital part of employee recruitment and development and a crucial step towards integration into the working environment. This policy defines MHA's commitment to ensuring that all new and newly promoted employees are supported during their period of induction; to the benefit of the employee and the organisation alike.</p> <p>It is the aim of MH to ensure that employee induction is dealt with in an organised, consistent and effective manner, to enable employees to be introduced into a new post and working environment quickly, so that they can contribute effectively as soon as possible. The MHA induction policy aims to set out the elements of the Personal Induction Programme and the responsibilities of those involved in the induction process and timescales for delivery.</p>
Scope	<p>This policy applies to all members of staff whether employees of MHA, freelance, casual or temporary agency staff, irrespective of grade, position or length of service. All are responsible for adhering to the Induction Policy.</p> <p>This policy does not form part of any employee's contract of employment and we may amend it at any time.</p>
Policy Statement	<p>Benefits of Induction</p> <p>The advantages of an organised, consistent and effective induction process are as follows:</p> <ul style="list-style-type: none"> • It enables new and newly promoted employees to settle into their role and the organisation quickly and become productive and efficient members of staff within a short period of time. • It ensures that new and newly promoted employees are highly motivated by their new challenges and that this motivation is harnessed and reinforced in a positive and focussed way. • It assists in reducing staff turnover, absenteeism and poor performance generally. • It reduces costs associated with repeated recruitment and abortive investment in learning and development. • It assists in developing a management culture where the emphasis is on direction and support. • It ensures that new employees operate in a safe working environment. • It supports quick alignment with organisational culture and

values.

Line Manager Responsibilities

Starting a new job, whilst is often exciting for employees, can also be a demanding and stressful experience. Quite apart from the obvious challenge of tackling new tasks, there is also the need to become accustomed to a new organisation, a new environment and new colleagues. The purpose of induction is to support new employees during this often challenging period and to help them become fully integrated into the organisation as quickly and as easily as possible. Employees who settle quickly into an organisation will become productive and efficient at an early stage. They are likely to be highly engaged and in turn will experience feelings of worth and satisfaction.

MHA recognises the criticality of the role of the line manager in this process for new and newly promoted employees. MH will expect that, in the implementation of good induction practice, line managers will:

- Work with HR, and others across the organisation, to develop a comprehensive Personal Induction Programme (**Appendix A**) for all new and newly promoted employees. This will consist of a **core induction programme** and a **role specific programme**
- Carefully consider how the Personal Induction Programme will be delivered, by whom and when;
- Take account of the pace of induction and avoid the employee feeling overwhelmed;
- Ensure that the employee has peer support for their day to day learning;
- Agree all learning and development needs with the employee and to have a delivery plan in place to monitor activity;
- Ensure the employee is working in a safe and healthy environment;
- Ensure there is effective monitoring and review of the induction process particularly in the first three months by having weekly catch up meetings in the first four weeks;
- Ensure the topics on the in the Personal Induction Programme have been properly understood by the employee before a final sign off takes place and the Personal Induction Programme is signed off is returned to HR;
- Deal with any issues identified at induction promptly and have honest and supportive conversations;
- Manage the relationship between induction and appraisal.

HR Responsibilities

The HR team have a role to play throughout the recruitment process and into induction; providing a co-ordination role and acting as ambassadors for the organisation during early interactions with individuals.

HR will:

- Provide information to new employees prior to their first day in their new role. This will include the contract of employment,

terms and conditions of employment, code of conduct, job description and confirmation of their start date;

- Issue a communication to the organisation letting all staff know about appointment and the start date;
- Ensure all the relevant and necessary on-boarding documentation is complete.
- Make arrangements for the new employee to be provided with a desk, chair, PC, and trigger the ICT Induction Checklist **(Appendix C)??** that acts as a set up form for all ICT systems that will be required by the new employee. HR will ensure that confirmation of set up has been received prior to the new employee commencing employment.
- Liaise with the line manager to develop a Personal Induction Programme which will be available for the first day of employment; providing employees with a structured programme to follow during their first few weeks and an organisation chart to facilitate orientation.;
- Arrange H&S, ICT and HR Induction Sessions to take place during the first week of employment and ensure that all requirements specified in the core induction programme are met.
- Co-ordinate the departmental overviews and the relevant role specific corporate induction sessions to assist the induction process; allowing MHA to be viewed as a whole and the employee to see where he/she fits into the organisation.
- Schedule a quarterly CEO induction session (including the housing stock tour) into the personal induction programme.
- As part of the core induction programme, arrange for Corporate Services to organise an ID badge and corporate photo.
- Undertake HR specific induction in line with the Core Induction Programme.
- Check in with line managers during the induction programme; to ensure this is on track and provide support where required;
- Review, maintain and update the Induction Policy;
- Ensure the quality of the Induction process is consistent throughout MHA by carrying out evaluation at the end of one month and three months of employment.
- At the probationary review time, liaise with the line manager and issue written confirmation into the post or extend the probationary period; detailing what has been agreed to meet the required standard of performance.

The Personal Induction Programme

The employee will be given his/her Personal Induction Programme on day one of their employment by their line manager. This will consist of a core induction programme and a tailored role specific programme.

