CLYDESDALE HOUSING ASSOCIATION LIMITED

Policy:	**Induction Policy**
Date:	**29 September 2021**
Lead Officer:	**Chief Executive**
Review Date:	**September 2024**
Regulatory Standard:	**Standard 5** **The RSL conducts its affairs with honesty and integrity.**
Regulatory Guidance:	5.2 The RSL upholds and promotes the standards of behaviour and conduct it expects of governing body members and staff through an appropriate code of conduct. It manages governing body members' performance, ensures compliance and has a robust system to deal with any breach of the code.
	5.3 The RSL pays due regard to the need to eliminate discrimination, advance equality and human rights, and foster good relations across the range of protected characteristics in all areas of its work, including its governance arrangements.
Regulatory Standard:	**Standard 6** **The governing body and senior officers have the skills and knowledge they need to be effective.**
Regulatory Guidance:	6.5 The RSL ensures all new governing body members receive an effective induction programme to enable them to fully understand and exercise their governance responsibilities. Existing governing body members are given ongoing support and training to gain, or refresh, skills and expertise and sustain their continued effectiveness.
Constitutional Requirements:	**Rule 59.6.12** **Among the responsibilities of the Chairperson are that: the training requirements of Committee Members, and the recruitment and induction of new Committee Members is undertaken.**

Clydesdale Housing Association will provide this policy on request at no cost, in large print, in Braille, in audio or other non-written format, and in a variety of languages.

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Contents

1. Introduction

Clydesdale Housing Association (CHA) is committed to providing a cohesive approach to the policies and procedures which relate to recruitment and selection, induction and continued effectiveness of its Governing Body and Staff.   The purpose of this Policy is to provide a comprehensive framework for Governing Body and Staff Induction.

The Scottish Housing Regulator's Regulatory Standard 6 and associated guidance identifies the importance of Governing Body and staff members having the skills and knowledge they need to be effective. Effective induction is considered as an important component in enabling CHA's people to exercise their responsibilities.

CHA considers Induction as the process of receiving and welcoming new recruits when they first join the organisation, giving them the basic information they need to settle down quickly and make early contributions to our success.

2. Policy Statement

CHA recognises that effective Induction helps people settle into their new role and ensures they are equipped to perform to a high standard as quickly as possible. It is committed to providing a comprehensive and effective Induction process.

CHA also recognises that the first impression of the organisation is likely to be a lasting one and steps must therefore be taken to make sure the first impression is a positive one.

A new role or responsibility while being very challenging and potentially rewarding, can be very daunting for a new recruit. This Policy seeks to minimise the risk of new recruits leaving in the first few months; thereby retaining the knowledge and skills which had been identified through the recruitment process.

CHA also recognises the need to provide new recruits with organisational and procedural information when they join in order to familiarise them with it and to allow them to make a contribution quickly.

New recruits will not be over-loaded with information. Induction will be relevant and appropriate to their needs and will form part of a systematic Induction Plan delivered over a timescale which is realistic and achievable.

New Governing Body Members' induction will focus on priorities that will enable them to fully understand and exercise their governance responsibilities including our Rules and Code of Conduct.

The Induction Plan will be reviewed on an ongoing basis to make sure it is sufficient and appropriate and will be changed where necessary to meet the needs of the individual.

3. Achieving the Policy Outcomes for Governing Body Members

CHA's Vice-Chairperson will lead the induction process for new Governing Body Members – supported by the Chief Executive.

Refer to Appendix 1 (Governing Body Induction Process Outline) when reading this section.

Governing Body Induction: Stage 1 – Recruitment

Induction starts at the recruitment stage - this is when first impressions are forged. Providing information on background of CHA and the role of a Governing Body Member, the standards of conduct required and history of CHA early in the recruitment process sets the scene for candidates and communicates CHA's mature governance profile.

The interview process and then observing Governing Body meetings will enhance this understanding.

New Governing Body Members will be provided with a copy of Regulatory Standards for Registered Social Landlords. They will be required to read and sign key governance policies and complete other governance documentation immediately on appointment.

Governing Body Induction Stage 2: Welcome Meeting

Within four weeks of being appointed, new Governing Body members will meet with the Vice-Chairperson in order to formally welcome them to CHA and set out the induction process.

The welcome meeting will provide an opportunity for the new recruit to ask questions and meet their appointed Buddy. The Buddy role is designed to support the induction process through:

- Providing a first point of contact on any queries;
- Providing a familiar face to sit beside at meetings;
- Introducing the new recruit to fellow Governing Body Members and staff members;
- Attending some of the induction sessions along with the new recruit.

