

## CLYDESDALE HOUSING ASSOCIATION LIMITED

**Policy:** Induction & Offboarding Policy

**Date:** 11 December 2024

**Lead Officer:** Chief Executive

**Review Date:** December 2027

**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 employee 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.



## **Contents**

- 1. Introduction 3**
  - 2. Policy Statement 3**
  - 3. Achieving the Policy Outcomes for Governing Body Members on Induction 4**
  - 4. Achieving the Policy Outcomes for Employees on Induction 5**
  - 5. Achieving the Policy Outcomes for Governing Body Members on Offboarding 6**
  - 6. Achieving the Policy Outcomes for Employees on Offboarding 7**
  - 8. Policy Review 8**
- 
- Appendix 1 - Governing Body Induction Process Outline 9**
- Appendix 2 – Employee Induction Plan 11**

## **1. Introduction**

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

The Scottish Housing Regulator's Regulatory Standard 6 and associated guidance identifies the importance of Governing Body and employee 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.

The offboarding process leads up to an individual formally leaving the Association. An effective process makes the transition smooth for the Association, the individual and their immediate colleagues.

## **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.

Offboarding will aim to co-ordinate the transfer of workload and knowledge prior to the individual leaving CHA. For employees, the offboarding process will also seek to engage with the individual in order to clarify and confirm contractual details on terminating employments. Offboarding also aims to ensure that the individual's term with CHA concludes as positively as possible, thus promoting individual wellbeing and enhancing the organisation's reputation.

### **3. Achieving the Policy Outcomes for Governing Body Members on Induction**

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 employees;
- 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:

- Conduct Standards: The Code of Conduct for Governing Body Members and Conflicts of Interest
- Orientation: meeting dates, expenses, IT equipment, online resources and learning & development;
- CHA Background & Governance: 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;

- Housing Management: 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;
- Repairs & Maintenance: the Scottish Social Housing Charter, performance levels, reactive repairs, housing standards, planned & cyclical maintenance, tenant safety, medical adaptations and factoring owners;
- Financial Management: budgets & financial management, long-term financial planning, treasury management and annual/quarterly accounts;
- Health & Safety: participate in annual collective refresher training or online module;
- Equalities: 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 Employees on Induction**

### **Employee Induction – Stage 1 - Planning and Preparation**

There are five stages to the employee 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 employees of imminent arrival of new recruit.

### **Employee 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 employee 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.

### **Employee 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;
- Employee policies and procedures e.g., timekeeping and absence procedures;
- Health and Safety requirements.

### **Employee 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.

### **Employee 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 process and any follow up action or learning or development activity which has been identified. Details of employee induction will form part of the annual learning and development report.

The entire employee induction plan is contained in Appendix 2 of this policy.

## **5. Achieving the Policy Outcomes for Governing Body Members on Offboarding**

Offboarding activities for governing body members will be led by the Chairperson, supported by the CEO.

A resignation or a decision not to stand for re-election by a governing body member will usually be followed up by a request from the Chairperson to meet with the individual concerned.

The meeting will be held in-person, via video conferencing or by telephone call and will focus on thanking the individual for their contribution to CHA, their reasons for leaving and obtaining feedback on potential ways to improve the role of governing body members.

Constructive feedback will be shared with the Management Committee at the discretion of the Chairperson and with the written agreement of the resigning governing body member.

Following the Chairperson's meeting with the individual, the CEO will also make contact with the resigning governing body member regarding arrangements for the return of any equipment previously provided, such as laptops, etc.

## **6. Achieving the Policy Outcomes for Employees on Offboarding**

CHA will take all reasonable steps to ensure that the offboarding process is as positive an experience as possible for the resigning employee.

Offboarding activities for employees will be led by the employee's line manager and will comprise of two steps:

- On receiving an employee's written notice of termination of employment, the line manager will meet with the employee to start a process that will:
  - Confirm contractual aspects connected with the employment termination, e.g., notice period, final salary date, used/unused leave balance, etc.
  - Review workloads, knowledge transfer and handover activities – weekly meetings will then follow to monitor progress.
  - Advise on requirements for returning CHA assets before the last day of duties, e.g., IT, phone, PPE, etc.
- Within five working days of accepting the employee's written notice, the line manager will request that the employee participate in a pre-exit interview in order to:
  - Obtain feedback on the accuracy of the employee's job description.
  - Check in on the employee's working relationships with others.
  - Ask the employee for their opinion on CHA's internal communication practices and ask for suggestions on how to improve these.

