



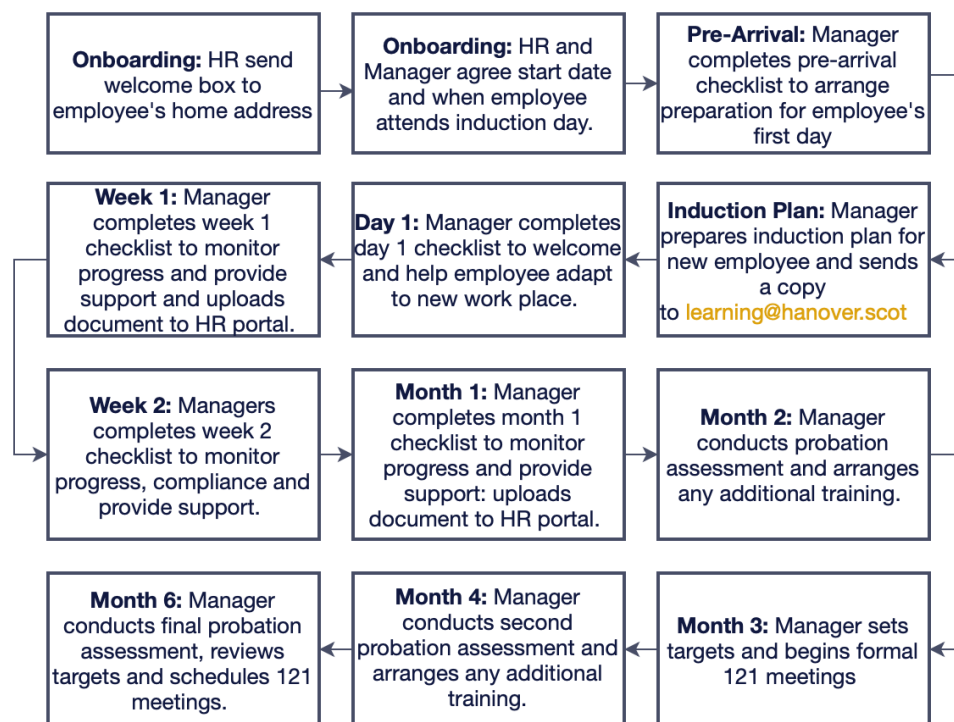
## INDUCTION PROCEDURE

### 1. Introduction

- 1.1 This procedure outlines the steps to be followed in conducting employee inductions and should be read in conjunction with the induction policy.

### 2. Induction process flow chart

- 2.1 The key milestones of the induction process and manager requirements are outlined in the below flow chart. Any reference to probation is to be performed in line with the probation policy and procedure.



### 3. Employee Induction Plan Templates

- 3.1 There are two induction plan templates. One for managers, and one for employees and both contain room for role specific requirements.
- 3.2 The 'induction plan template - Manager' and 'Induction plan template – Employee' accompanies this procedure and can be located on the Learning and Development Page of HAPI. The templates serve as a structure to develop an induction journey for a positive employee experience during the first six months of employment with Hanover, as illustrated in Appendix 1.

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### 4. Pre-Arrival Checklist

- 4.1 After the new employee successfully completes the recruitment process and formally accepts the offer of employment, the manager will refer to the pre-arrival section of the Induction Plan Template and complete the pre-arrival checklist items. Ensuring that individual circumstances and reasonable adjustments are identified to make the induction plan beneficial to all.
- 4.2 The manager will confirm the date of the employees first day with HR and communicate the agreed start date to the employee.
- 4.3 The manager notifies the Health and Safety Manager where the employee will be working from home. The Health and Safety Manager will then arrange the hybrid working questionnaire and the DSE assessment.
- 4.4 The HR Team will arrange for the new employee to receive a welcome box which is posted to the employee's home address prior to joining Hanover and includes a welcome card from the Chief Executive, the values and behaviour cards, and Hanover branded stationery and personal items.
- 4.5 The OD Administrator sets up their learning account and provide access to Hanover initial onboarding information which contains:
- Welcome video
  - Values video
  - Organisational chart
  - Values and behaviour framework
- 4.6 The manager arranges workstation set up and requests that the ICT Team will ensure equipment, log in and system user credentials are ready for the employee to begin using upon arrival as part of their ICT induction which the manager will plan in for day one.
- 4.7 The manager completes the induction plan schedule using the '**induction plan template**' and returns the completed induction to [learning@hanover.scot](mailto:learning@hanover.scot) in advance of the employees first day.

