



Induction Policy

Version 1.1

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Policy Statement

We are here to make great schools and happier, stronger communities so that people have better lives. We do this by:

- Always doing what is right
- Trusting in each other and standing shoulder to shoulder
- Doing what we know makes the difference

Doing what is right means always acting with integrity, in the interests of others and being honest, open and transparent.

The Education Alliance is committed to supporting staff from their offer of employment, helping to reassure new employees that they have made the right choice and enabling them to connect with the organisation, its culture and ethos, and the people they will be working with in the future.

New employees are supported through on-boarding, induction and orientation, enabling them to settle in, succeed and achieve in their new roles quickly and confidently.

1. Purpose

This policy replaces the Probationary Policy, and its purpose is to outline the way in which the trust combines a range of approaches to support new employees in developing their knowledge and understanding of the organisation, the team and the department they work in, assisting them to flourish quickly, experiencing the culture and ethos of the organisation in their interactions before their first day and throughout their induction period, which normally lasts for six months.

2. Scope

This policy applies to all new employees.

3. Roles and Responsibilities

The **Trust Board and the CEO** are responsible for approving this policy and **Local Governing Bodies** are responsible for overseeing the implementation of this policy in their schools.

The **Heads of School** are responsible for ensuring that staff are treated fairly and consistently in the application of this policy.

The **Human Resources Department** will provide advice, guidance and support in the implementation of this policy, acting as a point of contact for managers and staff. The Human Resources Department will ensure that this policy is implemented fairly and consistently. The Human Resources Department will ensure that pre-employment communications to new recruits are welcoming, engaging, useful and effective.

Staff with **managerial responsibilities** must operate within this policy in a fair, consistent and caring way; ensuring they live the ethical leadership qualities in their day-to-day activities. It is a manager's responsibility to manage the induction period sensitively, clearly, objectively, fairly and supportively, seeking advice and guidance as and when required. Managers must ensure that employees understand their role, responsibilities and the expectations of their school and the trust, and that they are supported and encouraged to flourish and succeed.

The majority of new staff are able to add value and impact quickly. Where staff experience difficulties and/or challenges in their induction period, managers are encouraged to address any concerns regarding performance at the earliest opportunity. Managers should seek to support the employee to achieve the required level of performance through the provision of clear guidance, access to appropriate learning and development opportunities, regular feedback, monitoring and review. Managers are encouraged to seek advice from the Human Resources Department at the earliest opportunity should they have any concerns regarding the employee's performance.

Employees are expected to behave in a professional manner at work in line with the values of the trust and the Expectations and Code of Conduct. Employees should fully engage in the induction process, ensuring they seek regular feedback, access the learning development opportunities available to them and ask for additional support, clarification and guidance as and when they require it.

4. Equality and Diversity

The Education Alliance is committed to:

- Promoting equality and diversity in its policies, procedures and guidelines
- Delivering high quality teaching and services that meet the diverse needs of its student population and its workforce, ensuring that no individual or group is disadvantaged

Additional support must be considered where required for new starters with protected characteristics, and reasonable adjustments or adaptations may be made. If an employee has a protected characteristic which potentially requires adjustments or adaptations to be made, their line manager must contact the Human Resources Department for advice and support at the earliest opportunity, and the Human Resources Department may seek additional support from the Occupational Health Department.

5. On-boarding

On-boarding begins when an offer of employment is made. It allows the organisation to connect with the individual, providing them with key information prior to their start date, helping them to develop their understanding of the organisation, its purpose, culture, ethos, values and beliefs. It supports socialisation, trust and relationships to form, and in having a good understanding of the organisation, new employees are more able to make a positive impact earlier in their induction, making decisions and behaving in ways which align with the organisation's values.

Information shared includes the organisation's strategic plan, its leadership intent, its key performance measures and performance data, benefits, policies, structures and people. Information shared with new recruits before they commence should include:

- Pay and benefits information
- Joining instructions
- Car parking information
- New starter forms and clearances
- Conditions of employment
- Information about the area for people relocating
- Strategic cultural information, providing an insight into how we operate and behave

NQTs receive the following information prior to commencing:

- Departmental staff list, detailing responsibilities (including associate staff and their roles and responsibilities)
- Curriculum policies and schemes of work, including the Behaviour Policy and the Safeguarding Policy

- Assessment and marking policies, including any specific information regarding the students they will teach (timetable permitting)
- Core text to support the Teachers' Standards

6. Induction

A well-designed, well-delivered induction programme results in a positive first experience of an organisation. This means that employees integrate into their team, becoming productive quickly, thus working to their highest potential. Managers must invest time in inducting their new employees, as poor starts can result in negative experiences for new employees; additional costs in recruiting to replace; lower morale and pressure for remaining staff; and damage to the employer brand. The induction process within the trust is structured, clear and specific. It includes supervisory support and guidance alongside access to appropriate learning and development, information sharing, and opportunities to develop their knowledge and understanding of their team, their department and their school/the trust. Information shared with new employees includes:

- Organisational information (e.g. structure, culture, ethos)
- Systems and procedures (e.g. online learning platform, data systems)
- Reporting mechanisms
- Absence processes
- Strategic plan
- Departmental information
- Job specific information
- Health and safety and statutory and mandatory training
- Corporate induction

The induction period is an important part of an employee's career and should be viewed as an opportunity to help new starters settle in and operate safely and effectively. It provides managers and staff with regular opportunities to celebrate and acknowledge progress, achievements and developing knowledge and understanding. Managers support new starters through any early challenges that may arise, enabling a full induction to take place and any training needs to be established and met. We pride ourselves on having strong organisational values and expectations and how we enable new colleagues to understand and meet these will be evident in the long-term retention of staff.

NQTs meet with the Early Career Development Lead prior to commencing, to discuss their ITT experience, including strengths and areas for further development, along with possible subject knowledge enhancement opportunities. NQTs have an induction day, which covers procedures such as registration, fire drills, brektime and lunchtime, assemblies, IT access and resources and communication systems.

As part of the induction process, line managers must discuss the role and responsibilities and their expectations of the employee, and they will arrange to meet at least once a month for the first six months of a new starter's employment in that role to review their performance against the role requirements, duties, responsibilities and expectations.

The line manager must review, with their new employee, the progress the new employee makes against the expectations, taking the opportunity to inform the employee of any gaps in performance in a meaningful, sensitive, clear way. It is important that specific actions are agreed and implemented and that their intended impact is understood by both the employee and their line manager, ensuring they help the employee to address any areas requiring additional focus. Line managers should seek opportunities throughout the induction period and beyond to check levels of understanding, celebrate success, progress and achievements and seek to remove or address any blockers new starters are experiencing, or assist them in overcoming challenges they may face.

All new employees need help and support as they settle into a new job. The line manager is responsible for ensuring that the employee is supported throughout their induction period and that agreed learning and

development needs are met as soon as possible. The line manager is also responsible for ensuring the employee is:

- aware of key trust policies and procedures
- introduced to all members of their team and key contacts
- familiar with the site, facilities and the safety aspects of their role
- aware of their child protection and safeguarding responsibilities
- aware of the expectations regarding their role
- has regular opportunities to raise concerns or questions regarding the role

New starters will be offered a buddy or mentor wherever possible, and early careers teachers have a detailed induction period, which includes regular meetings with their mentor, training and development sessions.

A prolonged period of absence may affect the length of the induction period, as it may be necessary to extend the induction period.

NQTs have a structured induction period, which is detailed in appendix 3.

7. Concerns during the Induction Period

Although regular review dates will be set with a final review towards the end of the induction period, it is important that any concerns are brought to the attention of the employee when they arise to provide the employee with the opportunity to address those concerns. If a line manager has concerns about a new employee's performance, they should arrange to meet with the employee and clearly and sensitively express those concerns in an objective, constructive way. The meeting must be held in private and the line manager must make notes of the meeting. Key concerns and any actions or objectives agreed as a result of the meeting must be detailed in writing to the individual with appropriate timescales. It is advisable that the manager speaks to the HR Department about those concerns at the earliest opportunity. If the member of staff is a member of a trade union, they should be encouraged to seek union support.

Equally, if the employee has any concerns regarding the role, or the organisation, that would benefit from being addressed as part of the induction period, it is important that these are brought to the discussion as early as possible so that the issues can also be addressed quickly and effectively.

NQTs who are identified as experiencing difficulties will be supported towards improvement by:

- Meeting with the Early Career Development Lead or a professional mentor who will provide supportive opportunities for the NQT
- The school will notify the appropriate body of any initial concerns
- A buddy role or an additional mentor can be allocated as an addition to existing provision
- Paired or triad observations will take place to allow NQTs to observe a skilled practitioner teach or observe the same class and unpick the scope of the Standard(s)
- Co-planning and teaching with an experienced colleague at the same or another school. A link with a Key Practitioner/LLE/SLE who could observe, be observed by, or team teach with the NQT
- A focused visit and advice from an adviser from the appropriate body

An extension to the induction period may be considered in cases where six months may not be sufficient for the employee to confidently meet the requirements of the role, or where school holidays significantly reduce the working time available for the employee to be fully inducted. Consideration should be given to the prior knowledge and experience of the employee, and the extent of organisational learning required. An extension should be considered on a case-by-case basis, in agreement with the employee. The line manager must also discuss this with the Human Resources Department.

