

# NEW STARTER INDUCTION PROGRAMME



# Induction guidelines

## 1. Introduction

- 1.1 Blackpool Teaching Hospitals recognise the importance of the provision of a timely induction for all of our staff. This is to help ensure that new staff are effectively integrated into Blackpool Teaching Hospitals, their team and their role.
- 1.2 These guidelines detail the purpose and the key features of an effective induction programme.
- 1.3 The induction process applies to all new members of staff and those transferring in to other roles within the Trust.

## 2. Purpose of induction

- 2.1 The induction process provides a timely opportunity to:
  - Welcome and support new team members to their team, department and to the Trust.
  - Ensure that new members of staff understand how their role contributes to achieving the Trusts vision and strategy.
  - Emphasise and embed the culture and the values of the Trust.
  - Inform new members of staff about the structure of the Trust, the policies and procedures/practices that are in place both Trust wide and at a local department level.
  - Clarify the requirements, duties and responsibilities of the role and ensure they have the knowledge and skills to perform their role effectively.

## 3. Induction programme – guiding principles

- 3.1 The induction programme should be well planned and structured by the line manager, and delivered to the member of staff in a methodical and orderly manner.
- 3.2 The core content remains the same, however some details may need to be customised to the needs and requirements of the person and their role.
- 3.3 The duration of the induction process should typically take around 28 days (4 weeks). This may vary dependent upon the individuals' level of experience and understanding and to the role which they have been appointed to.

## 4. Key stages of the induction programme

- 4.1 Pre-arrival – following confirmation of the appointment by recruitment, it is good practice for the line manager to make contact with the new member of staff via letter to welcome them prior to their arrival. This provides a more personal introduction to the Trust after the formalities of the recruitment process. The letter should typically cover
  - First days start time
  - where and whom to report to
  - the dress code
  - what to expect on the first day
- 4.2 Local induction should commence on the first day in the new role. This should continue until the new member of staff is fully inducted into their role and into the team. The induction process needs to be led by the relevant manager but should also include input, where required from colleagues who may be best placed to provide specific information and assistance.

Induction checklist – In order to provide a framework and to ensure that all relevant information is covered with in local induction an induction checklist [appendix B](#) has been developed. It is a mandatory requirement that this is used over the course of the local induction period. Adaptation may be required to the particular needs of the new member of staff, their role, skills & experience and to the particular needs of local working patterns.

Induction buddy – It can be beneficial to assign a buddy from the team to a new member of staff for the duration of their local induction period. This can assist of faster integration as the buddy acts as a more ‘informal’ point of reference, providing information and guidance regarding the local team, whereas a manager will be focused on the more formal aspects of the induction process. Further information on the purpose of and the role of a buddy can be viewed in [appendix A](#)

Review meetings – during the induction process it is important that the manager meets regularly with the new member of staff to review progress and to ensure they are settling in to their new role and the work environment. This also gives an opportunity to establish if there are any matters or gaps in the programme which need to be addressed.

4.3 Corporate induction – in addition to the local induction, new members of staff will be invited to attend a corporate induction event. Staff will be booked onto an event as close to their start date as possible. The corporate induction gives staff information on the Trust, our services, our culture and our values and our strategic direction.

Mandatory Training – protected time for completion of any mandatory training should be identified prior to the new member of staff attending for their first day. The schedule will then be given to the new staff member on their first day in post. A timing guide is available to assist in scheduling [appendix E](#)

### **Information resources for staff**

Additional induction information and resources can be found at: *[pre-induction link yet to be added](#)*. Managers should familiarise themselves with the resources available and encourage new members of staff to use this information.

## **5. Responsibilities**

5.1 Line Managers – It is the responsibility of the line manager to develop a suitable induction programme (example programme [appendix D](#)) and to ensure that it is implemented in a timely and an appropriate manner. Line Managers should also encourage other team members to take a pro-active role in the induction process. When the induction process is concluded this needs to be confirmed by the manager by signing of the completion statement [appendix C](#)

5.2 Members of Staff – all staff are expected to take a proactive role in their induction. Where any gaps in learning or knowledge are identified, the individual should ensure that their manager is informed so that these can be addressed.

