

Induction Policy

Owned and maintained by:	Human Resources
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When new employees are recruited or existing employees move into a new role, Audit Scotland aims to help them adjust to their new role as effectively as possible. A well-designed induction programme will help to improve productivity, employee wellbeing and engagement. Working with confidence, with appropriate levels of autonomy and safely is important for new colleagues and Audit Scotland.

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 scheduled events delivered by key contacts across the organisation, 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.

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 employee's employment or new role. The responsibility for this rests with the employee's line manager, though specific corporate events will be organised by Learning and Development. Programmes will vary according to the nature and seniority of the post but will normally incorporate the features outlined below:

- their role and expected responsibilities
- the business group and the wider organisation
- our organisational culture, policies, procedures and principles
- our staff handbook
- health, safety and wellbeing policies, including how Audit Scotland and managers actively support wellbeing (e.g. annual health checks, occupational health and employee assistance programme)
- using the HR system to update personal information, request holidays and enter sickness absence

- consideration of any additional support measures the new employee may need, for example a risk assessment and personal emergency evacuation plan (PEEP)
- And other relevant policies and procedures

Managers should ensure that new employees 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.

As part of every programme, employees will also be required to complete an [induction checklist within](#) the first six weeks of their employment. This should be validated by the employee's line manager before a copy is returned to the HR team.

Examples of action in relation to the first day of employment

1. For new employees joining Audit Scotland, the line manager should make contact in advance of the individual's first day to introduce themselves, coordinate delivery of any IT equipment and confirm arrangements for the employee's first working day.
2. On the first day, where arrangements have been made for the new employee to attend one of our offices, they will be met by a designated member of the team which will usually be the line manager. Where the first day involves home working, clear, remote joining instructions should be issued in advance for use on the employee's first working day.
3. After initial introductions, the employee will be shown core information as detailed on the HR induction checklist, including:
 - access to the Staff Handbook (including conditions of employment and, policies and procedures)
 - access to our time recording system and principles and key contacts for IT and furniture requests,
 - health and safety requirements, including fire, first aid and accident procedures
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 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 their 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 objectives and any support or training needed to make delivery assured.
8. A 3D discussion should be held and future training and objectives agreed within the first six weeks of employment in the new role.

Promotions

9. When an employee is promoted within Audit Scotland to a new role, consideration should be given to any additional training requirements. Please speak with your new line manager and the Assistant Learning and Development Manager for further advice.
10. If you are a new line manager, a member of the HR team can provide a line manager essentials overview of your day to day responsibilities for example, managing sickness absence of direct reports or performance management.
11. Further Management Development material can be found on our [Sharepoint page](#) here.