The welcome meeting will conclude with agreement on the frequency of induction sessions and a target completion date for meeting again to conclude the process – usually within 3 to 6 months.

Governing Body Induction: Stage 3 – Induction Sessions

Following the welcome meeting, dates will be agreed with the new recruit for sessions with independent trainers and members of CHA's Management Team that cover:

- <u>Conduct Standards</u>: The Code of Conduct for Governing Body Members and Conflicts of Interest
- <u>Orientation</u>: meeting dates, expenses, IT equipment, online resources and learning & development;
- <u>CHA Background & Governance</u>: CHA history, the RSL sector, vision & values, regulation, CHA stock and customer profile, role of the Governing Body, CHA governance structures and signposting to governance documents;
- <u>Housing Management</u>: the Scottish Social Housing Charter, performance levels, access to housing, empty house management, rents and debt recovery, neighbourhood management & anti-social behaviour and complaints handling;
- <u>Repairs & Maintenance</u>: the Scottish Social Housing Charter, performance levels, reactive repairs, housing standards, planned & cyclical maintenance, tenant safety, medical adaptations and factoring owners;
- <u>Financial Management</u>: budgets & financial management, long-term financial planning. treasury management and annual/quarterly accounts;
- <u>Heath & Safety</u>: participate in annual collective refresher training or online module;
- <u>Equalities</u>: participate in annual collective refresher training or online module.

All sessions will start with a review of the previous session and the opportunity for the new recruit to raise questions.

The timing of sessions will be co-ordinated with the Governing Body Meeting Schedule to ensure that relevant sessions take place close to and in advance of meetings dealing with these reporting areas – this is designed to accelerate learning and support new recruits' understanding of Governing Body business.

Governing Body Induction: Stage 4 – Review & Evaluation Meeting

The Vice Chair, supported by the Chief Executive, will meet with the new recruit and their Buddy on completion of the induction process in order to:

- Answer questions the new recruit may still have;
- Check in on how the new recruit is enjoying the Governing Body experience;
- Provide feedback to the new recruit on their contributions since joining CHA;
- Review the induction process to ensure that intended learning outcomes have been met;
- Evaluate the process in order to identify areas for improvement that future recruits could benefit from;
- Identify any further learning needs;
- Review and evaluate the Buddy system in order to identify ways to improve it;
- Ensure that IT equipment and online resources are accessible and working properly.

This meeting will conclude with confirming that the induction process has been successfully completed and an explanation of how CHA's Governing Body annual appraisal system works and how this relates to identifying future learning & development needs.

4. Achieving the Policy Outcomes for Staff

Staff Induction – Stage 1 - Planning and Preparation

There are five stages to the staff Induction process starting with the pre-employment stage. Having offered a candidate the job, the Planning and Preparation process includes the following:

- Develop Draft Induction Plan covering organisation and job;
- Send welcome letter and Pre-Start Information Pack to new recruit;
- Inform all staff of imminent arrival of new recruit.

Staff Induction – Stage 2 - Pre-Start Meeting

An informal pre-start meeting will be arranged by the Line Manager in order to cover the following:

- Office tour and staff introductions;
- Introduce the new recruit to a staff "buddy" (fulfilling the same purpose as the Governing Body buddy explained previously);
- Confirm arrival times for first day.

Staff Induction – Stage 3 - Orientation

In this stage of the Induction process, the new recruit will be provided with useful background and practical information. During this stage, new recruit will start the process of learning how the Association is run on a day-to-day basis. This stage of the process will include the following:

- Background and history of the Association;
- Services overview;
- Stock tour;
- EVH terms and conditions of employment;
- Staff policies and procedures e.g., timekeeping and absence procedures;
- Health and Safety requirements.

Staff Induction – Stage 4 - Orientation Review and Evaluation

The review process for the Orientation period should be at the end of Week One and weekly thereafter.

Staff Induction – Stage 5 - Job Induction

A crucial stage in the Induction process, this is when the new recruit learns more about their job role, their decision-making authority, the standards expected of them, and any targets which they will be involved in achieving. It is during this stage that the new recruit's relationship with the Line Manager should start to develop.

The Line Manager will provide details of the communication flow within the organisation. Meeting schedules will also be explained including staff meetings, team meetings and Governing Body meetings.

