

# Guidelines



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## Introduction

The Health Act 2004 provided for the creation of the Health Service Executive (HSE) which was initiated on 1<sup>st</sup> January, 2005. The creation of a unified health system provided an opportunity to develop a standard approach to Induction for new and existing employees.

A National Induction Framework, devised by a National Cross Consultative Group, was produced in 2006. With the advent of service improvements and reconfiguration of services the Induction Framework has been modified accordingly. This version is dated July 2011.

Key areas were identified in relation to the development of the Induction framework including the following:

- Guidelines on Induction
- Induction Checklists
- Employee Handbook
- Roles and Responsibilities
- On-line options

### Guidelines

The guidelines provide the employer and employee with detailed and relevant information on the Induction process. Roles and responsibilities are clearly defined. Time frames for the completion of each stage of Induction are set out in the supporting documentation. Different stakeholders are involved including the:

- HSE
- Client/Patient/Customer
- Line Manager
- Service Manager
- Human Resources Department

### Policy statement

It is the responsibility of the Health Service Executive as an employer of best practice to ensure that all new, promoted, transferred and seconded employees will receive an appropriate programme of Induction on commencement of employment or transfer to new work area, in line with guidelines set out in this document.

### What is Induction

Induction is a process by which employees are received and welcomed to the organisation. It is a method of formally introducing the employee to their work location and colleagues. A clear understanding of their job, role and responsibilities and the mission and values of the wider organisation will be provided. An effective Induction process will ensure that the employee is supported in achieving expected performance levels. It will also ensure that the new employee is aware of the importance of team-working within the HSE and their role within the team.

### Why Induct

It is important to induct, so that employees can gain the necessary information to perform their duties to the highest standard possible within the HSE.

### Aims of an effective Induction

- To ensure that each employee receives a structured welcome and introduction to their immediate work environment and the wider organisation
- To outline the organisation's responsibilities and values
- To assist in the promotion of the culture and philosophy of the organisation
- To clarify expectations of both employee and employer in relation to codes of conduct, policies and procedures, employee services etc.
- To clarify the employee's role and performance expectations
- To commence a process of structured feedback on performance
- To promote an emphasis on customer / client focus
- To promote an environment of effective health, safety and welfare

## Benefits of an effective Induction

### Line Manager:

- It provides the Line Manager with a framework to clearly communicate policies and procedures to the employee

### Employee:

- It provides a structured welcome and support for the individual employee on commencing employment, promotion, transfer and secondment providing clarity on role expectations

### Service Area:

- It helps the employee to fit in, enabling integration into the service area, enhancing effectiveness and performance

### Wider Organisation:

- It promotes a shared vision within the organisation
- It fulfils statutory obligations

## Stages of Induction

1

### Pre-employment Induction

The purpose of Pre-employment Induction is to ensure that the Line Manager prepares for the arrival of new employees in order to help them settle in as quickly as possible.

2

### Departmental Induction

The Departmental Induction provides appropriate information to employees relevant to their own role and department, working arrangements, departmental health and safety arrangements, security etc. It provides the Line Manager with a framework to clearly communicate policies and procedures to employees.

3

### Site Induction

Site Induction is a presentation on various services within the site. In a hospital environment, the employee will receive a presentation by an appropriate person on a relevant subject matter, eg: catering, pharmacy, nursing etc. In a Local Health Office environment, the employee will receive a presentation on Public Health Nursing, Environmental Health Services, Mental Health Services etc. This will be delivered as part of the Site Induction process.

4

### Corporate Induction

Corporate Induction constitutes an introduction to the wider organisation. It sends a consistent message about the values, structures and services of the organisation, in addition to placing people's work in the wider context of the HSE. Corporate Induction will be delivered through e-learning as the employee takes up their new position and also as part of Site Induction Training organised by the Area Induction Co-ordinator.

## Use of Checklists

Checklists have been developed for all stages of the Induction process. They are designed to give new employees and their Line Managers a guide to a logical and comprehensive procedure. They also provide the employer with a record of the employee's Induction.

## Induction checklist management

The completion of the checklists provides an opportunity from the outset to develop the Line Manager and the employee relationship. It also provides a positive environment in which to address and clarify role expectation and required performance level and constitutes a support mechanism. Each checklist includes a comprehensive list of topics that the new employee needs to be made familiar with and actions to be completed by the Line Manager. Paper copies should be produced in triplicate, one for the Line Manager, one for the employee's personnel file and one for the employee. Copies of all checklists should be placed on the employee's personnel file. Both the Line Manager and employee sign the Departmental, Site and Corporate Induction checklists to certify that all topics on each checklist have been adequately covered. The Site and Corporate Induction checklists should be signed by the Area Induction Co-ordinator.

## Implementation of Induction

Preparation for Induction of a new employee should start before the employee takes up duty, and continue through the initial period of employment / probation. This involves the completion of checklists at each stage of Induction and the attendance of the new employee at all scheduled training.

## Roles and responsibilities

Induction is the responsibility of both the employer and employee. The employer has the responsibility to ensure that all staff are inducted in a reasonable time frame and the employee has responsibility to co-operate fully with the process.

