INDUCTION POLICY AND PROCEDURE

Summary

New members of staff require an induction period to enable them to settle in to their new place of work. This policy sets out the framework and responsibilities for the induction process, which includes attendance at induction event/s and completion of local departmental induction for permanent staff and temporary workers.

Each new member of staff with their line manager is responsible for ensuring the induction process is completed within two months (60 days) for permanent staff. The timeframes for completion of the induction process for junior doctors and temporary workers are detailed in this policy. Local induction checklists outline the minimum content for different groups, including temporary workers. The Learning and Development Administration Team will arrange regular Trust induction events and will take responsibility for monitoring compliance in line with this policy. Directors are ultimately responsible for ensuring that staff are released to attend induction events and local inductions are carried out appropriately.

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1. POLICY STATEMENT

1.1 The Royal Marsden NHS Foundation Trust recognises that it is important to ensure that all members of staff joining the Trust receive an appropriate Induction. This is in line with the Trust’s Risk Management Policy.

1.2 The purpose of providing an appropriate induction is to help members of staff settle into their role and enable them to become a fully effective member of the team. The Trust recognises that there is a period of time when new staff members are becoming familiar with their post and the organisation. During this period they must attend the relevant Trust Induction session and receive an appropriate local induction. The full period to complete this induction process is two months (60 days).
2. RESPONSIBILITIES

2.1 Director of Workforce

Overall responsibility for this policy rests with the Director of Workforce.

2.2 Mandatory Training Monitoring Group (MTMG)

The MTMG has overarching responsibility for the Trust induction process. It will determine the minimum content of corporate and local inductions and monitor the processes set out in the policy including:

- process for booking all new permanent staff onto Trust induction
- timescales for completion of corporate induction
- how the organisation records that all new permanent staff complete Trust induction
- how the organisation follows up those who do not complete Trust induction

For permanent staff and temporary workers:

- timescales for completion of local induction
- how the organisation records that all new staff complete local induction
- how the organisation follows up those who do not complete local induction

2.2.1 MTMG will receive the quarterly mandatory training and induction compliance reports and approve actions to address non compliance issues.

2.3 Learning and Development Team

The Learning and Development Team will provide properly resourced Trust Induction programmes of high quality for all staff (including medical and temporary workers) attendance at which is mandatory.

2.3.1 The Learning and Development Administration Team will:

- organise the day to day running of the Trust Induction programmes
- issue e-learning logins and provide details of essential modules to be completed as part of induction process
- manage the induction booking and recording processes
- manage the recording of local induction completions for all new permanent staff
- follow up non attendance at Trust Induction for permanent staff
- monitor recording and follow up processes set out in this policy by carrying out audits

2.3.2 The Learning and Development Specialist Team will:

- regularly review induction arrangements and training content to ensure relevance and quality is maintained, this includes the minimum content of Corporate Induction and Local Induction Checklists for permanent staff and temporary workers as set out in this Policy
- review this policy, in conjunction with the Mandatory Training Monitoring Group
- ensure the Induction Policy is published on the intranet
• publish timescales for completion of induction activities on the Trust’s intranet and disseminate information to managers
• in conjunction with the Administration Team monitor the processes set out in this policy in line with NHSLA recommendations of best practice

2.3.3 Compliance with Induction Training will be monitored using the WIRED mandatory training system available on the intranet. WIRED identifies all substantive staff directly employed in relation to the specific mandatory training, including induction, that they require for their role. The system highlights compliance as green, non-compliance as red and an amber status for training which is due in 3 months or less.

2.3.4 The Workforce Intelligence Team are responsible for ensuring WIRED is updated monthly with training completion data.

2.4 Learning and Development Team

The Learning and Development team will ensure all new substantive staff working for three months or more (including those on fixed term contracts) are automatically booked onto the first available Trust Induction Programme/s relevant to their staff group. Recruitment will notify new staff of their Trust Induction events in their pre-employment offer of employment letter which is copied to their line manager.