It is during this stage that the new recruit will start to perform the role they have been recruited to do. This includes:

- Core priorities
- Policy awareness
- Procedure awareness
- Service standards

Throughout the entire Induction process, records will be kept of the topics covered in the Induction process and any follow up action or learning or development activity which has been identified. Details of staff Induction will form part of the annual learning and development report.

The entire staff Induction plan is contained in Appendix 2 of this policy.

5.   Links with other Policies and Plans

The Induction Policy forms part of a group of performance management policies and plans as follows:
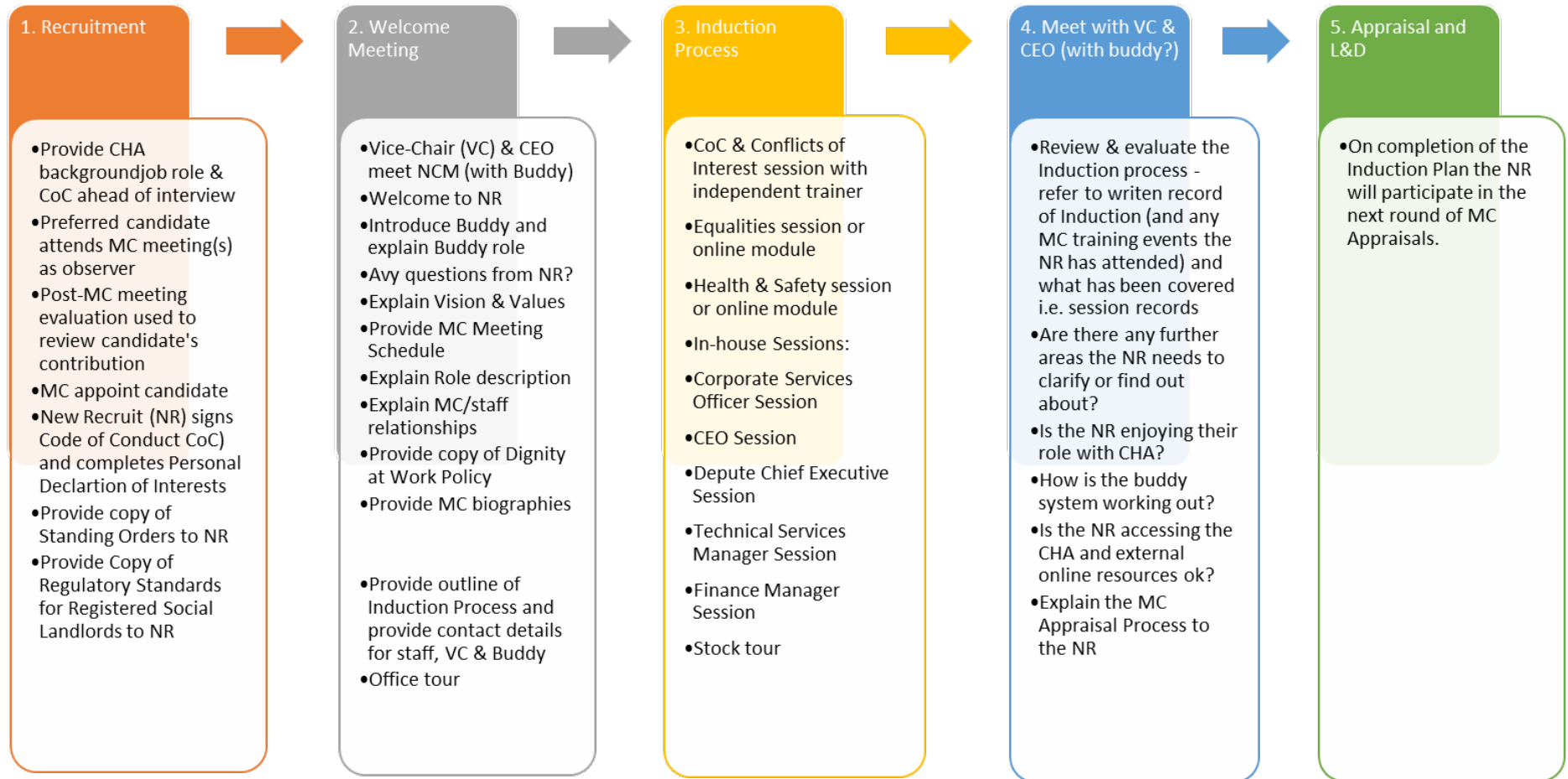
- The Membership Policy
- The Governing Body Recruitment Policy;
- The Governing Body Appraisal Policy;
- The Recruitment and Selection Policy and Procedures;
- The Code of Conduct for Governing Body Members;
- The Code of Conduct for Staff Members;
- Diversity and Equality Policy;
- The Performance Management Policy;
- The Staff Appraisal Policy;
- The Business Plan.

