

Induction Policy

Owned and maintained by:	Human Resources
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When new employees are recruited or staff are promoted or transferred, Audit Scotland will aim to help them adjust to their new situation as quickly and easily as possible so that they become integrated and productive members of Audit Scotland as soon as possible.

Audit Scotland recognises that the induction process begins during recruitment and selection when contact is first made with potential employees. Members of staff will bear this in mind when implementing the recruitment procedure.

Induction Programme

When a job offer has been made and accepted, an induction programme will be drawn up for use during the early stages of the new recruit's employment. The responsibility for this rests with the new recruit's manager. Programmes will vary according to the nature and seniority of the post but will normally incorporate the features outlined below. As part of every programme, an induction checklist from Human Resources will be completed to validate that essential information has been explained to the new recruit. In particular, managers should ensure that information is shared in relation to:

- the job
- the department/sector and the organisation
- the organisation's rules, policies and procedures
- grievance and disciplinary procedures
- pay and employment conditions
- health, safety and welfare policies
- using the e-HR system to update information, book holidays, enter sickness absences etc
- And other relevant policies and procedures

Managers should also ensure that new recruits receive this information in such a way and at such a time as to maximise assimilation and understanding. In drawing up induction programmes, it will be recognised that certain categories of employees will have particular needs (e.g. school leavers, managers, graduates) and programmes will be adjusted accordingly.

Preparation of Colleagues and the Workplace

All those affected by the employee's arrival will be informed of the starting date and arrangements will be made for the initial stages of the induction programme to be put into operation.

The workplace will be prepared in advance to ensure that it is clean and tidy and that all necessary supplies and equipment are provided and are in good working order. Personal storage areas should be emptied and cleaned and keys (where applicable) should be ready for handing over to the new employee. Log in details (i.e. user names and passwords) should also be ready for the new starter.

First Day of Employment

1. Clear joining instructions (enclosing a map, car parking instructions, etc where necessary) should be issued in good time for use on the employees' first working day. Where the employee is required to bring certain documents and/or equipment, this should be clearly stated.
2. On the first day, arrangements will be made for the new employee to be met by a designated member of staff (where joining instructions include reporting to a third party such as a receptionist, preparations should be made accordingly so that the employee is expected and welcomed).
3. After initial introductions, the employee will be briefed / shown core information as detailed on the HR induction checklist, including:
 - access to the Staff Handbook (including conditions of employment and, policies and procedures)
 - all necessary cards and passes relating to identity, security, time-keeping procedures, personal storage, cars and car parks and work equipment
 - health and safety rules, including fire, first aid and accident procedures
 - trade union information
 - matters in relation to company car users, driving license, car insurance and other details.
4. The new employee will then be taken to the workplace and will be received and welcomed by the designated "work mentor". An introductory discussion should be confined to essential matters such as those relating to health and safety (e.g. protective clothing, fire drill and route), organisational rules (e.g. how to deal with complaints) and the employee's own needs (e.g. location of toilets, lockers and kitchen/eating areas).
5. Taking into account any formal job training that has been arranged, the employee will then be introduced to the job in a manner which is appropriate to both the work and the individual concerned. Whilst the timing and nature of training will vary enormously, the following will be used as guiding principles during the first few days of employment.
 - The manager will outline all aspects of the new employee's job, putting it into a departmental and organisational context.

- The manager will endeavour to arrange the first few days so that the employee is given tasks that lead to a sense of achievement. These may be either tasks that the employee has done before in other jobs or ones that are satisfying but do not require too much instruction or supervision.
 - A balance will be maintained between instruction and supervision and allowing employees an opportunity to learn by experimentation and to practice and consolidate knowledge and skills that have been acquired.
6. One member of the new employees' work group will be selected to take responsibility for their social needs during the early stages of employment. This will include getting to know other staff and becoming familiar with the layout of the workplace, where facilities are located and meal break routines. Wherever possible, the new employee's social "mentor" will be of similar rank to the employee.

Completing the Induction Process (including a Performance Appraisal Development Meeting)

1. During the induction period, the employee will gradually be integrated into his or her job and the organisation as a whole. Using the induction checklist as a guide, the manager in conjunction with the HR department, will ensure that all essential information is communicated to the employee in a manner and a period that is considered appropriate.
2. Follow-up interviews will be conducted at suitable intervals (forming the initial stages of the organisation's appraisal procedure) when the employees' progress will be monitored. This will include a performance appraisal assessment of levels of attainment and performance in the job, as well as an examination of related matters such as morale, attitude, time-keeping, attendance levels and integration into the work group. The employee will be given the opportunity to ask questions and to raise any matters of concern.
3. A performance appraisal must always be held and forward looking training and objectives agreed within the first six weeks of employment in the new role. Documentation should be completed and signed off before copies are forwarded to Human Resources together with a completed induction checklist.