5.3 Heads of Service – it is the responsibility of the head of service to support and encourage managers to adopt best practice in relation to the induction process.

5.4 Learning and Development – to record and monitor receipt of completion after 90 days To follow up on non-receipt of the completion statement.

## **6. Further information**

For further advice and information on the induction process, please contact Learning & Organisational Development.

# APPENDIX A

## **An induction buddy**

New staff may benefit from knowing that there is a designated colleague there to help them settle in, and to whom they can turn for general information and guidance, particularly during the first few days and weeks in the job. An induction buddy essentially acts as a link between the new member of staff and the service within which they will be working.

## **The role of an induction buddy**

The main purpose of a buddy is to:

- Provide an informal point of reference in the first months of the job
- Help answer day-to-day questions and general queries that the new member of staff may have about the team/dept/role.
- Help encourage communication and prevent the new member of staff from feeling isolated
- Acts as a link with other staff members
- Helps with the orientation process

## **Criteria for an induction buddy**

A buddy should be selected on a voluntary basis and should be:

- An experienced staff member from within the same team as the new recruit
- Ideally in a similar role
- Someone who can be trusted to give accurate information

The individual who is selected to act as a buddy should be provided with a clear brief in terms of their role in the induction process.

## APPENDIX B

### Induction checklist for Managers

This checklist provides guidance on the types of issues and information that should typically be covered during induction. This document should be read, completed and used in conjunction with the induction guidelines.

**PLEASE NOTE:** Certain items may not be applicable to all staff. Similarly, there maybe other items/activities which need to be added to the list. The checklist should therefore be adapted to fit the needs of the member of staff. It may be appropriate for some items/tasks to be delegated by the manager to other members of the team/induction buddy.

<b>PRE-ARRIVAL</b>	<b>Person responsible</b> (IB=Induction buddy)	<b>Date Completed</b>
Create induction programme (schedule meetings with relevant staff)	<b>Manager</b>	
Issue welcome letter or e-mail	<b>Manager</b>	
Inform others in the team/dept of the new member of staffs arrival	<b>Manager</b>	
Identify and liaise with the induction buddy (if applicable)	<b>Manager</b>	
Organise any office equipment (l;e phone, PC, keys etc)	<b>Manager/IB</b>	
Organise any uniform fittings and applicable PPE fittings	<b>Manager/IB</b>	
Ensure IT equipment and software have been configured by IT	<b>Manager</b>	
Arrange an appointment with Digital Identity/Smartcard team to take place on users first day of employment. At this appointment user will be issued with Smartcard, ID Badge, Windows account and email details.	<b>Manager/IB</b>	
Organise any relevant training and contact the relevant learning area with the employee details (IT systems etc)	<b>Manager/IB</b>	
Organise/prepare to deliver basic life support training	<b>Manager/IB</b>	
Book a place on the next induction event via L&OD	<b>Manager/IB</b>	
Ensure relevant documentation is available e.g copies of relevant policies, employee handbook etc	<b>Manager</b>	
Identify any annual leave requirements	<b>Manager</b>	
<b>DAY ONE ESSENTIALS</b>		
<b>INTRODUCTIONS/GENERAL ARRANGEMENTS</b>		
Welcome by line manager and explain arrangements for the induction process	<b>Manager</b>	
Introduce to departmental/team colleagues and *IB (*if applicable)	<b>Manager</b>	
Appointment with Digital Identity/Smartcard team to collect Smartcard, ID Badge, Windows and email details.	<b>Manager/IB</b>	
Ensure the person is aware of local facilities: Toilet/kitchen/rest facilities	<b>Manager/IB</b>	
Where to store personal property	<b>Manager/IB</b>	