6.   Policy Review

This Policy will be reviewed every four years or sooner if required because of changes to legislation, organisational structure or strategic objectives.

Approved by the Governing Body of Management on:	
Signed:	**Signed:**
Secretary/Chairperson	**Chief/Depute Executive**

Appendix 1 - Governing Body Induction Process Outline

1. Recruitment

- Provide CHA backgroundjob role & CoC ahead of interview
- Preferred candidate attends MC meeting(s) as observer
- Post-MC meeting evaluation used to review candidate's contribution
- MC appoint candidate
- New Recruit (NR) signs Code of Conduct CoC) and completes Personal Declartion of Interests
- Provide copy of Standing Orders to NR
- Provide Copy of Regulatory Standards for Registered Social Landlords to NR

2. Welcome Meeting

- Vice-Chair (VC) & CEO meet NCM (with Buddy)
- Welcome to NR
- Introduce Buddy and explain Buddy role
- Avy questions from NR?
- Explain Vision & Values
- Provide MC Meeting Schedule
- Explain Role description
- Explain MC/staff relationships
- Provide copy of Dignity at Work Policy
- Provide MC biographies

- Provide outline of Induction Process and provide contact details for staff, VC & Buddy
- Office tour

3. Induction Process

- CoC & Conflicts of Interest session with independent trainer
- Equalities session or online module
- Health & Safety session or online module
- In-house Sessions:
- Corporate Services Officer Session
- CEO Session
- Depute Chief Executive Session
- Technical Services Manager Session
- Finance Manager Session
- Stock tour

4. Meet with VC & CEO (with buddy?)

- Review & evaluate the Induction process - refer to writen record of Induction (and any MC training events the NR has attended) and what has been covered i.e. session records
- Are there any further areas the NR needs to clarify or find out about?
- Is the NR enjoying their role with CHA?
- How is the buddy system working out?
- Is the NR accessing the CHA and external online resources ok?
- Explain the MC Appraisal Process to the NR

5. Appraisal and L&D

- On completion of the Induction Plan the NR will participate in the next round of MC Appraisals.

Corporate Services Officer Session:
- Expenses Policy & Forms
- ICT Policy
- Issue tablet/laptop & demonstration
- MC Appraisal Process and Learning & Development
- Secure website area
- Introduction to SHARE E-Learning modules
- Access to SFHA & EVH online member resources
- CHA Health & Safety set-up

Chief Executive Session:
- Any queries from CSO session?
- CHA origins, history and the RSL sector
- CHA Vision, Values & Culture
- CHA Services & Housing Charter overview
- Housing stock profile
- Tenant satisfaction
- Role of the Management Committee
- Regulatory Framework overview
- Signpost to key governance documents
- Committee & Staff Structure

Depute Chief Executive Session:
- Any queries from CEO session?
- Housing Charter Performance Record
- Housing List & Allocations
- Empty House Management
- Rent and Debt Recovery
- Neighbour Complaints and Anti-Social Behaviour
- Estate Management
- Tenant profile
- Complaints Handling

Technical Services Manager Session:
- Any queries from the DCE session?
- Housing Charter Performance Record
- Reactive Repairs
- Scottish Housing Quality Standard
- Planned & Cyclical Maintenance
- Tenant safety activity
- Stage 3 adaptations
- Factoring

Finance Manager Session:
- Any queries from the TSM session?
- Budgets & Financial Management
- Long Term Financial Plan
- Treasury Management
- Quarterly & Annual Account

Appendix 2 – Staff Induction Plan

Name   Date of starting

Induction completed (signature of recruit)

Stage 1 - Planning & Preparation	Date	Carried out by	Comments
❑ Develop Draft Induction Plan covering organisation & job; ❑ Ensure relevant parties are briefed, sessions booked and have their copy of the Induction record sheet; ❑ Send welcome letter and Pre-Start Information Pack to new recruit; ❑ Arrange Pre-Start meeting (approx. one week in advance of start date) ❑ Inform all staff of imminent arrival of new recruit; ❑ Allocate work area; ❑ Allocate buddy; ❑ Ensure work area is clear and appropriate equipment is working and customised.			
Stage 2 - Pre-Start Meeting	Date	Carried out by	Comments
❑ Ensure line manager is there to welcome new start when they arrive; ❑ Spend first 15 minutes putting them at their ease – coffee and chat; ❑ Discuss Draft Induction Plan & agree final version; ❑ Discuss Pre-Start Information Pack (need for additional information?); ❑ Office tour & staff introductions; ❑ Introduce 'buddy'; ❑ Confirm arrival times for first day.			