2.5 Temporary Staffing Office (TSO)

The Temporary Staffing Office will keep a record of bank worker compliance with induction and mandatory training requirements in accordance with Appendix 2. This will be done via recording data received from the Learning and Development team in HealthRoster. The TSO will contact workers that not do not attend a booked induction, and block any workers that fail to attend subsequent induction dates following an initial warning. Requesting managers will keep a local record of Bank workers who have been inducted into their ward/service or record induction on HealthRoster.

Agencies must provide TSO with a compliance checklist which includes confirmation of mandatory training compliance. Details of compliance will be recorded on HealthRoster. Under the terms and conditions of membership on the LPP framework, agencies are responsible for ensuring that their workers are compliant with mandatory training requirements, monitor and record compliance with local induction checklists. The TSO will ensure that all managers are aware of when a temporary worker is working their first shift at the Trust.

2.6 Subject matter experts

Subject matter experts are Trust employees or external contractors who have expertise in areas identified as mandatory for inclusion in the Trust Induction event. They are responsible for ensuring they keep themselves updated with any changes in legislation, policy and good practice. They are responsible for the content, design and the delivery of training in their areas at induction events and the availability of a suitable deputy.
2.7 Directors

It is the Directors’ responsibility to ensure that staff are released to attend necessary induction activities and that local inductions take place within their respective areas for all grades of staff, including medical staff, agency/bank workers and contractors. They are responsible for taking prompt management action to ensure that non-compliance is addressed. This forms part of their responsibility to manage risk within their department.

2.8 Manager(s)

Managers are responsible for ensuring that staff are supported and rostered to attend the first Trust induction session relevant to their staff group and any other mandatory training sessions and e-learning. Managers should determine the content of local induction in addition to the mandatory minimum, set out in this document and should carry out the duties listed in the Induction checklist both before and after the new starter’s first day at work. This includes timely completion and submission of documentation to confirm local induction has been completed within 1 month (30 days) for permanent staff, 14 days for temporary workers. Managers should also keep a record locally.

Managers will also monitor the completion of the relevant induction training for staff in their area, investigate and follow-up non-compliance and ensure that their staff complete the relevant induction as a matter of urgency. Managers should refer to the mandatory training compliance reports available via the WIRED system on the intranet.

2.9 Staff

Each member of staff is responsible for attending Trust Induction and for taking an active part in the local induction process. Individuals unable to attend an induction event should inform their manager and the Learning and Development Administration Team immediately to book onto the next session. Staff should ensure they complete and return local induction documentation within 1 month (30 days).

Junior Doctors should contact the PGME Office if they need information about their induction.

Evidence of statutory of mandatory training completed within another NHS organisation will be accepted. Further advice should be sought from the Learning and Development Team.

2.10 Bank Workers

Bank workers are responsible for ensuring that they attend the relevant Trust induction event/s and return the Local induction Checklist for Temporary Workers to the TSO within 14 days of their first shift as evidence of completing an appropriate local induction.

Evidence of statutory of mandatory training completed within another NHS organisation will be accepted, see section 4.
3. **TRUST INDUCTION**

3.1 All permanent staff, bank workers, staff employed on fixed term contracts and contractors working in the Trust for over three months are expected to attend the first induction event after joining the Trust, whichever site is hosting the event. If, for part-time employees, the induction is on a non-contractual day, where possible they should still attend, time in lieu should be offered or the appropriate payment made. Bank workers will be paid for attendance at the appropriate Trust induction.

3.2 In the exceptional circumstance that a new member of staff is unable to attend on the initial date (e.g. due to sickness) then the new staff member must make arrangements with their manager to attend the next induction event. Attendance at Corporate Induction will be monitored and staff must attend within two months (60 days) of joining.

3.3 The Trust offers a range of Induction events targeted at different staff groups. The following table outlines these events and who should attend.