The role specific induction will have four elements:

- Organisational Understanding
- Job specific Understanding
- People to Meet

- Things To Read

Appendix B provides 'At a Glance' guidance on job specific induction elements for each job role at MH.

'Organisational understanding' will be developed through a series of short virtual sessions to raise awareness of wider organisational issues and to develop a broader understanding of the environment in which MH operates. The topics will be chosen to reflect the requirements of the new employee's role.

The line manager will be responsible for ensuring that all elements of the role specific induction are included in the employee's Personal Induction Programme (Appendix A) before it is issued on the first day of employment.

The employee's Personal Induction Programme will contain all of the **core** elements of **induction** applicable to all new members of staff.

First Day of Employment

Good reception and first impressions are important on the first day for a new member of staff. They should be greeted on arrival by their immediate line manager where possible, who should ensure that they feel welcome and at ease quickly.

Line managers should provide the employee with details of their Personal Induction Programme discussing the content and the context.

Most new employees tend to be concerned primarily with two matters:

- Whether they can do the job and what support they will have, and
- How they will get on with their new colleagues.

It is therefore important to introduce the employee to their new workplace, get some key supportive messages across and meet colleagues at the earliest opportunity. An organisation chart will be provided to help the employee with orientation. An introductory chat is appropriate at this time, this talk should be as brief as possible, because the employee is unlikely to be receptive to detailed information at this stage, and should be conducted by someone who is well prepared and has sufficient time available.

A tour of the workplace should be undertaken by the line manager on day one to allow the new employee to be introduced to new colleagues across all departments and to orientate within the building.

The new employee will want to get to know his/her colleagues and quickly become part of the team and time should be made for this process and perhaps some informal time included e.g. team lunch.

The employee should be made aware of their peer support who will ensure that he/she has every assistance in settling in quickly.

Line managers will 'check in' with the employee at the end of the first day and, although informal dialogue will happen frequently, set a date to meet at the end of the first week.

First Week of Employment

The employee will have the following **core induction** during their first week of employment:

Health and Safety Induction

Employers are under a duty to take reasonable care of the health and safety of their employees as dictated by the Health and Safety at Work Act (1974) They must provide instruction and training as is reasonably practicable, to ensure health and safety within the workplace.

Therefore, coverage of health and safety policies and procedures will be included in the first day of the induction programme for all new employees.

This will be carried out by the Corporate Support Officer with responsibility for Health and Safety (Health and Safety Administrator).

ICT Induction

All new employees will have an ICT induction session led by a member of the ICT team. This will ensure that all new employees are familiar with the operating systems of the organisation and the policies and procedures that govern their usage. All new employees will be set up with all relevant systems on day one of their employment. The ICT Induction form will be returned to HR to confirm that all arrangements are in place for the employee commencing employment. Thereafter, the employee will work through the ICT induction as part of their Core Induction Programme.

HR Induction

Employees will meet with the HR team to ensure that all on-boarding contractual matters are complete. Employees will be taken through key HR policies and procedures and the terms and conditions of their employment. HR will also make all new employees aware of MH approach to wellbeing and other non-contractual benefits associated with their employment.

First Week of Personal Induction Programme Review

It is valuable, after the first week, to discuss with the individual, their 'first impressions' of the job. It helps with the settling in period and gives the opportunity to correct any initial misunderstandings.

Weekly dates should be set by the line manager for short reviews

during the first four weeks of employment.

First Four Weeks of Employment

The employee will have the following **core corporate induction** during their first four weeks of employment:

Corporate Communication Induction

All new employees will have a guided session with the Corporate Officer to understand the communication protocol at Maryhill Housing, the corporate brand and house styles to be used by all employees.

Meeting the Senior Management Team

It is important that all new employees understand the history, culture, values and strategic goals of the organisation and the important part that the Senior Management Team play in driving these. All new employees will have the opportunity to meet the CEO, Directors and Senior Management Team during their first four weeks of employment.

Meeting the Managers

It is important that new employees integrate into the organisation and develop constructive networks across the organisation as quickly as possible. The employee's line manager will arrange for meetings to be scheduled into the Personal Induction Programme that will allow the employee to meet with managers across the organisation with whom they will have regular interactions, in the first instance.

Departmental Overviews

Within MH, each department will provide a short overview of the purpose of their work and the priorities; providing the employee with a basic understanding of the interdependencies of the organisation. These sessions will be co-ordinated by the HR Team as part of the core induction programme.

Thereafter, arrangements will be made for the employee to spend some time in any relevant departments with which they have regular contact in the course of their duties. This will be the responsibility of the line manager to organise as part of the job specific induction programme

First Four Weeks of Personal Induction Programme Review

It is essential to hold regular review sessions with the new employee, particularly over the first four weeks of employment, in addition to giving advice and guidance on day to day matters. Correct support in the early stages of employment will ensure staff retention and assist a new or newly promoted employee to become fully integrated quickly.