Check e-mail account is active	Manager/IB	
Access to shared network drives / SharePoint sites Access and training for any clinical/business systems	Manager/IB	
Fire alarm, evacuation and emergency procedures and location of fire extinguishers	Manager/IB	
Where to park/ Parking Permit / Hospital bus / Bike Shed facilities	Manager/IB	
Hospital restaurant and shops	Manager/IB	
Chaplaincy service	Manager/IB	
<b>DAY ONE ESSENTIALS - HEALTH &amp; SAFETY</b>		
Accident/ incident reporting procedures	Manager/IB	
Fire Assembly point	Manager/IB	
Moving and handling procedures	Manager/IB	
Basic life support training	Manager/IB	
Book a place with L&D on the fraud awareness session	Manager/IB	
<b>WORKING PRACTICES &amp; PROCEDURES</b>		
Normal hours of work Break periods (if appropriate) On call commitments (if appropriate) Emergency call out procedure (if appropriate) Policies relevant to role Dress code / uniform (Dress code and uniform policy)  <b>Make aware of and show access to:</b> <a href="#">Smoke Free policy</a> <a href="#">Bullying &amp; harassment policy</a> <a href="#">Flexible working policy</a> <a href="#">Grievance policy</a> <a href="#">Disciplinary policy</a> <a href="#">Capability policy</a> <a href="#">Whistle blowing policy</a> <a href="#">Equality &amp; Diversity policy</a>	Manager	
Sickness notification and reporting procedures What do you do if you feel unwell at work? When are you required to self-certificate sickness? When do you require a doctor's certificate? Symptoms you should be clear of before return to work?	Manager	
Annual leave procedures (booking/ taking leave etc) Access to e-Rostering	Manager	
Waste disposal (colour bags)	Manager/IB	
Infection prevention – sharps injuries	Manager/IB	

Arrange protected time for completion mandatory training	Manager/IB	
<b>ROLE</b>		
Job description, job role and responsibilities, review of development needs)	Manager	
Expected performance standards/appropriate conduct	Manager	
Discuss pay progression policy requirements	Manager	
Name of your Appraiser	Manager	
Discuss / arrange date of your first yearly appraisal	Manager	
Agree personal and departmental objectives	Manager	
<b>DEPARTMENTAL OPERATIONS AND PROCEDURES</b>		
Tour of the department	Manager/IB	
Meet key contacts within the service	Manager/IB	
Service objectives and strategic plan	Manager/IB	
Organisational chart/staff lists	Manager/IB	
Administrative systems e.g – booking rooms/telephone directory	Manager/IB	
Contacting security	Manager/IB	
Support services (HR&OD services, OH and wellbeing)	Manager/IB	
<b>INFORMATION GOVERNANCE</b>		
How the code of conduct applies to your role?	Manager	
The areas of Confidentiality and Data Protection relevant to your department / area of work? (e.g. patient records, personal staff files, electronic records?)	Manager	
Which portable computer media (memory sticks, CDs, etc) are permitted for use within the Trust?	Manager	
How to dispose of confidential waste?	Manager	
Protocol for sending person identifiable data (PID) by fax or email?	Manager/IB	
<b>COMMUNICATIONS &amp; ENGAGEMENT</b>		
Read the “communications” emails you receive	Manager/IB	
Look at notice Boards	Manager/IB	
Use the Intranet to access policies, and find out essential key messages	Manager/IB	
Look for new articles on the Trust Intranet/team brief	Manager/IB	
<b>ADDITIONAL ORIENTATION</b> (for clinical staff)		
Period of supervised practice / mentor (if appropriate)	Manager	
Nursing Competencies	Manager	

Nursing Paperwork	<b>Manager</b>	
Medicines Management	<b>Manager</b>	
Equipment used in area	<b>Manager</b>	
Manual handling equipment used in area	<b>Manager</b>	
Security of patient property (If appropriate)	<b>Manager</b>	
<b>PROFESSIONAL REGISTRATION</b>		
Requirements and responsibility for registered member to keep professional registrations up to date	<b>Manager</b>	
Manager to discuss Revalidation	<b>Manager</b>	

# APPENDIX C

## COMPLETION STATEMENT

The following statement needs to be completed and signed by the staff member and the line manager. An electronic copy of this statement needs to be sent to [OLM@bfwhospitals.nhs.uk](mailto:OLM@bfwhospitals.nhs.uk). This will be recorded against your learner profile as a record of completion of the local induction process.