### 5. Day 1

- 5.1 Welcoming the employee and helping them to settle into their new role and workplace is the primary purpose of induction on their first day of work. It is important that the employee is shown around, introduced to others and provided with important information about their workplace in line with the hybrid working policy and team charter.
- 5.2 Where the employee is working remotely, the Manager can complete any items on the induction plan template via MS Teams, which includes but not limited to:
- A virtual tour of the workplace.
  - Guidance on office protocols
  - Demonstration of digital information resources required for the role.
  - Explanation of team charter and hybrid working policy.
  - An Introduction to key contacts.
  - The channel for ongoing feedback and conversation with manager.
- 5.3 It is important that the new employee is not overwhelmed with too much information, left alone or introduced to the new job without confidence or understanding.

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- 5.4 The Manager should be available before the employee arrives for work and ready to welcome them in line with the hybrid working policy and the team charter .
- 5.5 The employee is given a site tour which includes health and safety orientation, and provided with any uniform and PPE equipment as required. It is vital that any health and safety precautions the employee must take to protect themselves from harm are highlighted.
- 5.6 The employee is provided with any key fobs, the office protocols and locking up procedures.
- 5.7 Scheduled ICT induction is completed.
- 5.8 An Introduction to the Intranet (HUB / HAPI), policies and procedures location, and key contact lists are provided.
- 5.9 The employee is introduced to daily tasks, key areas of work, the induction plan and any targets and development goals.
- 5.10 The manager will hold a courtesy conversation with the employee before the end of their shift to provide guidance on any outstanding HR paperwork, to check understanding on the plan for the week ahead and the probationary period process.

### **6. Week 1**

- 6.1 It is important that regular ongoing check-ins occur with the new employee in their first week to offer them a person-centred and positive experience.
- 6.2 A plan is made for the new employee to meet with the team and is introduced to a buddy within the team who is an experienced team member assigned to assist and support the new employee with finding their way around and answering any questions they may have .
- 6.3 The first check-in with Manager is completed at the beginning of their second day with ongoing agreed check-ins scheduled.
- 6.4 Health and safety site orientation is completed.
- 6.5 The training schedule is reviewed with their manager
- 6.6 For each role, specific policies and procedures are required to be read at an early stage in the employee's journey. A list will be provided with clear and designated timescales to review and confirm understanding.
- 6.7 The Manager communicates the details of the Probation Policy, along with clear expectations of the employee in their role. The Manager will also ensure the employee is aware of the support mechanisms in place for the months ahead.
- 6.8 Scheduled introductions with ICT, HR, Finance, H&S and any other teams relevant to the role are completed to receive information on systems and any information related to their employment to ensure the new employee has important information about their employment and details of any systems they use.
- 6.9 The Manager will hold a 1-2-1 meeting at the end of the week to check-in on wellbeing, familiarisation with the workplace and understanding of how they fit in and the month ahead.

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6.10 The Manager will upload completed forms to **myHRPortal to ensure the process is completed and that we have records** for auditing purposes.

### 7. Week 2

7.1 It is important that we make sure everyone attends the necessary training that is required for their role. We will monitor on who has completed the training and take the time to go over it with them, offering support along the way.

7.2 At the start of each week, the manager will have a casual check-in with the employee.

7.3 We have a special event called the **'Welcome to Hanover' event (see appendix 2)**, which the employee is to be booked on. They can find the date and time on the Hanover training calendar.

7.4 The manager will go over the values and behaviour framework with the employee, making sure they understand what is expected of them.

7.5 The employee will go through all the policies and procedures on the HRPortal, as well as any other local policies. They will need to read them carefully and sign to confirm their understanding.

7.6 The manager will discuss any future target list with their manager, outlining what they are aiming for in the coming weeks.

### 8. Month 1

8.1 During the first month, our main focus is to help the new employee develop a good understanding of Hanover and their role. It's common for new employees to need support, and offering this assistance will greatly contribute to their progress.

8.2 Throughout this initial period, the manager will continue to have informal check-ins with the employee, agreeing on a frequency that works for both, but at least once per week. The manager will also provide feedback on how the employee is doing, ensuring they feel supported and guided.

8.3 The employee will complete any remaining mandatory training and role-specific training outlined in the induction plan. This training is crucial to equip them with the necessary skills and knowledge for their role.

8.4 To make the employee feel like a valued team member from the start, the manager will discuss the future targets in the induction plan. This will give the employee a sense of purpose and focus, knowing what they can achieve in their role.

8.5 It is important to introduce the new employee to key contacts in their immediate and wider team, where appropriate. This will help the employee become more familiar with the people they will be working with and how they fit into the overall structure of Hanover.