<table>
<thead>
<tr>
<th>Induction Session</th>
<th>Mandatory for…</th>
<th>Frequency</th>
<th>Timeframe for attendance</th>
<th>How informed of date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Induction</td>
<td>All staff except Junior Doctors</td>
<td>10 per year</td>
<td>On the first induction after joining (normally within 1 month) and within 60 days of joining.</td>
<td>Notification of date in letter from HR confirming employment</td>
</tr>
<tr>
<td>Clinical Induction</td>
<td>Hospital or community nurses, allied health professional, healthcare assistant, healthcare support worker, Patient-facing pharmacy staff or ancillary staff; Porters (relevant sessions only).</td>
<td>12 per year</td>
<td>As soon as possible and within 2 months (60 days) of joining</td>
<td>Notification of date in letter from HR confirming employment</td>
</tr>
<tr>
<td>Junior Doctors' Induction</td>
<td>All Junior Doctors</td>
<td>To coincide with rotations</td>
<td>F2s, ST1s and ST2s on first day of joining (or within 1 month) ST3-7s as soon as possible and within 2 months of joining.</td>
<td>Notification of date in letter from PGME Office.</td>
</tr>
<tr>
<td>Additional Cavendish Care Certificate Induction sessions</td>
<td>Healthcare Support Workers (eg HCA's)</td>
<td>Every other month</td>
<td>Staff undertaking the Cavendish Care Certificate will normally commence employment on their Corporate Induction date.</td>
<td>Notification of date in letter from HR confirming employment</td>
</tr>
</tbody>
</table>

**Table:**

- **Corporate Induction:** All staff except Junior Doctors. Induction is mandatory and can be completed within 10 days, with notification by HR.
- **Clinical Induction:** Open to various groups, with induction within 12 days of joining. Notification by HR.
- **Junior Doctors' Induction:** To coincide with rotations, within 2 months of joining. Notification by PGME Office.
- **Additional Cavendish Care Certificate Induction sessions:** Healthcare Support Workers must complete within 2 months of joining. Notification by HR.
**Manager's Induction**  | **Managers with people management responsibilities**  | **Bi-monthly**  | **Within 3 months of taking up new management role (external or internal transfer)**  | **By invitation only; informed by letter**
---|---|---|---|---

**All staff** must also complete Information Governance and Equality and Diversity training via e-learning and additionally some staff groups will have other relevant mandatory training (MT) topics to complete via e-learning. These topics are itemised on the local induction checklist and on WIRED (the Trust MT compliance reporting system). Line managers are responsible for ensuring staff have allocated time to complete mandatory e-learning.

**3.4** The Learning and Development Administration Team will publish the dates of Induction events on the intranet and ensure the Recruitment Team receive the Induction schedule in advance. Information about Junior Doctor's induction is available on the PGME Office webpage.

**3.5** The Learning and Development Administration Team will allocate new starters onto the next available Trust Induction date/s and record appropriate details on the induction spreadsheet.

**3.6** The Learning and Development Administration Team will confirm induction bookings with the new starter on joining which will be copied to the line manager.

**3.7** The Learning and Development Administration Team will record attendance from signature sheets onto the Trusts central electronic staff records database (ESR), monitor attendance and produce quarterly induction compliance reports. The PGME Office will record attendance at Junior Doctor's Induction.

**3.8** The Learning and Development Administration Team will follow up non attendance by informing the manager and the staff member and rebooking staff onto the next Induction event. The PGME Office will follow up non-attendance at Junior Doctor's Induction.

**3.9** In the case of persistent non-attendance (outside of the 60 day induction period) the Learning and Development Administration Team will inform the relevant Service Manager/Head of Department or Director and request that the matter be investigated and appropriate management taken to resolve the matter. Access to other education, learning and development activities may be withheld until the required induction training has been completed. The PGME Office will follow up cases of persistent non-attendance at Junior Doctor's Induction.