The first induction review form will be issued by HR to the employee at this stage by way of an evaluation at the end of their first four weeks of employment (**Appendix D**)

Monthly One to One Meetings

Following the end of the first four weeks, monthly one to one meetings will be scheduled for the months to come and will form part of MHA's appraisal process. Agreed objectives should not be set until the employee is in post for 6 months (see appraisal guidelines)

However, discussion around work priorities will ensure clarity regarding the work expected of the employee in the early part of their employment.. The one to one meetings are an opportunity for a line manager and an employee to discuss workload, performance, priorities, wellbeing and learning and development needs. New or newly promoted employee will have the opportunity to discuss and review their Personal Induction Programme at their one to one meetings with their manager.

First three Months of Employment

The employee will have the following **core corporate induction** during their first three months of employment:

CEO Corporate Induction Session

Quarterly corporate induction sessions will take place and are led by the CEO. Individuals will be taken on a stock tour around MH areas of operation. This is followed by a presentation, giving individuals an overview of the organisation, its governance structures, corporate goals, culture and values.

First three months of Personal Induction Programme Review

This is an important one to one meeting as the three-month probationary review (although this may in some cases be shorter, or longer, depending on the contract of employment) will be due for completion and a view taken on what, if any, additional support is required for the employee to reach the level of performance required to fulfil the terms of their contract of employment following their three month probationary period. An induction review form will be issued to the employee by way of an evaluation at the end of this period of employment (**Appendix E**).

HR will liaise with the line manager and issue the employee with written confirmation into his/her role or extend the probationary period; detailing what has been agreed to meet the required standard of performance.

Specialist Induction Programmes

Each induction programme must always be tailored to the individual's needs. However, there are some employees that may require a more

specialised approach.

Internally Promoted Employees

For newly promoted employees there will be less of a focus on many of the aspects of the core induction programme and more of an emphasis on learning about the team and the job role. It is likely that the line manager will create a Personal Induction programme that will support the employee to be effective as quickly as possible in their new role. The expectation would be that there would be an agreed robust L&D plan that would be monitored regularly as part of the appraisal process.

School Leavers/Modern Apprentices

For most new employees, induction is concerned with getting accustomed to a new job. For school leavers/modern apprentices, however, it is about adjusting to a whole new way of life - the world of work. Consequently, school leavers/modern apprentices are likely to need more support than other groups. Wherever possible, induction and subsequent learning and development should relate to knowledge and skills which go beyond the employee's own particular job. School leavers/modern apprentices will need guidance on wider issues, such as career planning, acquiring qualifications, and coping with the routine and discipline of work.

It would also be helpful for school leavers/modern apprentices to have peer support; someone to whom they could take any queries they might have or perhaps another school leaver/modern apprentice in the organisation.

Graduates

Graduates tend to have a high level knowledge but may not have the specific skills relevant to the job. They will want to feel that they are making a contribution from early on and to understand the organisation and their role within it. Also they will want to have a clear picture of future career prospects and to gain broad experience with this in mind. MH should provide the graduate recruit with a mentor - such as a senior manager - who can organise the necessary breadth of experience and offer advice and support in relation to career progression.

Managers

Like all new employees, managers will have a Personal Induction Programme. However, managers should be given every support to establish and maintain relationships with management colleagues and opportunities should be provided for them to spend time with managers in other relevant departments. This will help a new manager to understand the priorities of the leadership team and how these fit with the strategic and business objectives. This will also

	<p>facilitate an appreciation of how the MHA values and culture align across teams and departments.</p> <p>If an employee is moving into a newly promoted supervisory/managerial post, particular attention should be placed on a programme of induction that supports them to acquire the people skills and knowledge to be effective in their role.</p> <p>Returning from Longer Term Absence</p> <p>MHA recognises that those who have been out of the workplace for some time may return to work feeling out of touch and perhaps lacking in confidence. This will include those returning from maternity leave and long term sickness absence. We will ensure that every returner is supported on their return through a dedicated re- induction process.</p> <p>Those Requiring Specific Support</p> <p>Disabled employees, or employees who have chronic medical conditions, may have all or a combination of induction needs, but these needs may be compounded by their disabilities/conditions. Part of the induction process for disabled employees, or those with chronic conditions, will involve checking such things in advance as wheelchair access to parts of the workplace, toilets and lifts etc. The necessary reasonable adjustments to the workplace required to accommodate the individual should be completed prior to them commencing, and carried out in discussion with the individual.</p> <p>Completing the Induction Process</p> <p>Induction can be said to end when the individual becomes fully integrated into the organisation following completion of a successful probationary period. Of course, there is no set timescale within which this will happen and follow up is essential. Completion of the individual's Personal Induction Plan provides an opportunity for the line manager and the employee to reflect on the level of understanding of the role and the organisation that has been gained through induction process.</p> <p>Ongoing performance reviews and regular dialogue will form part of the structured MH appraisal process.</p> <p>Evaluating the Induction Process</p> <p>To ensure that our induction process is robust and delivers its aims, HR department will carry out a 2 stage evaluation process.</p> <p>The first stage will take place at the end of month one (Appendix C) followed a final review (Appendix D) at the end of month 3.</p>
Approval	Senior Management Team – 14 July 2020

Policy Owner	HR Manager
Review	August 2023 or updated in line with changes in legislation.