8.6 If the manager identifies any training or coaching needs that would be beneficial for the employee's development, they will communicate these requirements to the OD Team at [learning@hanover.scot](mailto:learning@hanover.scot).

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8.7 Once the induction plan is completed, the manager will upload it to the HR Portal, ensuring it is documented and easily accessible.

### 9. Month 2

9.1 Manager completes first probation monitoring form in line with Hanover Probation Policy and procedure. It is important that assessment of the employees performance continues to be formal, structured and constructive.

### 10. Month 3

10.1 Reaching the three-month mark is a significant milestone where both the manager and the new employee should be happy, and the new recruit is likely to stay with Hanover. This is also a crucial point to assess performance during the induction process, providing guidance to support positive performance and addressing any areas that need improvement.

10.2 To facilitate this, the manager will hold a formal 1-2-1 meeting with the employee at an agreed frequency, using the 1-2-1 template in line with the employee performance management process policy and procedure. Afterward, the completed document will be uploaded to the HR portal for record-keeping.

10.3 During these meetings, the manager will discuss the employees future targets and development goals as outlined in the induction plan. They will provide feedback on how the employee is doing and collaborate on setting new goals or identifying any additional training needs. Throughout this process, the manager will offer guidance and support to ensure the employees success.

10.4 The manager will upload the induction plan, including the progress made up to that point, to the HR portal. This will help maintain an organised and easily accessible record of the employee's induction journey.

10.5 If the manager identifies any constructive training or coaching needs to further enhance the employee's development, they will communicate these requirements to the OD team at [learning@hanover.scot](mailto:learning@hanover.scot).

### 11. Month 4

11.1 Manager completes second probation monitoring form in line with Hanover probation policy and procedure. It is important that assessment of the employees performance continues to be formal, structured and constructive.

### 12. Month 6 / end of probation

12.1 The manager will upload the completed induction plan to the HR portal, ensuring that all the necessary information is securely stored.

12.2 Following Hanover's probation policy and procedure, the manager will complete the final probation monitoring form. This form will be uploaded via the myHRportal.

12.3 If the employee successful completes their probation period, the manager will hold a 1-2-1 meeting to establish goals for the next six months. During this meeting, they will also identify any additional training needs in line with Hanover's Employee Performance Management

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Process policy and procedure, ensuring the employee has the necessary support to excel in their role.

### **13. Month 12 / annual employee performance review**

- 13.1 The first full annual employee performance review will be due in line with Hanover's Employee Performance Review policy
- 13.2 It is important that we provide new employees ongoing support as required. Using Hanover's Employee Performance Management Process to further develop the employee in line with Hanover's needs will help the employee understand the positive career opportunities ahead.

### **14. Other considerations**

#### School, college, and university leavers

- 14.1 Inducting a new employee where it may be their first job, or first time in the sector can be a nervous experience for the employee. It is important that Manager's understand that the new employee may be nervous and should regularly speak with the new employee to reassure and reduce any worry.
- 14.2 Young persons often have little awareness of health and safety risks, making them more likely to have an accident. It is important that the manager assesses the person's experience, in particular under 18s before they start work and notifying the Health, Safety and Wellbeing Manager in advance of the person starting at Hanover to ensure the necessary checks and training are in place.

#### Returning to the workplace

- 14.3 Some new employees may have worked for Hanover before or have considerable previous experience. An induction will be required as it is not guaranteed that the new employee returning to the work place is up to speed with any changes.
- 14.4 It is important to speak to the employee and work with them to understand any existing needs, take advantage of any considerable skills and knowledge, or support / reassure with respect to any unique individual requirements or adjustments. For example:
- Return from maternity, adoption or shared parental leave
  - Return from long-term illness or surgery
  - Career breaks
  - Return from secondment
  - Further study

#### Internal Transfers or Promotions within Hanover

- 14.5 Completing an induction plan for an employee who has been transferred or promoted into a new role is important. Even if the employee is already familiar with Hanover, it is important that we set employees up for success so they can meet the new demands of the role.

#### Hybrid Working

- 14.6 The new employee is to be managed in line with the Hybrid Working Policy, where applicable.

#### Mandatory Training

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14.7 It is important that new employees follow the agreed list of mandatory training for their role.

### Reasonable Adjustments

14.8 New employees may have needs and requests that should be taken into account. Some needs require 'reasonable adjustments' to accommodate disabilities, and are legally necessary.

14.9 A disability or health condition may be discovered during their application, via medical questionnaires, through a DSE assessment or during conversation. It is vital that if someone has highlighted a disability or health condition then we comprehensively look to assess what reasonable adjustments are made.