Stage 3 – Orientation	Date	Carried out by	Comments
Welcome: ❑ Ensure line manager is there to welcome new start when they arrive ❑ Spend first 15 minutes putting them at their ease – coffee and chat ❑ Go over Induction Plan & pass personnel documentation to CS Officer for checking; ❑ Office tour & staff re-introductions; ❑ Re-Introduce 'buddy'; ❑ office key/security codes, ID card; ❑ New start signs Code of Conduct and completes Personal Declaration of Interests			
Introduction to the Association: ❑ Background & History; ❑ Governing Body Role; ❑ Staff structure; ❑ Stock profile; ❑ Stock tour; ❑ Services overview; ❑ Sector awareness – funding, regulation, local environment; ❑ Future plans and developments; ❑ Performance Framework & Results. ❑ Organisational Culture. ❑ CHA ICT Policy			
EVH Terms and conditions of employment: ❑ Questions from terms and conditions previously issued; ❑ Hours/timesheets, breaks, method of payment; ❑ Expenses Policy; ❑ Holidays & TOIL; ❑ Timekeeping & absence reporting procedures; ❑ Period of notice; ❑ Sickness provisions; ❑ Pension provisions.			

Stage 3 – Orientation (cont'd)	Date	Carried out by	Comments
Equal opportunities policy and personal development: ❑ Equality & Diversity Policy; ❑ Training & development; ❑ Performance appraisal; ❑ Further education/training policies.			
Worker/employer relations: ❑ Trade union membership; ❑ Worker communications and consultation; ❑ Grievance and disciplinary procedure; ❑ Appeals procedure.			
Organisation rules: ❑ Code of Conduct; ❑ Dignity at Work; ❑ Conflicts of interest; ❑ Gifts & Hospitality; ❑ Internal Financial Controls; ❑ Smoking Policy; ❑ Telephone calls/internet usage; ❑ Tearoom/break facilities; ❑ Toilets/lockers.			
Health and safety: ❑ Issue H&S Manual; ❑ Awareness of hazards – any particular to type of work; ❑ Emergency procedures; ❑ Location of exits; ❑ Dangerous substances or processes; ❑ Reporting of accidents; ❑ First aid; ❑ Introduction to H&S Administrator; ❑ Protective clothing – supply, care, replacement.			

Stage 3 – Orientation (cont'd)	Date	Carried out by	Comments
The Team: ❑ Shadow each staff member (job role, personal profile and role linkages; ❑ Meet Governing Body & observe Governing Body meeting: ❑ Meet RTO members & attend RTO meetings; ❑ Meet contractors/other partners.			
Customers: ❑ Customer Focus Charter; ❑ Customer feedback framework, results & actions; ❑ Complaints Handling Procedure; ❑ Service Plan Standards.			
Office Systems: ❑ Filing; ❑ Telephones – answering and transferring; ❑ Mobile phone use; ❑ Photocopier/ printer/ scanner/ fax; ❑ Novell file structure; ❑ SDM System; ❑ MS Outlook – diary & e-mail. ❑ CHA ICT Policy			
Communications: ❑ Employee Contact List; ❑ Ideas/comments/criticisms/improvements; ❑ Staff meetings; ❑ Governing Body meetings; ❑ Tenant newsletters; ❑ Annual Report;			

Stage 4 – Orientation Review & Evaluation	Date	Carried out by	Comments
☐ Review progress at end of Week 1 and weekly thereafter;			
☐ Have a major review at the end of orientation stage;			
☐ Act on feedback;			
☐ Gather any employee development needs during each of the reviews and pull this together at the final review into the development plan.			

Stage 5 – Job Induction	Date	Carried out by	Comments
The Job:			
☐ Core Priorities;			
☐ Policy awareness;			
☐ Procedure awareness;			
☐ Service standards;			
☐ Performance Management – targets, results, use;			
☐ Performance Reporting: Governing Body; Customers;			
☐ Customer Focus Charter.			