



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: Workforce Directorate

Author/Reviewer: Senior HR Manager. To be reviewed by December 2016.

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08/03/16	3.4	Senior HR Manager	Minor changes to responsibilities and updating of purpose and values.
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16/08/12	3.2	Deputy Director of HR/ Workforce Manager	Minor amendments and monitoring section reformatted. Addition of S.4.7.
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31/01/12	2.2	Deputy Director of HR	Additions to clarify arrangements for Local Induction
12/04/11	2.1	Deputy Director of HR/ Governance and Compliance Manager	Addition of Governance arrangements to appendix; Definitions added, persistent non-attendance defined, timescales added for completion of local inductions
06/09/10	1.3	Deputy Director of HR/ Governance and Compliance Manager	Reformatted – additions to responsibilities section, refined processes for corporate and local induction.
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Links to Related documents or references providing additional information		
Ref. No.	Title	Version
HR005	Recruitment and Selection Policy and Procedure	
TP056	Core Training Policy	
OP046	First Responders Policy	

Document Status: This is a controlled record as are the document(s) to which it relates. Whilst all or any part of it may be printed, the electronic version maintained in P&P-File remains the controlled master copy. Any printed copies are not controlled nor substantive.

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 Purpose 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 employees and workers joining the Trust. Agency workers and voluntary 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

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

4. Responsibilities

4.1 **Chief Executive** is responsible for attending and addressing all Corporate Induction courses. In the absence of the Chief Executive this responsibility may pass to another appropriate senior manager.

4.2 **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.

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

4.4 **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.

4.5 The **Workforce Team** will be responsible for the recording of staff attending corporate induction.

4.6 The **Recruitment Department** will be responsible for informing the Workforce Team of all new starters.

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 Purpose and values of the Trust as set out below:

‘The purpose of the London Ambulance Service is to care for people in London: saving lives; providing care; and making sure they get the help they need.

Our Values:

In everything we do, we will provide:

- **Clinical excellence:** Giving our patients the best possible care; leading and sharing best clinical practice; using staff and patient feedback and experience to improve our care:
- **Care:** Helping people when they need us; treating people with compassion, dignity and respect; having pride in our work and our organisation.
- **Commitment:** Setting high standards and delivering against them; supporting our staff to grow, develop and thrive; Learning and growing to deliver continual improvement.’

5. Definitions

For the purposes of this document the following terms are clarified:

- **Staff:** individuals who are on either a temporary or permanent contract of employment with the LAS

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- **Employees:** individuals who are on either a temporary or permanent contract of employment with the LAS
- **Workers:** individuals who work for the Trust, but are not employees
- **Agency Workers:** individuals who are engaged through, or by, an employment agency or bureau and supplied to the LAS on a temporary basis
- **Honorary Contract workers:** individuals who are attached to the LAS for a specific period and purpose, who are however not employees and receive no remuneration from the LAS
- **Volunteers:** individuals who freely offer to undertake tasks within or on behalf of the LAS.

6. Pre-employment and recruitment

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

6.2 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 they are treated fairly throughout the recruitment process.

6.3 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 details the employment relationship.

7. A Systematic Approach to Corporate and Local Induction

7.1 Corporate Induction

7.1.1 All employees will attend the Corporate Induction course.

7.1.2 The scheduling of the Corporate Induction courses will in general be determined by the scheduling of the initial training courses for EOC and operational road staff.

7.1.3 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. However, if minimum numbers are not reached the course will be re-arranged when more can attend.

