Induction Policy

Owned and maintained by:	Human Resources
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Good induction or onboarding includes three key elements at Audit Scotland:

- induction and training by the new employee's line manager and team members
- helping the new employee understand the corporate context of Audit Scotland through programmes such as the regularly scheduled events organised by the Human Resources team, and
- health, safety, wellbeing and other values based training to ensure that Audit Scotland meets its statutory obligations and ensures a safe, fair and respectful workplace for everyone.

When new employees are recruited or staff are promoted or transferred, Audit Scotland aims to help them adjust to their new role as quickly and easily as possible. Doing so helps ensure that they become productive, reduces stress and improves wellbeing. Working with confidence, with appropriate levels of autonomy and safely is important for new colleagues and Audit Scotland.

Induction programme

When a job offer has been made and accepted, an induction programme will be drawn up for use during the early stages of the new recruit's employment. The responsibility for this rests with the new recruit's manager. Programmes will vary according to the nature and seniority of the post but will normally incorporate the features outlined below. As part of every programme, an induction checklist from Human Resources will be completed to validate that essential information has been explained to the new recruit. In particular, managers should ensure that information is shared in relation to:

- the job
- the business group and the wider organisation
- our organisational culture, policies, procedures, principles (explaining the unwritten rules of how work gets done is important too)
- our staff handbook
- pay and employment conditions
- health, safety and welfare policies, including how Audit Scotland and managers actively support wellbeing (e.g. annual health checks etc.)
- using Cascade to update information, book holidays, enter sickness absences etc

- And other relevant policies and procedures

Managers should also ensure that new recruits receive this information in such a way and at such a time as to maximise assimilation and understanding. In drawing up induction programmes, it will be recognised that certain categories of employees will have particular needs (e.g. school leavers, managers, graduates and senior management) and individual programmes will be adjusted accordingly.

Examples of action in relation to the first day of employment

1. Clear joining instructions should be issued in good time for use on the employees' first working day. Where the employee is required to bring certain documents and/or equipment, this should be clearly stated.

2. On the first day, arrangements will be made for the new employee to be met by a designated member of staff (where joining instructions include reporting to a third party such as the reception team, preparations should be made accordingly so that the employee is expected and welcomed).

3. After initial introductions, the employee will be briefed / shown core information as detailed on the HR induction checklist, including:
   - access to the Staff Handbook (including conditions of employment and, policies and procedures)
   - all necessary cards and passes relating to identity, security, time-keeping procedures, personal storage and work equipment
   - health and safety requirements, including fire, first aid and accident procedures
   - trade union information
   - matters in relation to business travel, driving license, car insurance and other details as required.

4. Taking into account any formal job training that has been arranged, the employee will then be introduced to the job in a manner which is appropriate to both the work and the individual concerned. Whilst the timing and nature of training will vary enormously, the following will be used as guiding principles during the first few days of employment.
   - The manager will outline the scope and purpose of the new employee's job, putting it into a departmental and organisational context.
   - The manager will endeavour to arrange the first few days so that the employee is given tasks that lead to a sense of achievement. These may be either tasks that the employee has done before in other jobs or ones that are satisfying but do not require too much instruction, supervision or risk.
   - A balance will be maintained between instruction and supervision and allowing employees an opportunity to learn by doing and to practice and consolidate knowledge and skills that have been acquired.

- Colleagues and team members will help with the cross-training of the new employee.

5. One member of the new employees' work group will be selected to take responsibility for their social needs during the early stages of employment. This will include getting to know other staff and becoming familiar with the layout of the workplace, where facilities are located and break routines. Wherever possible, the new employee's social "mentor" will be a peer to the employee.

Completing the Induction Process (including a 3D meeting)

6. During the induction period, the employee will gradually be integrated into his or her job and the organisation as a whole. Using the induction checklist as a guide, the manager in conjunction with the HR team, will ensure that all essential information is communicated to the employee in a manner and a period that is considered appropriate.

7. It is advisable to schedule more frequent 1-1 meetings between the new employee and their manager early on, including a first 3D discussion to agree forward objectives and the support / training needed to make delivery assured.

8. A 3D discussion should be held and forward looking training and objectives agreed within the first six weeks of employment in the new role.