The Association has developed pro-formas to guide the employee offboarding process and ensure that this is approached consistently and fairly. These forms will be reviewed periodically.

## **7. Links with other Policies and Plans**

The Induction and Offboarding 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 Employees;
- Diversity and Equality Policy;
- The Performance Management Policy;
- The Employee Appraisal Policy;
- EVH Terms and Conditions of Employment;
- The Business Plan.

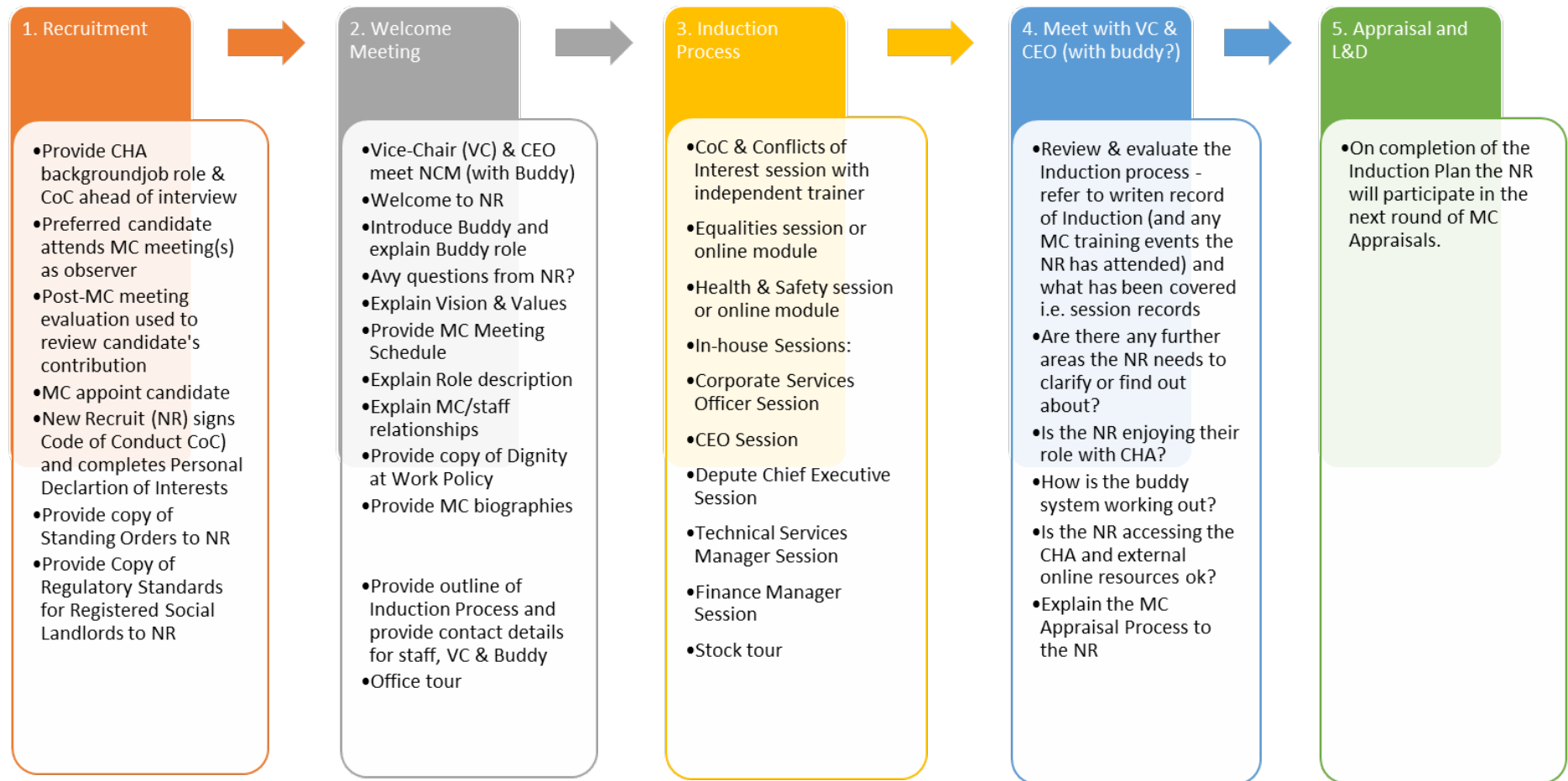
**8. Policy Review**

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

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



## Appendix 1 - Governing Body Induction Process Outline



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 & Employee 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 – Employee Induction Plan