- 7.1.4 The aim of the course is to ensure that all new staff are given a base-line introduction to the Trust.
- 7.1.5 The purpose of the London Ambulance Service is to care for people in London: saving lives; providing care; and making sure they get the help they need. It is emphasised that all employees, whatever their role, will play their part in achieving this purpose.
- 7.1.6 As one means of emphasising the purpose and values, the Chief Executive attends and addresses all Corporate Induction courses. In the Chief Executive's absence another appropriate senior manager will deliver the Chief Executive's presentation.
- 7.1.7 The Recruitment Department will inform the Workforce Team of all new starters.
- 7.1.8 The Workforce Team will invite and book all new starters onto the Corporate Induction Course and send confirmation to the new starter.
- 7.1.9 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.
- 7.1.10 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.
- 7.1.11 The Workforce Team 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.
- 7.1.12 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. (Ensuring maximum numbers are not exceeded – dependant on venue size).
- 7.1.13 In circumstances of persistent non-attendance, which is defined as non-attendance on 3 separate occasions, the Workforce Team will take the issue up with the employee's line manager.
- 7.1.14 If non-attendance continues, the Workforce Team will escalate matters to the relevant Assistant Director (or equivalent). Remedial actions to be taken will be documented and filed on the individual's personal file.
- 7.1.15 The Corporate Induction is also open to agency workers 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, and the Corporate Induction would assist them in their new role. In such

circumstances it is the line-manager's responsibility to contact the Workforce Team.

7.1.16 Local induction

7.1.17 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.

7.1.18 All new employees and workers 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 and all new workers receive a base-line local induction regarding matters that they need to be aware of on a day-to-day basis.

7.1.19 The local induction process should begin on the first day the employee attends their place of work, and be completed within the first week. For Operational Staff this should be at the Station to which they have been posted, (after Operational Training) and again be completed within a week of arrival at station.

7.1.20 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.

7.1.21 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.

7.1.22 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 mechanism for checking that all new employees and workers complete local induction.

7.1.23 It is the line manager's responsibility to ensure that the local induction checklist is completed with the new employee or worker. Anyone who fails to complete local induction will be identified by the above mechanism. It is ultimately the manager's responsibility to ensure that local induction takes place. The records must be updated as soon as this has been completed.

7.1.24 To provide additional assurance, the Trust will implement a new learning management system (OLM), line managers will be required to notify the Learning and Development Department accordingly

when a Local Induction is completed so that a record can be entered on the system.

- 7.1.25 Line managers of agency, voluntary or honorary staff will send copies of completed checklists to the Recruitment Manager for recording.
- 7.1.26 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.
- 7.1.27 Employees are encouraged to undertake ride-outs, observations in EOC 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.
- 7.1.28 A local induction checklist, guidance on completion and further details of minimum content of the Local Induction can be found at: <https://thepulseweb.lond-amb.nhs.uk/EasysiteWeb/getresource.axd?AssetID=11350&type=Full&servicetype=Attachment>
- 7.1.29 Details of the local induction process for Voluntary Responders is described in OP046 First Responders Policy.

8. Ongoing communication and access to relevant information

- 8.1 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 notified directly to managers and link provided to the document			
Training	N/A			
Monitoring:				
Aspect to be monitored	Frequency of monitoring AND Tool used	Individual/ team responsible for carrying out monitoring AND Committee/ group where results are reported	Committee/ group responsible for monitoring outcomes/ recommendations	How learning will take place
Duties (Paragraph 4)	Recruitment Audit – carried out twice a year (April and October)	The Recruitment Manager’s report submitted to the Director of Human Resources and Organisation Development, who reports to Senior Management Group	Workforce Committee	Learning disseminated via Senior Management Group
Corporate Induction (Paragraph 6.1)				
Minimum content of corporate induction programme(s)	Sample check of attendance carried out twice a year (April and October)	The Recruitment Manager, in conjunction with the Workforce Department, reports to the Director of Human Resources and Organisation Development, who reports to the SMG	Workforce Committee	Learning disseminated via Senior Management Group
Process for booking all new permanent staff onto corporate induction				
Timescales for completion of corporate induction				
How the organisation records that all				

new permanent staff complete corporate induction				
How the organisation follows up those who do not complete corporate induction				
Local Induction (Paragraph 6.2)				
Minimum content of local induction programme(s)	Sample check of personal files/ attendance carried out twice a year (April and October)	The Recruitment Manager reports to the Director of Human Resources and Organisation Development, who reports to the SMG	Workforce Committee.	Learning disseminated via Senior Management Group
Timescales for completion of local induction				
How the organisation records that all new permanent staff complete local induction				
How the organisation follows up those who do not complete local induction				