

Regulation, Audit and Accounts Committee

5 November 2018

Staff Induction

Report by Director of Human Resources & Organisational Change

Executive Summary This paper is a follow-up to the paper presented to Regulation, Audit and Accounts Committee (RAAC) in November 2017 regarding staff induction and updates on the progress made to-date (completion rate for mandatory elements was 44% in 2017 and is now 41% after 6 months and 51% after 12 months of joining the County Council).

Recommendations

1. Monitoring completion rates of mandatory elements continues with escalation and follow-up as appropriate
2. Working group set up in HR to tackle the lack of progress in driving completion rates up
3. Change completion date for on-line elements to first month and all elements by month 3.
4. Trends of performance indicators monitored to see what impact, using 2017/18 as the benchmark; induction is having and making adjustments as necessary and fed back to RAAC in November 2019.
5. Use of staff pulse surveys to measure progress on some of the more behavioural and cultural elements of induction, for example, "I am treated with fairness, respect and am trusted to do my job".

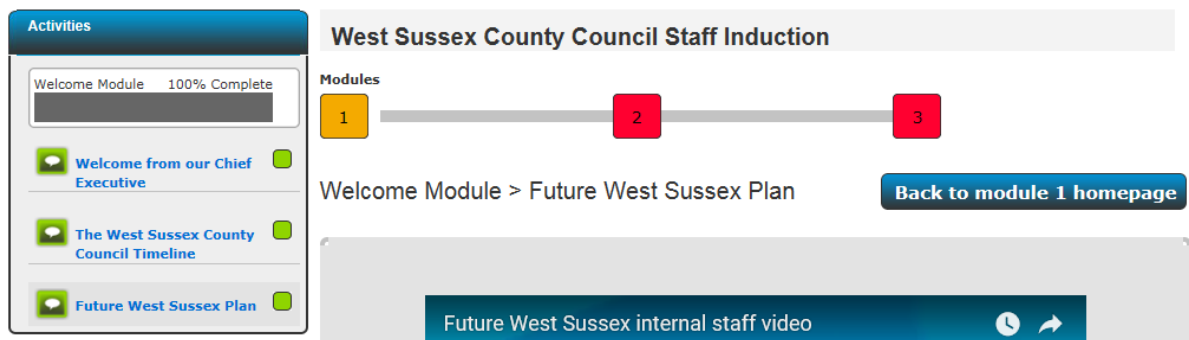
1. Background

- 1.1 This paper was requested following the November 2017 RAAC meeting in order that the progress on the new corporate induction programme, implemented in April 2017 could be monitored.

2. New staff Induction Pathway

- 2.1 The new starter corporate induction pathway was revised and implemented in April 2017, following consultation and engagement with key stakeholders. The feedback from this engagement showed:
 - A lack of awareness of line managers as to their responsibilities
 - An overwhelming amount of information to take in, in the first few days of an new starter joining
 - Some elements just relied on reading a policy which can be lengthy, and in places difficult to understand (for example, financial regulations).

- 2.2 The new pathway is a series of engaging, streamlined learning activities – both on-line and face-to-face where new starters find out:
- Who we are
 - What we do
 - Our purpose and values
 - What is expected from them
 - How they and their role fit into delivering a great service to our customers.
- 2.3 Alongside the corporate induction, staff are also expected to complete a service induction, this is designed to help new starters to integrate within their team and the organisation but importantly will include any role specific induction requirements, e.g. the care certificate for staff new to care, the children's residential training pathway for months 1-6 and 7-12.
- 2.4 The induction starts prior to a new starter joining the organisation with a welcome module, including a welcome video message from our Chief Executive.
- 2.5 New starters can track their completion progress in real-time, whilst line managers can track progress of their new starter through the L&D Gateway:



3. Expectations and Monitoring

- 3.1 New starters are expected to complete the mandatory elements of the corporate induction in their first 6 months of employment.
- 3.2 Recruiting managers are responsible for ensuring new members of staff have an effective and appropriate induction, and are given sufficient time to complete it.
- 3.3 As part of the relaunch of corporate induction, the induction policy was refreshed, and includes a step by guide, and toolkit of resources. Additionally manager briefings were held to remind managers of their responsibilities with regards to induction and performance management in the first 12 months of employment.

