



London Ambulance Service **NHS**
NHS Trust

Induction Policy Statement

DOCUMENT PROFILE and CONTROL

Purpose of the document: To provide an outline of the base-line induction for all new LAS employees.

Sponsor Department: Human Resource and Organisation Development

Author/Reviewer: Senior HR Manager. To be reviewed by December 2012.

Document Status: Final

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12/05/10	1.2	Senior HR Manager (South)	Additions to monitoring section of implementation plan.
23/12/09	1.1	Senior HR Manager (South)	reformatted
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1. Introduction

The Trust recognises that effective staff induction is key to an effective employer/ employee relationship.

Induction is principally a means of welcoming a new member of staff to the Trust, to familiarise them with both their local working conditions as well as to gain a broader understanding of the London Ambulance Service.

Importantly, it also sets out the expectations that the Trust has of individual employees as well as an outline of the Trust responsibilities towards, and more broadly what the Trust can offer the member of staff.

Specifically it offers an opportunity to set out the Trust's Vision and Values and our responsibilities for patient care.

It is recognised that staff will not absorb everything in an initial induction period and as such the Trust aims to ensure that effective communication is ongoing as a matter of course throughout all employees' time with the Trust.

This document sets out, in broad terms, the expectations of managers in ensuring that staff induction is effective.

2. Scope

This Policy Statement relates to all permanent members of staff entering the Trust. Others, including temporary staff and those working on behalf of the Trust, e.g., Occupational Health providers will be subject to appropriate induction which may include attendance at the Corporate Induction course.

3 Objectives

- 3.1 To provide an outline of the base-line induction for all new LAS employees.

4. Responsibilities

- 4.1 **Risk Compliance and Assurance Group** has overarching responsibility for reviewing the implementation of this policy statement and effectiveness of corporate and local induction for staff.
- 4.2 **Chief Executive** is responsible for attending and addressing all Corporate Induction courses. In his absence this responsibility may pass to another appropriate senior manager.

4.3 Course Director

A high proportion of employees will undertake a role specific training programme for a significant period when starting with the LAS. During this period the responsible person for staff induction will be the course director.

4.4 Education staff will be responsible for the day to day induction of staff undertaking training programmes.

4.5 Administration Staff

Training administrative staff will be responsible for administration and storage of training records which will in part be about induction to the organisation.

4.6 Staff from the Conference, Induction and Awards Department will be responsible for the recording of staff attending corporate induction.

4.7 Line Managers are primarily responsible for staff induction, particularly for those who do not undertake a full training programme on joining the organisation. For those who undertake training, they will pick up the induction responsibilities once the individuals leave formal classroom type training. Line managers will be responsible for completion of the local induction and the relevant checklist.

4.8 Individuals are responsible for ensuring they undertake corporate and local induction as outlined in this policy to ensure they comply with the CRITICAL Values of the organisation (see PULSE for details).and the LAS Vision “Our vision is to meet the needs of the public and all our patients, with staff who are well trained, caring, enthusiastic and proud of the job they do”.

5. Pre-employment and recruitment

5.1 It is recognised that the relationship with potential new recruits is formed at pre-employment stage.

5.2 The Trust’s recruitment policy and practices are intended to ensure that potential recruits gain a positive impression of the Trust, are clear about the requirements of any job that they are applying for and to ensure that are treated fairly throughout the recruitment process.

5.3 Successful applicants will be provided with their terms and conditions of employment in advance of joining the Trust. This will include key contractual information that detail the employment relationship.

6. A Systematic Approach to Corporate and Local Induction

6.1 Corporate Induction

- 6.1.1 All permanent staff will attend the two day Corporate Induction course.
- 6.1.2 The scheduling of the Corporate Induction courses will in general be determined by the scheduling of the initial training courses for Emergency Medical Dispatchers, PTS Ambulance Personnel, A&E Support Staff and Student Paramedics.
- 6.1.3 It is expected that as a minimum the Corporate Induction courses will run every two months. All staff should attend Corporate Induction within 3 months of joining the Trust.
- 6.1.4 The aim of the course is to ensure that all new staff are given a base-line introduction to the Trust.
- 6.1.5 The Vision of the London Ambulance Service is to meet the needs of patients and it is emphasised that all employees, whatever their role, will play their part in achieving this vision.
- 6.1.6 As one means of emphasising the Vision, the Chief Executive attends and addresses all Corporate Induction courses. In his absence another appropriate senior manager will deliver the Chief Executive's presentation.
- 6.1.7 Basic life-saving techniques are taught at all Corporate Induction courses.
- 6.1.8 The Recruitment unit will inform the Conference Induction and Awards Manager of all new starters.
- 6.1.9 The Conference Induction and Awards Department will invite and book all new starters onto the Corporate Induction Course and send confirmation by post.
- 6.1.10 It is the responsibility of staff who have already commenced employment to inform their line manager of the dates they are to attend Corporate Induction.
- 6.1.11 On arrival at the Corporate Induction Course all new starters will be given an induction pack and asked to sign-in on attendance sheets at the beginning of both days.
- 6.1.12 The Conference, Induction and Awards Department will be responsible for recording staff attendance at corporate induction. The signed attendance sheets are maintained and records are monitored by the team

as a process for checking that all new starters complete corporate induction.