Please return the completion statement within 90 days of your new member of staff commencing in post with you.

<b>THIS COMPLETION STATEMENT IS CONFIRMATION THAT THE LOCAL INDUCTION PROCESS HAS BEEN COMPLETED BY BOTH THE STAFF MEMBER AND LINE MANAGER</b>	
<b>Inductee name: (PRINT FULL NAME)</b>	
<b>Department and Division:</b>	
<b>Signature of inductee:</b>	
<b>Date of completion:</b>	
<b>Line manager name: (PRINT FULL NAME)</b>	
<b>Line manager signature:</b>	

# APPENDIX D – SAMPLE INDUCTION TIMETABLE

## Pre-Arrival Checklist - Manager (M) or Induction Buddy (IB)

Create Induction programme (schedule meetings with relevant staff) (M)	<input type="checkbox"/>	Organise office equipment (phone/ PC etc)	<input type="checkbox"/>	Organise relevant training & identify protected time for completion of mandatory training	<input type="checkbox"/>
Issue welcome letter or e-mail (M)	<input type="checkbox"/>	Ensure set up of e-mail account/ user name (M)	<input type="checkbox"/>	Organise any uniform fittings and applicable PPE fittings	<input type="checkbox"/>
Inform team/ dept of new starter’s arrival (M)	<input type="checkbox"/>	Organise smartcard appointment for Day 1	<input type="checkbox"/>	Book a place on next induction event via L&OD	<input type="checkbox"/>
Identify & liaise with the Induction Buddy (if applicable) (M)	<input type="checkbox"/>	Organise ID badge appointment for Day 1	<input type="checkbox"/>	Ensure relevant documentation is available (polices/ employee handbook etc)	<input type="checkbox"/>

## WEEK 1

Monday	Tuesday	Wednesday	Thursday	Friday
<p>A.M Manager:</p> <ul style="list-style-type: none"> <li>Welcome by line manager agree induction process</li> <li>Fire Assembly point</li> <li>Brief introduction of staff member to the dept &amp; teams</li> <li>Confirm the protected time for mandatory training completion</li> </ul> <p>Manager or IB to discuss:</p> <ul style="list-style-type: none"> <li>General arrangements / logistics (see checklist)</li> </ul>	<p>A.M Manager to discuss:</p> <ul style="list-style-type: none"> <li>Working practices &amp; procedures and health &amp; safety information (see checklist)</li> <li>Job role &amp; responsibilities (See checklist)</li> </ul>	<p>A.M</p> <p>Manager to discuss:</p> <ul style="list-style-type: none"> <li>Information Governance procedures (see checklist)</li> <li>Professional registration</li> <li>Any ‘additional orientation’ for clinical staff</li> </ul>	<p>A.M &amp; P.M</p> <ul style="list-style-type: none"> <li>1:1 introduction meetings to be scheduled with key members of the team and department</li> <li>Attend Great Place to Work meeting</li> </ul>	<p>A.M</p> <ul style="list-style-type: none"> <li>Outstanding 1:1 meetings to be scheduled with key members of the team and department</li> <li>Meet with HoD</li> </ul>
<p>P.M Manager</p> <ul style="list-style-type: none"> <li>Collect I.D &amp; Smartcard</li> <li>Check e-mail account is active</li> <li>Check access to network drives / clinical/ business systems</li> <li>Complete BLS and moving and handling procedures</li> <li>Book a place with L&amp;D on the fraud awareness session</li> </ul>	<p>P.M</p> <ul style="list-style-type: none"> <li>Meet immediate team members 1:1 or attend team meeting</li> </ul>	<p>P.M</p> <p>Manager / or IB to discuss:</p> <ul style="list-style-type: none"> <li>Departmental Operations and procedures including tour of the department (see checklist)</li> <li>Communications &amp; engagement</li> </ul>		<p>P.M</p> <ul style="list-style-type: none"> <li>Meet with Manager / IB to review the first week</li> </ul>