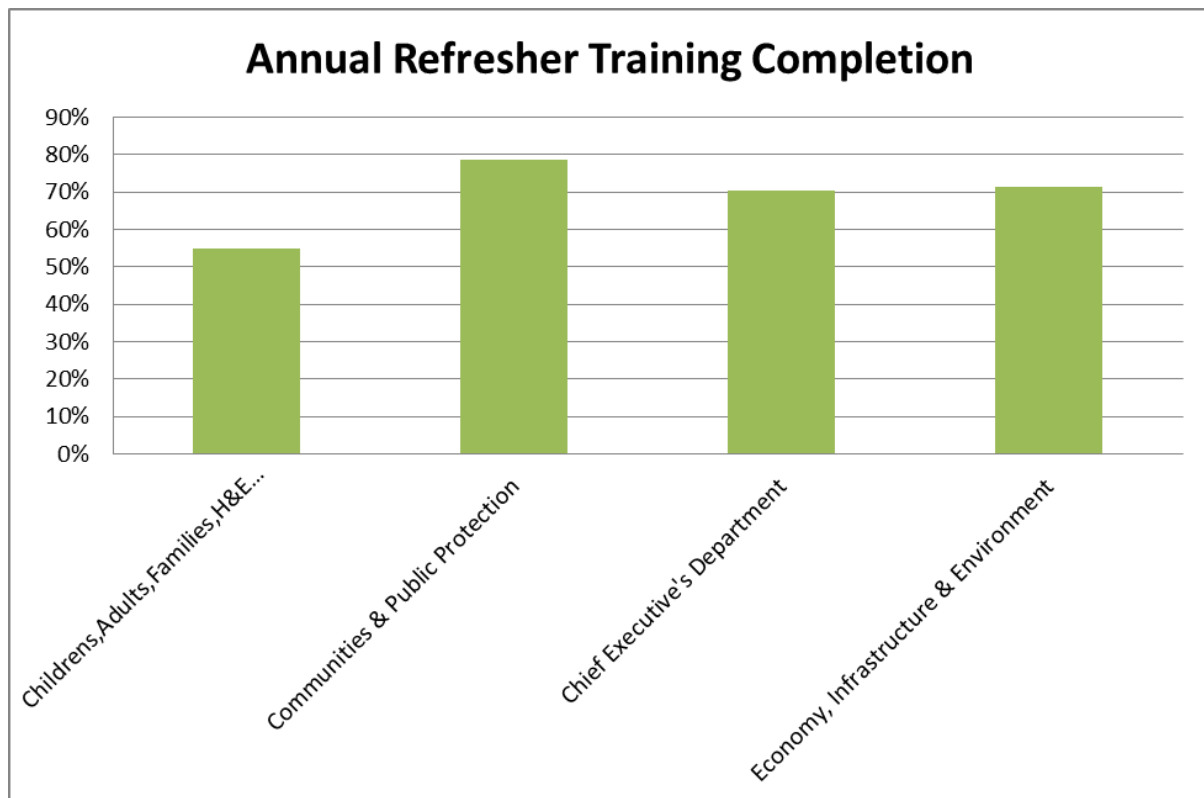
- 3.4 1 month after starting the new starter and manager, are sent a reminder email, regarding induction expectations and responsibilities. Monitoring of mandatory module completion takes place at the 3 month and 5 month anniversary of start detailing which modules have/haven't been completed. This reporting coincides with the regular reviews that managers will be having with their new starters at 3, 6 and 9 months as part of the performance management requirements within the first 12 months of employment/probationary period and to encourage completion within the first 6 months.
- 3.5 If a new starter has not completed all mandatory modules at the 5 month reporting period, the line manager's line manager also receives notification and a request to ensure that induction is completed as soon as possible.
- 3.6 A final report is run at the 6 month point, with details of those members of staff who have not completed the mandatory elements of their induction is sent to Directors for follow-up.
- 3.7 The first 6 and 12 month completion reports for the cohort of staff who joined in April 2017 are as follows:

Month New Starter Joined	Total Number of New Starters	Total Completed at 1 year	Completed at Six Months
April 2017	53	55%	45%
May 2017	38	55%	45%
June 2017	39	44%	31%
July 2017	55	56%	42%
August 2017	54	56%	44%
September 2017	56	41%	36%
Total	295	51%	41%

4. Impact

- 4.1 Given the low completion rates historically regarding induction, annual refresher training was introduced in January 2018 (with monitoring of completion) to ensure that **all** employees update their knowledge and understanding with regards to some of the key induction topics, namely:
- Health and Safety
 - Data and Information Security
 - Equality and Inclusion
 - Being an Employee (e.g. standards of conduct, gifts and hospitality, financial regulations, our reputation, conflicts of interest)

4.2 The overall completion rate for the organisation was 69%, and the completion levels by department are detailed below:



4.3 With an increase in completion levels and the introduction of the refresher training, monitoring trends in performance indicators to see what impact, induction is having will commence and adjustments to the induction programme made as necessary. Using 2017/18 as the baseline year, the areas of focus will be:

- Number of Information Security Breaches
- Number of Health and Safety Related Accidents
- Number of employee grievances and disciplinaries related to Bullying and Harassment, Equality and Diversity
- One Way to Buy Compliance

4.4 Use of staff pulse surveys to measure progress on some of the more behavioural and cultural elements of induction, for example, "I am treated with fairness, respect and am trusted to do my job".

5. Next Steps

5.1 Given the plateauing in the completion rates for corporate induction a working group has been set up to review and share learning from areas where completion rates are high, and identify what additional actions need to be taken in order to gain the traction across the organisation.

- The current monitoring and escalation regime will be revised, to reflect a new expectation that on-line elements are completed in month 1, and the remaining face to face element by month 3.

- Phasing out of direct recruitment, and bringing all recruitment through the recruitment team, this will mean that all line managers receive the notifications and instructions for on-boarding and induction from the point of confirming start date.
- Continue to raise awareness and socialisation of line manager responsibilities through appropriate communication channels, for example through relevant training sessions and the L&D newsletter.

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Background Papers

None