14.10 Other requests, such as requests to practice faith, should also be accommodated as far as practically possible.

### Trainees

14.11 A trainee is an individual undergoing training or instruction within the organisation. They are at an early stage in their learning process, under supervision and typically engaged in on-the-job training to acquire knowledge, skills and hands on experience.

14.12 Therefore, Trainees will require a different induction to other new employees such as an emphasis on practical work tasks which contribute to the organisation and understanding of their role.

14.13 The Hanover Welcome Event, health and safety training, and other training requirements are still to be planned in as part of any trainee programme. This ensures trainees are orientated with Hanover and enriches their trainee experience at Hanover.

### Agency Workers

14.14 An agency worker, also known as a temporary worker, is an individual who is engaged by an employment agency to work at Hanover, though not directly employed by Hanover. It is important that we induct agency workers in a similar way to that of permanent employees to ensure that they can safely and effectively perform their role, taking into account some key differences which include:

- Communication with an agency
- Length of the induction process

14.15 The manager should communicate with the agency to understand the skills and qualifications of the workers and provide them with information about Hanover such as our procedures, protocols, our values and expectations to build understanding and facilitate a smooth start.

14.16 The manager can use the induction plan template for agency workers. However, the overall induction process is typically shorter because the agency worker is not permanently employed. Using the induction plan template ensures important elements of the induction are included and focus is given to getting the employee up to speed as swiftly as possible through:

- Welcoming and orientating the employee on their first day throughout the first week.
- Introducing to key team members
- Reviewing key policies and procedures
- Completion of mandatory training requirements.

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- The manager performing regular and ongoing feedback

### 15. Evaluation

15.1 To gather feedback on the employee's experience, HR will issue an employee experience survey for the employee to complete during their induction process at the following intervals:

- week 1
- month 1
- month 3
- month 6

15.2 This allows us to gather valuable insights and make any necessary improvements to the induction process.

### 16. Month 12

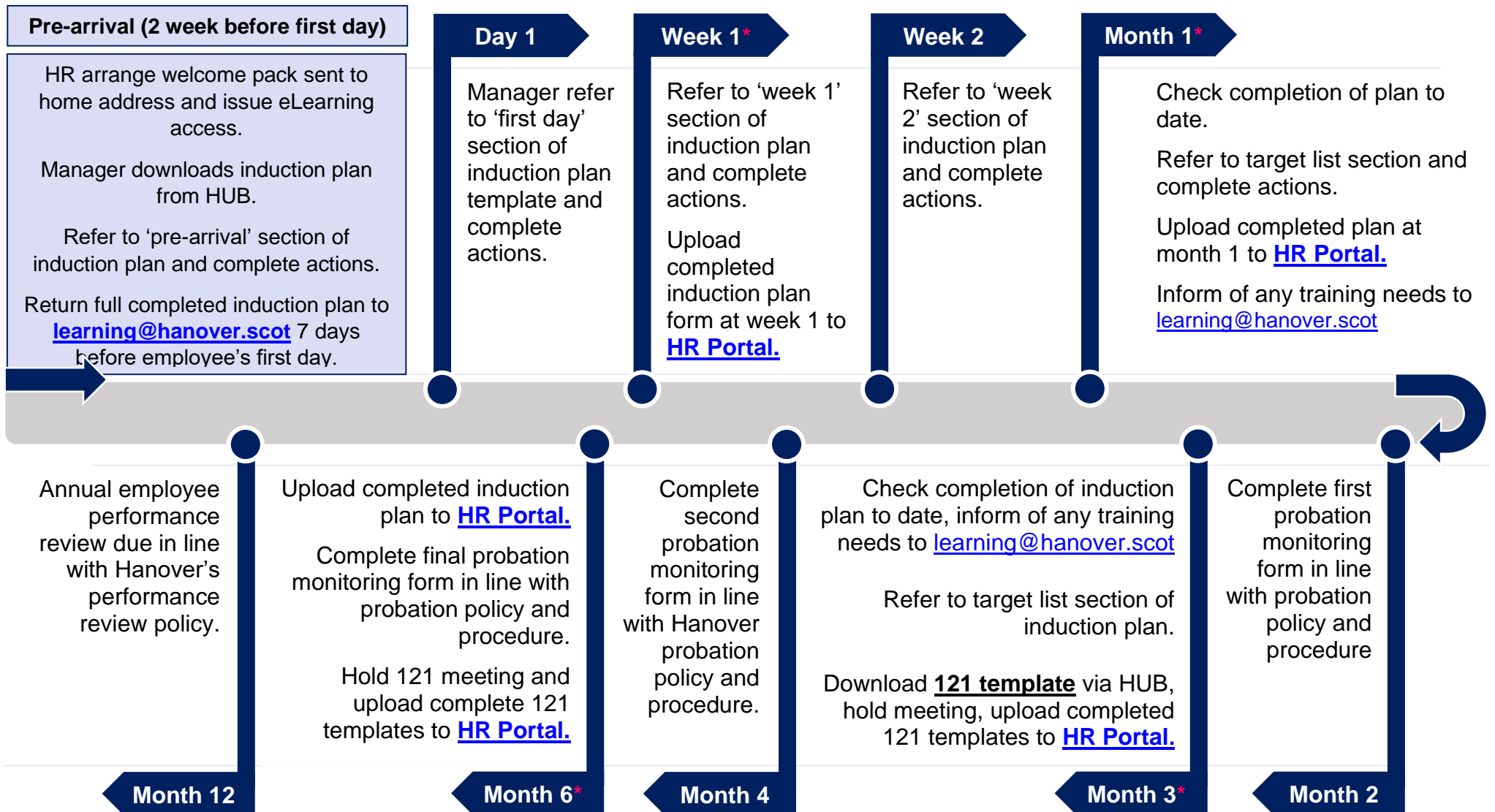
16.1 The first full Annual Employee Performance Review will be due in line with Hanover's employee performance review policy.