- 6.1.13 Anyone who does not attend will be identified by the above process, followed up with a letter and invited to the next available Corporate Induction date.
- 6.1.14 In circumstances of persistent non-attendance the Conference Manager will take the issue up with the employee's line manager.
- 6.1.15 If non-attendance continues, the Conference Manager will escalate matters to the relevant Director.
- 6.1.16 The Corporate Induction is also open to temporary staff who will be with the Trust for a significant period e.g. maternity cover. It is also open to staff who may have had a change in job role for whom the induction would assist them in their new role. In such circumstances it is the line-manager's responsibility to contact the course organiser.
- 6.1.17 Further details of the minimum content of the Corporate Induction can be found at <http://thepulse/about/11248843422824.html>

6.2 Local induction

- 6.2.1 Most new members of staff will undergo training either in operational Accident and Emergency, Patient Transport Services or Emergency Operations Centre duties and as such will receive a very detailed induction to their job.
- 6.2.2 All new employees must complete a local induction checklist with their line manager to ensure they receive adequate support and information immediately on joining their new workplace. This is intended to ensure that all new employees, whether temporary, permanent or voluntary, receive a base-line local induction regarding matters that need to be aware of on a day-to-day basis.
- 6.2.3 The local induction process should begin on the first day the employee attends their place of work, and be completed as soon as practicable. For Operational Staff this should be at the Station to which they have been posted, (after Operational Training).
- 6.2.4 Managers should use the induction checklist to ensure that all relevant areas/topics are covered and to ensure a fair and consistent approach. Current policies, procedures, annual and sick leave information can be found on the PULSE and managers should ensure that all information is correct and up-to-date.

- 6.2.5 On completion, one copy of the entire checklist is to be given to the employee, one copy to be retained on the personal file. Further support or advice can be sought from local HR advisors.
- 6.2.6 Completion of local induction for all new starters is monitored and recorded by the line managers and kept on a spreadsheet by each department as a process for checking that all new permanent and voluntary staff complete local induction. This information is fed-back to the Conference, Induction and Awards Department on a 6 monthly basis.
- 6.2.7 It is the line managers responsibility to ensure that the local induction checklist is completed with the new employee. Anyone who fails to complete local induction will be identified by the above process, and the relevant line manager and staff will be informed by the Conference, Induction and Awards Department. It is ultimately the manager's responsibility to ensure that local induction takes place and must update the records as soon as this has been completed.
- 6.2.8 Additionally, managers are responsible for ensuring that new members of staff, whether temporary, permanent or voluntary, receive additional induction appropriate to their job responsibilities. This may include meetings with key managers/members of staff who they will likely to be in contact with, necessary training to use information technology and the opportunity to observe front-line duties e.g. through spending a period in the Emergency Operations Centre or taking part on a 'ride-out' with a road crew.
- 6.2.9 Employees are encouraged to undertake ride-outs etc at any stage in their time with the Trust. The aim of this is to underline the context in which they are working and to underline the focus on patient care.
- 6.2.10 A local induction checklist, guidance on completion and further details of minimum content of the Local Induction can be found at:
<http://thepulse/about/11248839256368.html>

7. Ongoing communication and access to relevant information

- 7.1 All Trust employees have access to an email account, a PC and the Trust's intranet site 'the Pulse'. The homepage of the Pulse provides access to a range of information. This includes documentation such HR policies, salary scales and pension information as well as information regarding staff support.

IMPLEMENTATION PLAN	
Intended Audience	For all LAS
Dissemination	Available to all staff on the PULSE
Communications	Revised policy/procedure to be announced in the RIB and link provided to the document
Training	N/A
Monitoring	<p>The effectiveness of the Corporate Induction is measured initially by written feedback from participants which is then considered by facilitators, which include the Chief Executive and the Deputy Director of HR.</p> <p>Staff satisfaction with the induction processes are more broadly identified through feedback, including: trainers' discussions with trainees; PDR and other manager/staff meetings and the Chief Executive's consultation meetings. The feedback from the consultation meetings is collected and collated by the CE's office and disseminated to all Directors for their action.</p> <p>Corporate Induction - a sample check of attendance of new joiners will be conducted with the Conference Manager by the Recruitment Manager in October and April each year, the results of which will be reported to the Director of Human Resources and Organisation Development. and through the Corporate Health and Safety Committee to the Risk Compliance and Assurance Group.</p> <p>Local Induction - will be monitored by a sample check of personal files of new joiners conducted by the Recruitment Manager in October and April each year, the results of which will be reported to the Director of Human Resources and Organisation Development. and through the Corporate Health and Safety Committee to the Risk Compliance and Assurance Group.</p>