**WEEK 2**

<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>
<p>A.M</p> <ul style="list-style-type: none"> <li>• Meet with Manager / IB to discuss the week ahead</li> </ul>	<p>A.M &amp; P.M</p> <ul style="list-style-type: none"> <li>• 1:1 introduction meetings to be scheduled with members of the wider team and department relevant to job role</li> <li>• Attend Team Brief</li> </ul>	<p>A.M</p> <ul style="list-style-type: none"> <li>• Meet divisional finance manager</li> </ul>	<p>A.M</p> <ul style="list-style-type: none"> <li>• Attend Great Place to work meeting or Trust Strategy Roadshow / engagement event</li> </ul>	<p>A.M</p> <ul style="list-style-type: none"> <li>• Complete any outstanding mandatory training or online e-learning modules</li> <li>• Meet with Workforce Business Partner</li> </ul>
<p>P.M</p> <ul style="list-style-type: none"> <li>• Reading time: policies, intranet, Trust website &amp; oneHR</li> </ul>		<p>P.M</p> <ul style="list-style-type: none"> <li>• Shadow team members where appropriate</li> </ul>	<p>P.M</p> <ul style="list-style-type: none"> <li>• Shadow team members where appropriate</li> </ul>	<p>P.M</p> <ul style="list-style-type: none"> <li>• Meet with Manager / IB to review the first week</li> </ul>

For a blank template please [click here](#)

## APPENDIX E

### MANDATORY TRAINING SUBJECTS AND TIME ALLOCATION

Type of Training	Frequency	Delivery Methods available	Approx. completion time theory and assessment	Approx. completion time Assessment only
<b>INDUCTION</b>				
Trust induction – non-clinical	<b>Once only</b>	Face to Face	½ day	N/A
Trust induction – clinical			1 day	
Local induction	<b>Each time a new post is taken up</b>	Face to Face	4 weeks	N/A
Effective communication skills	<b>Once only</b>	Face to Face	½ day	N/A
Freedom to speak out (FTSO)	<b>Once only</b>	Face to Face	½ day	N/A
HCA Induction and Care Certificate	<b>Once only</b>	Face to Face Workbook	5 days	N/A
Managing at Blackpool	<b>Once only</b>	Face to Face	½ day	N/A
New Consultant Induction Programme	<b>Once only</b>	Face to Face	4 days + Action learning Sets	N/A
Preceptorship	<b>Once only</b>	Face to Face		N/A
<b>MANDATORY TRAINING</b>				
<b>REQUIRED ANNUALLY</b>				
*DNAR/CPR	<b>Annually</b>	E-Learning/ESR	60 minutes	60 minutes (theory essential)

*Fire Safety	<b>Annually</b>	Face to Face Workbook E-Learning/ESR	60 minutes 40 minutes 40 minutes	N/A 20 minutes 20 minutes
*Information Governance	<b>Annually</b>	E-Learning/ESR Workbook	40 minutes 40 minutes	20 minutes 20 minutes
* Risk Management incl. Investigation of Incidents, Complaints & Claims	<b>Annually</b>	Workbook E-Learning/ESR	40 minutes 40 minutes	20 minutes 20 minutes
*Resuscitation (Basic Life Support)	<b>Annually</b>	Face to Face	60 minutes	60 minutes (theory essential)
<b>REQUIRED 2 YEARLY</b>				
*Blood Collection Process	<b>2 Yearly</b>	Face to Face	40 minutes	N/A
*Health Record-Keeping	<b>2 Yearly</b>	Workbook E-Learning/ESR	40 minutes 40 minutes	20 minutes 20 minutes
*Infection Prevention	<b>2 Yearly</b>	Workbook E-Learning/ESR	40 minutes 40 minutes	20 minutes 20 minutes
*Moving & Handling Theory	<b>2 Yearly</b>	Workbook E-Learning/ESR	40 minutes 40 minutes	20 minutes 20 minutes
*Moving & Handling Practical (Patient) **delivery from Personal Development Advisor	<b>2 Yearly</b>	Face to Face	40 minutes	10 minutes
*Moving & Handling Practical (Object) **delivery from Personal Development Advisor	<b>2 Yearly</b>	Face to Face	40 minutes	10 minutes
<b>REQUIRED 3 YEARLY</b>				
*Blood Transfusion Process: Administration - theory	<b>3 Yearly EXCLUDING CHS</b>	Face to Face Workbook E-Learning/ESR	120 minutes 40 minutes 40 minutes	N/A 20 minutes 20 minutes
Blood Transfusion Process: Administration – competency assessment	<b>3 Yearly EXCLUDING CHS</b>	Face to Face	20 minutes	20 minutes
*Conflict Resolution including Harassment and Bullying and Violence and Aggression	<b>3 Yearly</b>	Face to Face  Workbook	120 minutes  40 minutes	60 minutes (theory essential) 20 minutes
*Consent	<b>3 Yearly</b>	Workbook	40 minutes	20 minutes