## Levels of responsibility

### HSE/Senior Management are responsible for:

- Ensuring that Induction is a Key Performance Indicator for Senior Managers
- Supporting the process and agreeing the release of staff to attend scheduled Induction Training

### Service Manager is responsible for:

- Ensuring that managers in their areas release staff for the Site Induction Training, including where appropriate foreseeing resources for replacement of front-line staff

### Line Manager is responsible for:

- Tailoring the Departmental checklist to include local policies and procedures. This might be done jointly with other Line Managers in a natural community, e.g. Directors of Nursing in a particular service area, PHN's, etc.
- Ensuring that all aspects of the Induction process are completed within the specified time frames and progressing through each checklist with the new employee
- Identifying a buddy/work colleague
- Reviewing and completing the Pre-employment checklist and compiling the necessary back-up materials ahead of the new employee's arrival
- Ensuring that either the Line Manager or designated person is available on the first day to meet the new employee
- Scheduling appointments in their diary over the first day, week, 3 months, 6 months to have regular, short meetings with the new employee, aimed at progressing through the Departmental, Site and Corporate Induction checklists
- Ensuring that appropriate accommodation and equipment are in place on the first day
- Delegation of Induction tasks is the responsibility of the Line Manager She/he may share out the workload of familiarising the new employee with work practices
- Releasing staff for the Site Induction Training arranged by the Area Induction Co-ordinator and ensuring that they attend
- Recording details of employees who have completed all Induction checklists and submit these details to the Area Induction Co-ordinator
- Arranging all other relevant training identified

**Employee is responsible for:**

- Co-operating fully with the process
- Attending all scheduled training
- Progressing through checklists with the Line Manager and seeking clarification on any documentation, if necessary, before sign-off

**Buddy/Work Colleague is responsible for:**

- Welcoming the new employee into the organisation and to assist and support the new employee to become familiar with their work environment and surroundings

**Area Induction Co-ordinator is responsible for:**

- Reporting to Local Managers regarding completion of the four stages of Induction on a regular basis
- Providing support to Line Managers
- Providing training to Line Managers on how to induct employees
- Producing guidelines for Line Managers on all aspects of Induction
- Reviewing and evaluating the Induction process in co-operation with all key stakeholders
- Designing and delivering Site Induction Training for all employees
- Collecting all employee details from the local Human Resources Department and recording and monitoring who has completed Induction Checklists and training on a monthly basis

**Induction schedule for the new employee**

Induction for employees may take twelve months to complete, although it may be reasonable to expect a period of more intensive attention on the part of the Line Manager to the employee's adaptation in the first half of that period.

Fixed term employees should be given the same attention over their initial three to six months. If they are likely to remain in the HSE for three months or more, they should also attend Site Induction Training.

**Pre-employment Induction****Line Manager**

- Before the new employee joins the Department, all necessary workspace and equipment should be in place. The Line Manager should contact the new employee before the agreed start date if appropriate. The Line Manager should contact Recruitment section to check if the new employee has any Disability or Diversity requirements. The Line Manager should arrange all appropriate training e.g. manual handling. Members of the Department, including reception/security and other relevant people, should be notified of the employee's start date by the Line Manager or delegated person.

**Employee**

- Recruitment will advise the employee how to go on-line and complete the Corporate Induction Module prior to taking up a new position

**On the first day**

It is essential that the new employee is met on the first day and welcomed into the Department.

The Line Manager or delegated person introduces the new employee to colleagues and other key staff in the organisation including the buddy/work colleague. The Line Manager provides appropriate information to the new employee in relation to their role and responsibilities and expected level of performance. The employee will be introduced to the Induction process and given information on how the checklists work. The employee will be given details of all training arranged by the Line Manager.

**The first weeks**

The Line Manager will progress through the Departmental Induction checklist with the employee. It will be necessary in the first weeks to set time aside and diary dates to progress through the employee's Departmental Induction checklist. This will involve setting objectives/priorities/targets and discussing initial performance and development needs and ways of meeting these. The probationary process should be discussed with the new employee in the first week.

**The first months**

Meetings should be arranged in the first few months between the Line Manager and the employee to discuss how well the employee is performing their duties and to identify what other support is required by the employee if necessary. At this stage the Departmental Induction checklist should be near completion or completed and the employee should have attended the Site Induction Training.

The Departmental, Site and Corporate Checklists should be completed and signed by the Line Manager and the employee. Both the Site and Corporate Induction checklists are signed by the Line Manager, the employee and by the Area Induction Co-ordinator.

**Evaluation Process**

A questionnaire will be issued to the Line Manager and the employee by the Area Induction Co-ordinator as part of the evaluation process. The purpose of the questionnaire is to gain feedback on how effective and user friendly the Induction process and material is. This will be completed on a random basis. The feedback received will be reviewed on a six monthly basis to monitor and alter the process accordingly.

**How to book Site Induction Training**

The Line Manager will send a booking form to the Area Induction Co-ordinator requesting that the employee be booked on the Site Induction Training. The Area Induction Co-ordinator will confirm the bookings with the Line Manager. The booking form is available at the back of the Departmental Checklist.

## Website Support

HSE Website is at [www.hse.ie](http://www.hse.ie)

HSE Learning Centre is at [www.hseland.ie/learningcentre](http://www.hseland.ie/learningcentre)

## Contact Information

For more information on Induction in your area please contact local Area Induction Co-ordinator through your regional HR Department

**Dublin Mid-Leinster (045) 880410**

**Dublin North East (046) 9282764**

**West (071) 920570**

**South (021) 4928567**