P R O C E D U R E

INDUCTION

INTRODUCTION

This is the process of integrating new employees into the Service, and helping them to settle in and to learn about the organisation, its values and its culture, as well as understanding their new team and their personal role in it. As a key stage for employees joining the Service, this can make the difference between losing or retaining them in their first year of employment.

Many Service employees are now working on a hybrid basis, with some days worked in the office and some days worked remotely at home, and there is an expectation that this will continue; thus it is even more important that a well-thought-out induction process be in place so as to maximise employee engagement.

The Human Resources (HR) Department will offer support to ensure that the induction process runs smoothly, and will provide an Induction Booklet – click here to complement the areas for consideration below, as well as supplying documents for completion.

PRIOR TO THE FIRST DAY

For consideration:

- establish who will be directly responsible for the appointees' induction. This will usually be their Line Manager;
- review all the equipment required for the role (e.g. a workstation, keys for access), and ensure that it is fit for purpose and available for the proposed start date;
- for home working, check that the appointees have the facilities to enable this to take place (e.g. sufficient home internet access, a safe and secure work area), and whether any further equipment is needed;
- if the appointees are working from home on the first day:
    - organise the delivery of any equipment to that location in advance and arrange with appointees when it will be delivered;
    - establish how log-in details will be issued to the appointees;
- check whether there are any documents that can be provided to help explain Service terminology and the structure of the department, particularly if the appointees are coming from a non-Service background;
- identify what immediate training may be required and how will this be delivered, referring to colleagues and other departments who may be required to assist;
- ensure that the rest of the team are aware of the new appointees' start dates and roles;
- select and contact a 'buddy' who can be allocated to offer support and guidance. This will help the appointees to settle in, and will also provide someone to whom they can put questions;

- arrange the following meetings for the first day:

    - a welcome and induction session with the person responsible for the induction, confirming the time and format (face-to-face, on-line etc) with new appointees;
    - an appointment to meet the Chief Fire Officer and / or other Senior Managers;
    - a team meeting for initial introductions, seeking to encourage the use of virtual social exchanges in smaller groups, with the aim of building a network;
    - a meeting with the person responsible for site security at the workplace, to explain access and alarm-setting procedures (if appropriate);
    - a meeting with the 'buddy', if one has been nominated.

DAY 1, WEEK 1

Induction – for consideration:

- welcome and introduce the appointees to both the Service and the team on arrival, and start the induction process;
- provide any non-written and informal information about the Service and the department that the appointees may need to know. This is particularly important in the case of a remote induction, in that these details would ordinarily be covered during everyday interaction with colleagues in the office or on site, for example core hours, breaks in the workplace, breaks and uniform when working remotely;
- consider whether virtual breaks with colleagues could be introduced to assist the appointees in getting to know each other on a more informal basis. This is particularly important when members of the team are working remotely and therefore may not see each other often.

Equipment and ICT – for consideration:

- direct appointees to their workstation (if not hot-desking), and ensure that they know how to set it up in line with Display Screen Equipment (DSE) requirements. The latter can be checked by their taking their DSE assessment on the first day;
- ensure that appointees can log in and access the areas that they require;
- explain the location of departmental files and folders, public folders, and where key information can be found on the Intranet site;
- establish whether further training will be necessary on the departmental file structure and / or internal ICT systems, databases or software as applicable to the role;
- ensure that appointees are made aware of information security considerations relating to both digital and physical data, particularly when working remotely from their office location. They need to know how to:
    - report spam or phishing emails, GDPR breaches or queries;
    - how to submit a Sunrise ticket to ICT for help.

Team and Colleagues – for consideration:

- arrange for appointees to meet the team, as well as key colleagues from other departments who will work closely with the appointees, both virtually and in person if appropriate;
- consider rotas and how these will impact upon appointees. Establish who will be the point of contact for the appointees on their Line Managers' rota days off (this is particularly important for Green Book staff who are managed by Grey Book employees, as they may have days when they do not encounter each other);
- initially, schedule regular catch-up sessions with the appointees so as to ensure that they are settling in, and such that assistance can be offered. They should not be left for too long without contact being made;
- over the following weeks, hold regular and agreed weekly catch-up sessions which will also help to keep communication flowing. Furthermore, this will support the appointees in feeling that they are a valuable part of the organisation;
- consider whether to arrange weekly team meetings or departmental catch-up sessions such as team quizzes. This would help to build cohesion in the team, as well as the promotion of social exchanges amongst colleagues.

Work Duties – for consideration:

- consider what work will be distributed to appointees, and how this will be done;
- ensure that clear guidance is given to appointees as to what is required of them on what timescale, especially as remote working may make it difficult for them to seek assistance or instructions. If their Line Manager is going to be unavailable as a result of other diary or rota commitments, ask another member of the team to be ready to answer queries or give direction as required;
- provide an awareness of what other team members do, so that appointees know to whom they can go for help with certain tasks or queries;
- determine whether the work can be completed remotely, either partly or in its entirety, so as to limit the need for access to the office or site (please refer to the Agile Working Policy - click here for further information);
- establish whether there are particular tasks that require the appointees to be in the office or on site;
- make sure that appointees are clear on the process for accessing work locations, and that they can find the risk assessments and fire procedures that they should read prior to attending that location;
- resolve how their work and workload will be reviewed and monitored. Regardless of whether the appointees are working remotely or in the office, it is important that reviews be undertaken and that both positive and constructive feedback be given to employees.

Training – for consideration:

- ensure that appointees are aware as to how to enter the 'LearnPro' training site as this will provide access to the mandatory e-learning, including modules covering GDPR, VAWDA, and Health and Safety;
- identify any training requirements, including both formal and informal training with other team members, so that these can be arranged.

FIRST 3 – 4 MONTHS

- ensure that regular catch-up sessions between appointees, their Line Managers and other team members continue, in both formal and informal contexts. This will enable appointees to develop their integration with the team;
- schedule and conduct probation reviews in a timely fashion, with progress and development actions recorded and followed-up. Any performance-related issues must be brought swiftly to the Human Resources Department's attention so that the appropriate support and development may be offered.

This document forms part of a suite of information covering this subject area; hyperlinks to all the documents are available by clicking back to the home page.

It is recommended that this document be reviewed on a triennial basis; however, it might require earlier revision in the light of any regulatory change which comes into effect in the interim.

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