		E-Learning/ESR	40 minutes	20 minutes
*Equality and Diversity	<b>3 Yearly</b>	Face to Face Workbook E-Learning/ESR	120 minutes 40 minutes 40 minutes	N/A 20 minutes 20 minutes
*Health & Safety with Staff Slips, Trips and Falls and Security of Premises and Assets	<b>3 Yearly</b>	Workbook E-Learning/ESR	40 minutes 40 minutes	20 minutes 20 minutes
*Medicines Management	<b>3 Yearly</b>	Face to Face Workbook E-Learning/ESR	120 minutes 40 minutes 40 minutes	N/A 20 minutes 20 minutes
* Mental Capacity Act and DOLS	<b>3 Yearly</b>	Workbook E-Learning/ESR	40 minutes 40 minutes	20 minutes 20 minutes
*Recognise and Act	<b>3 Yearly</b>	Face to Face Workbook E-Learning/ESR	120 minutes 40 minutes 40 minutes	N/A 20 minutes 20 minutes
*Safeguarding Children level 1	<b>3 Yearly</b>	Workbook E-Learning/ESR	40 minutes 40 minutes	20 minutes 20 minutes
*Safeguarding Children Level 2	<b>3 Yearly</b>	Workbook	40 minutes	20 minutes
* Safeguarding Children Level 3	<b>3 Yearly</b>	Face to Face <b>NO ASSESSMENT ONLY OPTION AVAILABLE. CLASSROOM ESSENTIAL</b>	180 minutes – 420 minutes dependent upon competencies covered	180 minutes – 420 minutes dependent upon competencies covered
* Safeguarding Children Level 4	<b>3 Yearly</b>	Face to Face <b>NO ASSESSMENT ONLY OPTION AVAILABLE. CLASSROOM ESSENTIAL</b>	180 minutes – 420 minutes dependent upon competencies covered	180 minutes – 420 minutes dependent upon competencies covered
*Safeguarding Vulnerable Adults	<b>3 Yearly</b>	Workbook E-Learning/ESR	40 minutes 40 minutes	20 minutes 20 minutes
* VTE	<b>3 Yearly</b>	Workbook E-Learning/ESR	40 minutes 40 minutes	20 minutes 20 minutes

**\*EXAMPLES OF PROTECTED TIME REQUIRED**

<b>HR Advisor (Admin &amp; Clerical)</b>	Mandatory Training Local Induction Non Clinical Induction Effective Communication Skills	7 Hours 4 Weeks ½ Day ½ Day
<b>HCA (Additional Clinical Services)</b>	Mandatory Training Local Induction Clinical Induction Care Certificate	12 Hours 4 Weeks 1 Day 12 Weeks
<b>New Consultant (Medical &amp; Dental)</b>	Mandatory Training Local Induction Clinical Induction New Consultant Induction Programme	16 Hours 4 Weeks 1 Day 4 Days + Action Learning Sets
<b>Newly Qualified Nurse (Nursing &amp; Midwifery)</b>	Mandatory Training Local Induction Clinical Induction Preceptorship Programme	20 Hours 4 Weeks 1 Day 15 Days
<b>HCA (Bench) (Additional Clinical Services)</b>	Mandatory Training Local Induction Induction HCA Induction Care Certificate	12 Hours 4 Weeks 1 Day Hours 12 weeks