

Regulation, Audit and Accounts Committee

25 March 2019

Staff Induction Update

Report by Director of Human Resources and Organisational Change

Executive Summary

As requested by the Regulation, Audit and Accounts Committee (RAAC) in November 2018, this report provides an update on induction completion since the November 2018 report and a progress update on the recommendations that were made in that report.

Induction completion is now averaging 69% at the 6 month in-role point (compared with 41% in November 2018).

Revised Induction Procedure timescales are due to go live on 1 April 2019.

The induction working group, which was set up to increase completion rates has made progress, identifying barriers to induction completion and learning from what has been successful elsewhere.

Recommendations

- 1) Provide an update to RAAC in November 2019 on the impact that the change in induction completion timescales and the working group actions, has had on completion rates.
- 2) Provide an impact analysis update to RAAC in November 2019 on induction completion.

1. Background

- 1.1 This update paper was requested following the RAAC Meeting in November 2018, so that induction completion and progress on and impact of the recommendations made, could be monitored.
- 1.2 Five recommendations were agreed in November 2018 and this paper details progress on those recommendations:
 1. Monitoring completion rates of mandatory elements continues with escalation and follow-up as appropriate (report back to RAAC in March 2019).
 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 in performance (indicators) to be 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".

2. **Monitoring Induction Completion**

- 2.1 Induction completion rates for the past 4 months since the last RAAC report have improved from an average of 41% completion to 69% (at the 6 month in role point):

	April 2018 New Starters	May 2018 New Starters	June 2018 New Starters	July 2018 New Starters	Average
% Completion at 6 month point	64%	68%	68%	77%	69%

3. **Working Group Progress**

- 3.1 Minor amends and improvements to supporting documentation and resources, including: signposting, clarity on responsibilities, prompts in compliance calendar, to remove any potential barriers to compliance have been implemented.
- 3.2 Additional face to face workshops (3 per month) have been scheduled, to make it as easy as possible for delegates to attend a workshop in a timely manner.
- 3.3. Sharing learning on what is working has taken place e.g. replicating proactive chasing approach in children's services in adult's services.
- 3.4 Phasing out of all direct recruitment will occur by end of February 2019 (this will mean that all line managers receive the notifications and instructions for on-boarding and induction from the point of confirming start date).
- 3.5 Continued communication and awareness raising and socialisation of line manager responsibilities through appropriate communication channels, including the Learning & Development newsletter.

- 3.6 Acting on feedback from Children's services to reduce the full day face to face workshop to half a day, as 1-day away from the workplace is a challenging requirement. NB: the impact for what this would mean in terms of content reduction needs to be agreed by the Corporate Resources and Services Leadership Team.
- 3.7 Future developments include refreshing the look and feel of the induction pathway (planned for May 2019) and awareness raising through the relevant training courses, e.g. Recruitment and Selection and Appraisal Training.

4. **Change in completion date**

- 4.1 The change in induction procedure is due to go live on 1 April 2019, this will see the requirements for the on-line induction to be completed in the 1st Month and the remaining face to face element by month 3. A communications campaign will support this change.

5. **Trends in performance indicators to monitor the impact induction completion is having**

- 5.1 Once we have the end of year data in for 2018/19 we will undertake an analysis using the 2017/18 benchmark data and identify what impact induction is having on:

- 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

NB: induction completion is one of a number of interventions that will have an impact on these outputs.

6. **Use of pulse surveys to monitor cultural impact of induction**

- 6.1 The latest Pulse survey closed on 15 February 2019 and the results are currently being analysed. The findings can be reported back at the November 2019 RAAC. **NB:** induction completion is one of a number of interventions that will have an impact on these results

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