<b>Department</b>	Business Support and Transformation
<b>Author</b>	Organisational Development Manager
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## Appendix 1: Induction Procedure Diagram

\*Employee experience survey issued by HR



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### Appendix 2: Welcome to Hanover Event

Illustrative timetable:

Time	Subject	Resources	Person
10:00	Welcome / about the day	Name badges	
10:05	Roll call and introductions to each other		
10:15	Introduction to our values and corporate strategy	Presentation	ELT / SMT
10:30	<p>Our values</p> <p>Activity 1: Group Brainstorm - new employees are encouraged to actively participate in a brainstorming session to understand and internalise our values. They will discuss in groups and share examples of how these values can be demonstrated in their daily work.</p> <p>Activity 2: Group activity – case study / scenario. Each group discusses and propose how Hanover’s values and strategy can be applied to solve the challenges presented in the scenario.</p>	<p>Values and behaviour cards</p> <p>Case study / scenario</p>	
11:15	Comfort Break		
11:30	<p>Overview of Hanover’s Directorates / Teams</p> <p>Activity 5: “Gallery Walk” activity. New employees can walk around, read the displays on each directorate and engage in discussions with representatives from each directorate to gain deeper understanding of what their teams do and ask questions. When facilitated via MS teams, a timer for breakout rooms with a representative from each directorate. Alternatively, a straightforward presentation and Q&amp;A.</p>	Physical summary boards / powerpoint	
13:00	Buffer – to ensure full comfort break		
13:10	Break		
14:10	Our customers	Customer presentation	

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	Activity 6: “Customer empathy group exercise” – following a brief overview, groups are divided into customer types and asked to put themselves in the customer’s shoes and brainstorm ways to better serve their needs.	Customer information sheet	
14:30	<p><b>HR Induction</b></p> <p>An overview of important employment information and available employee resources.</p>		
15:00	<p><b>Health and Safety Overview</b></p> <p>An overview of important health and safety orientation information.</p>		
15:30	<b>Break</b>		
15:50	<p><b>Ladder of engagement</b></p> <p>Activity 7: “ladder of engagement” – new employees are asked to position themselves on a ladder as to where they see themselves and share their experience.</p>		
16:10	<p><b>Quiz (Kahoot) and Q&amp;A</b></p> <p>Activity 8: “Live polling and interactive questions” through technology. Displaying and answering questions on screen.</p> <p>Sources of Support: Signposted information and resources.</p>	Kahoot	
16:20	<p><b>Personal value statement</b></p> <p>Activity 9: “Reflection and Commitment” Each new employee takes a few minutes to reflect on their experience throughout the event, the knowledge and insights gained, and the goals they have for their journey with Hanover.</p> <p>Each new employee is asked to craft a personal commitment statement that they will commit to living by when working at Hanover.</p>	Commitment sheet	
16:30	<b>Finish</b>		

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**Frequency:** Every 4 weeks, where required.

**Attendees:** New employees,

**Accessed:** Via Training Calendar / MS Teams Link

**Host:** L&D Coordinator / OD Manager, Senior Manager

**Location:** In-person / online (depending on location of new employees)