**3.10** Where it has not been possible to release staff to undertake mandatory training for operational reasons and staff have made reasonable effort to attend / complete Trust induction training within the required period, access to other learning and development opportunities should not be withheld. Managers should escalate operational issues which prevent attendance at induction training to the appropriate Director. Junior Doctors who are encountering difficulties in attending Induction should contact the PGME Office.
3.11 The Induction and Mandatory Training Manager will review minimum content of the Corporate Induction programme annually. The current content is listed in Appendix 1.

4. RECOGNITION OF MANDATORY TRAINING RECEIVED IN OTHER TRUSTS

4.1 If a new member of staff joins the Trust from within the NHS, they may have previously completed relevant mandatory training. To avoid duplication of training the Trust will accept evidence of attendance at relevant mandatory training completed within and NHS organisation provided that:

- Training was completed within an NHS organisation that has signed up to the Core Skills Training Framework.
- Evidence of training accepted are; ‘certificates or attendance’ or electronic information from ESR transferred via the Information Authority Transfer (IAT) process or a signed Mandatory Training Declaration Form (Medical staff only).

4.2 It is the staff member’s responsibility to ensure that appropriate evidence of training completion is provided to the Learning and Development Administration Team in order to be exempt from induction or mandatory training sessions. Bank staff should provide this when registering on the Bank to TSO. Evidence includes certificates of attendance and training records with Trust identifier (e.g. equivalent to Trust WIRED system).

4.3 Staff will need to familiarise themselves with local aspects e.g. Trust policies and procedures for subjects where training has not been received within the Trust. This should be documented as part of the local induction process in line with the Trust Induction Policy.

5. E-LEARNING

5.1 Completion of e-learning modules is an essential part of the induction process. E-learning materials have been developed to meet mandatory training needs which will support the overall plans for the delivery of induction and mandatory training within the Trust. These can be accessed through the Leaning Management System (LMS) and will be recorded against an individual's employee training record.

5.2 Specific e-learning topics required as part of induction are listed on the local induction checklist.

5.3 Protected time should be scheduled to enable staff time to complete the relevant e-learning as part of the induction process.

6. LOCAL INDUCTION

6.1 Permanent Staff

6.1.1 All permanent staff, staff employed on fixed term contracts and contractors working in the Trust for more than 3 months **must complete an approved local induction checklist within 1 month (30 days) of joining**. The templates for different staff groups are included in section 10.
6.1.2 Junior Doctors should complete the Junior Doctors Departmental Local Induction checklist within 1 month of joining. A copy of completed checklists should be returned to the Post Graduate Medical Education Coordinator (update due Spring 2016).

6.1.3 The new starter’s manager is responsible for determining what needs to be covered in the individual’s local induction. The checklist templates list the minimum content to be covered as part of the local induction process. Additional items will need to be included depending on the role and where the new member of staff is working. The Generic Local Induction Checklist is suitable for the majority of staff groups.

6.1.4 The Generic Local Induction Checklist must be signed by staff member and the manager on completion and kept locally. The manager or designated supervisor must send an email confirming completion to LocalInductionChecklists@rmh.nhs.uk within 30 days of the new employee’s start date. The manager is responsible for keeping a record of local induction activity.

6.1.5 Where staff have made reasonable effort to complete a local induction within the 30 day timeframe, access to other learning and development opportunities should not be withheld. Managers should escalate operational issues which prevent completion of local induction to the appropriate Director.

6.1.6 Overall induction compliance rates will be reported via WIRED fortnightly and quarterly to MTMG. Induction compliance will also be included in the quarterly Mandatory Training Report to the Integrated Governance and Risk Management Committee (IGRM).

6.2 Temporary Workers

6.2.1 Temporary workers (bank, agency, medical locums) will normally be working for the Trust for less than three months. The line manager is responsible for determining what should be included in the individual’s local induction, but it should at least include those items identified in the Local Induction Checklist for Temporary Workers. Evidence of statutory of mandatory training completed within another NHS organisation will be accepted.

6.2.2 Bank workers are required to complete an appropriate local induction in conjunction with the line managers. The Local Induction Checklist for Temporary Workers will be issued to new registrants and must be returned to the TSO within 14 days of the first shift being worked in the Trust.