If there are concerns that a new employee has not been honest about their previous experience, qualifications, criminal or health record or professional membership they could be dismissed for breach of contract. In such circumstances, the line manager must contact the Human Resources Department for advice at the earliest opportunity.

8. Confirming the Successful Completion of the Induction Period

It is important that the employee and their line manager regularly discuss, monitor and evaluate the progress they make and their increased impact, alongside their increasing levels of confidence, their developing relationships at work and any challenges or obstacles they experience. Line managers are expected to confirm the successful completion of the induction period with the new employee. The completion of the induction period is an opportunity to reflect and consider the progress the new starter has made and the impact they have had. It is an opportunity to celebrate their successes and look at how they can continue to learn and develop within their role. Managers should notify the Human Resources Department when their final review has been undertaken, and HR will draft a letter, which will be issued to the employee to confirm successful completion of the induction period. The line manager must also ensure all completed documentation is submitted to the Human Resources Department.

If a NQT is due to leave their employment before completing their induction period, the school will complete an interim assessment form before they leave. A copy will be provided to the NQT and will be retained by the school. There are occasions where a NQT may have their induction period extended. For example, if a NQT is absent from work due to ill health for 30 school days or more, they may have their induction period extended by the aggregate total days absent. It is for the relevant Appropriate Body to decide whether the NQT's induction period can be extended, and then only after its completion. The Appropriate Body will determine the length of the extension and the recommendation at the end of it.

9. Monitoring Compliance with and Effectiveness of this Policy

The Human Resources Department will monitor compliance and effectiveness of this policy.

10. Review

This Policy will be reviewed within 12 months of the date of implementation with trade union representatives via the joint consultative committee.

Information included in induction programmes

<p>Pre-Employment Joining instructions Clearances New starter forms Pay and Benefits Contract and terms and conditions Information regarding the organisation, department/team</p>	<p>Health and Safety and Compliance GDPR Emergency exits and fire safety Evacuation procedures First aid facilities Health and safety policy Relevant risk assessments Accident and near miss reporting Protective clothing/equipment Specific hazards Relevant policies (e.g. Substance, alcohol and smoking) Confidentiality Statutory and mandatory training</p>
<p>Facilities and IT Site map – canteen/first aid/post Building opening/shutting times and procedures Booking arrangements (e.g. meetings and refreshments) Guided tour of the site Information regarding procedures Telephone and IT information Security pass/lanyard Car park rules/pass Remote/flexible working arrangements</p>	<p>Organisation Background and history Organisation chart/structure Departmental structure Strategic plan Departmental goals KPIs and reporting mechanisms Quality systems Child Protection and Safeguarding information Templates</p>
<p>Culture and Values Purpose Ethical leadership framework Workload charter Employer brand Values</p>	<p>Pay and Benefits Pay method , date and potential to progress Pay awards Pension schemes EAP Discount schemes Expense and mileage claims Gifts and Hospitality Policy Declarations of Interest Policy Working time Leave policies (e.g. special leave/health) Holidays Equality and Diversity Policy Wellbeing policies/resources Internet/intranet/social media guidance ICT Acceptable Use Policy Performance Development Policy Discipline Policy Grievance and Whistleblowing Procedures</p>
<p>Role Specific Information Job description/person specification Key contacts Welcome to the team and how it operates</p>	<p>Learning and Development How to request and book training Access to research materials CPD</p>

Meeting schedules Alignment of the organisation, department, team and individual – goals, strategies and operational day-to-day expectations	Career pathways
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Induction Meeting Template – Associate Staff

Name of Employee

Job Title

Name of Line Manager

Please comment on the performance and progress the above employee has achieved in the following areas. You should refer to the job description and person specification for the job.

Learning and development needs

Key achievements, learning and activities to date.

What does good look like in this role (refer to the job description and person specification)?

.....

Are there any blockers that need to be addressed, or any resources needed to enable the employee to achieve their goals?

.....

.....

.....

Overall Performance (including impact/added value)

Any Other Comments (Manager)
(including training and development requirements)

Comments (Employee)

Line Manager's Signature Date

Employee's Signature Date

NQT Induction Programme

NQT Term 1: The first few weeks of appointment should see the completion of key tasks as outlined below:

- NQT provides the school with proof of QTS; the induction period and end date
- NQT clarifies with the school the length of their induction, considering the full-time or part-time nature of their employment
- NQTs have a reduced timetable (90% of the normal teaching load)
- NQTs have a designated Induction Tutor who will have been assigned to provide significant support and advice
- An individualised and structured induction programme will commence, which includes opportunities to observe teaching by Induction Tutors or an experienced colleague
- Professional development opportunities to broaden experience and expertise (both in-house and trust wide)