6.2.3 Agency workers are required to complete the Local Induction Checklist for Temporary Workers with their nominated supervisor and return it to their Agency within 14 days of their first shift. The Agency must record this and confirm with the TSO as an update to a workers compliance checklist.

6.2.4 Medical Locums are required to complete the local Induction Checklist for Medical Locums, which is supported by the ‘doctors induction pack’ accessible electronically. Completed checklists must be returned to the Rota Coordinators on their first shift where it will be scanned onto a central record for audit purposes.
6.2.5 Failure to complete local induction checklists within 14 days of the first shift being worked may result in the temporary worker being blocked from doing additional shifts in the service.

6.2.6 The Service Manager Rota Coordinators will conduct a sample audit of completed Local Induction Checklists on an annual basis.

6.2.7 **Individuals working on an Honorary Contract**

6.2.8 The ‘Sponsoring Officer’ is responsible for determining what needs to be covered as part of the individual's induction according to their role in line with the Trust TNA; this may include attendance at relevant trust induction event/s if the person is working in the Trust for longer than 3 months and completion of relevant e-learning modules such as Information Governance.

6.2.9 Local induction must be completed within 1 month using The **Generic Local Induction Checklist**, suitable for the majority of staff groups including Consultants.

6.2.10 Evidence of statutory of mandatory training completed within another NHS organisation will be accepted. It is the staff member’s responsibility to ensure that appropriate evidence of training completion is provided as part of the on-boarding process in order to be exempt from induction or mandatory training sessions. Evidence includes certificates of attendance and training records with Trust identifier (e.g. equivalent to Trust WIRED system). Further details are outlined in the Honorary Contracts Policy.

6.2.11 The ‘Sponsoring Officer’ is responsible for keeping a local record of induction for audit purposes.

6.3 **Induction for Bank Workers**

6.3.1 Bank workers will be informed that completion of induction is requirement of registration and they will allocated to the next available induction when they are ready to be placed on the bank register, and are available for work. Bank workers will be expected to complete the appropriate Trust/Clinical Induction and they will be reimbursed for their time for any classroom based training. The process for ensuring Bank workers attend the appropriate Trust induction is outlined in Appendix 2.

6.3.2 The Local Induction Checklist for Temporary staff will be issued to new registrants as part of their engagement paperwork.

6.3.3 TSO will record bank workers’ attendance at induction based on sign in sheets. Failure to complete corporate induction within 60 days of first shift, will result in the bank worker being blocked from working. Requesting managers are responsible for ensuring that new temporary workers to their service receive a local induction in line with the agreed process.
7. **MONITORING**

7.1 Documented processes in this policy include minimum content requirements for Corporate and Local Induction for substantive staff and temporary workers and are reviewed annually.

7.2 Arrangements for booking, recording and reporting on attendance at induction and completion of local induction are also documented in this policy.

7.3 Compliance with Induction Training for substantive staff is monitored using the WIRED mandatory training system available on the intranet which is updated monthly. The system highlights compliance as green, non-compliance as red and an amber status for training which is due in 3 months or less.

7.4 In line with responsibilities set out in the Trust Mandatory Training Policy, Managers are responsible for checking staff have completed relevant induction and mandatory training within the appropriate timescale and taking action to manage non compliance.

7.5 If a new starter does not attend the appropriate Trust induction event within the 60 day timeframe, the matter will be escalated to the Senior Manager for that area in order that they take appropriate management action to address non attendance.

7.6 L&D will provide quarterly monitoring reports to the MTMG detailing compliance rates for permanent staff.

7.7 TSO will provide induction monitoring reports for bank workers.

7.8 L&D will produce an annual Mandatory Training and Induction Report which will be presented to MTMG. The annual report will include audits of processes for ensuring staff complete the relevant Trust and local inductions and following up those who fail to attend to complete within the policy timescales as set out in this policy.

7.9 The Learning and Development Administration Team will carry out audits to ensure processes for booking, recording and reporting induction activities set out in this policy are being followed and present findings and recommendations to MTMG for approval.

7.10 MTMG will monitor adherence to this policy.

7.11 MTMG will review quarterly summary compliance reports, approve associated action plans and monitor that agreed steps have been implemented as a result of monitoring activities.

7.12 Summary reports detailing overall compliance rates and agreed actions to address exception issues will be reported to the Integrated Governance and Risk Management Committee (IGRM) and the Workforce and Education Committee.
8. **REVIEW OF THIS POLICY**

This policy will be reviewed annually in line with the Trust Document Control Policy.

9. **LINKED DOCUMENTS**

Mandatory Training Policy
Trust Mandatory Training Needs Analysis (TNA)
Honorary Contract Policy

10. **LINKS TO INDUCTION CHECKLISTS**

(available on the intranet)

- Generic Local Induction Checklist
- Temporary Workers Local Induction Checklist
- Junior Doctors Local Induction Checklist
- Medical Locum Local Induction Checklist
APPENDIX 1

Minimum Content of Trust Corporate Induction Programme

The Corporate induction is a requirement for all new staff regardless of role, grade or location of work. As a key principle corporate induction sessions need to meet the needs of this diverse group.

As a minimum the Corporate Induction will include:

- An introduction to the Trust’s core values – Compassionate, Pioneering, Collaborative, Determined
- The Trust’s organisational structure and strategic priorities
- Expectations and responsibilities in relation to key Trust policies for:
  - Fire
  - Risk
  - Human Resources
  - Information Governance
  - Quality Assurance
  - Safeguarding Children and Adults
  - Security
- Next steps to enable staff to complete the necessary elements of their induction period within 1 month for local induction and within 2 months complete e-learning and separate role specific mandatory training.

Clinical and Care Certificate inductions follow on from the Corporate Induction.

The Trust TNA document sets out the specific mandatory training requirements relating to their staff group and role.
APPENDIX 2

Process for ensuring Bank workers attend the appropriate Trust Induction with the policy timeframe (60 days)

- New recruit registers on the Trust Bank
- The Recruitment team enters details of new recruit onto central spreadsheet and book onto next Trust Induction event
- The Learning and Development Administration Team checks central spreadsheet weekly and confirm new recruits onto the next available appropriate Trust induction
- The Learning and Development Administration Team confirms induction date and venue with new recruit
- Bank worker attends appropriate Trust Induction
- Central spreadsheet is updated – the Learning and Development Administration Team update central training record and TSO update central bank staff monitoring system (BSMS) with attendance data
- If Bank worker does not attend, the Learning and Development Administration Team update central spreadsheet and follow up non attendance with TSO and book next Induction event
- The Learning and Development Administration Team confirms new induction date and venue with Bank worker
- Bank worker attends induction
- If bank member does not attend induction for a second time (within 60 days), TSO will suspend any further bookings for work, this will be marked and tracked on their database
Process for ensuring Bank, agency and medical locum workers undertake a local induction within the policy timeframe (14 days)

- Temporary Worker registers with the Trust Bank
- Bank Worker Local Induction Checklist is sent out to bank member with Terms and Conditions – instructions state that bank member should complete local induction on first shift and return to TSO within 14 days
- Bank worker completes local induction on first shift and returns to TSO
- TSO record completion on HealthRoster
- If Bank worker does not return local induction checklist with 14 days from first shift, TSO will suspend any further bookings for work
- If Bank worker requests to work again and has not returned the local induction checklist within the 14 day timeframe (with good reason), the Bank member will be given one further opportunity to work and complete the local induction checklist
- Bank worker completes local induction checklist and returns to TSO
- TSO update their database
- If Bank worker does not return local induction checklist again, TSO will stop any further bookings for work, this will be marked and tracked on their database

Monitoring

- TSO will provide quarterly monitoring reports detailing the numbers of bank workers compliant with the 60 day attendance at Trust induction and 14 day local induction policy requirements