Name

Date of starting

Induction completed (signature of recruit)

<b><u>Stage 1 - Planning &amp; Preparation</u></b>	Date	Carried out by	Comments
<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop Draft Induction Plan covering organisation &amp; job;</li> <li><input type="checkbox"/> Ensure relevant parties are briefed, sessions booked and have their copy of the Induction record sheet;</li> <li><input type="checkbox"/> Send welcome letter and Pre-Start Information Pack to new recruit;</li> <li><input type="checkbox"/> Arrange Pre-Start meeting (approx. one week in advance of start date)</li> <li><input type="checkbox"/> Inform all employees of imminent arrival of new recruit;</li> <li><input type="checkbox"/> Allocate work area;</li> <li><input type="checkbox"/> Allocate buddy;</li> <li><input type="checkbox"/> Ensure work area is clear and appropriate equipment is working and customised.</li> </ul>			
<b><u>Stage 2 - Pre-Start Meeting</u></b>	Date	Carried out by	Comments
<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure line manager is there to welcome new start when they arrive;</li> <li><input type="checkbox"/> Spend first 15 minutes putting them at their ease – coffee and chat;</li> <li><input type="checkbox"/> Discuss Draft Induction Plan &amp; agree final version;</li> <li><input type="checkbox"/> Discuss Pre-Start Information Pack (need for additional information?);</li> <li><input type="checkbox"/> Office tour &amp; employee introductions;</li> <li><input type="checkbox"/> Introduce 'buddy';</li> <li><input type="checkbox"/> Confirm arrival times for first day.</li> </ul>			

<b><u>Stage 3 – Orientation</u></b>	Date	Carried out by	Comments
<p><u>Welcome:</u></p> <ul style="list-style-type: none"> <li>❑ Ensure line manager is there to welcome new start when they arrive</li> <li>❑ Spend first 15 minutes putting them at their ease – coffee and chat</li> <li>❑ Go over Induction Plan &amp; pass personnel documentation to CS Officer for checking;</li> <li>❑ Office tour &amp; employee re-introductions;</li> <li>❑ Re-Introduce 'buddy';</li> <li>❑ office key/security codes, ID card;</li> <li>❑ New start signs Code of Conduct and completes Personal Declaration of Interests</li> </ul>			
<p><u>Introduction to the Association:</u></p> <ul style="list-style-type: none"> <li>❑ Background &amp; History;</li> <li>❑ Governing Body Role;</li> <li>❑ Staff structure;</li> <li>❑ Stock profile;</li> <li>❑ Stock tour;</li> <li>❑ Services overview;</li> <li>❑ Sector awareness – funding, regulation, local environment;</li> <li>❑ Future plans and developments;</li> <li>❑ Performance Framework &amp; Results.</li> <li>❑ Organisational Culture.</li> <li>❑ CHA ICT Policy</li> </ul>			
<p><u>EVH Terms and conditions of employment:</u></p> <ul style="list-style-type: none"> <li>❑ Questions from terms and conditions previously issued;</li> <li>❑ Hours/timesheets, breaks, method of payment;</li> <li>❑ Expenses Policy;</li> <li>❑ Holidays &amp; TOIL;</li> <li>❑ Timekeeping &amp; absence reporting procedures;</li> <li>❑ Period of notice;</li> <li>❑ Sickness provisions;</li> <li>❑ Pension provisions.</li> </ul>			

<b><u>Stage 3 – Orientation (cont'd)</u></b>	Date	Carried out by	Comments
<u>Equal opportunities policy and personal development:</u> <ul style="list-style-type: none"> <li><input type="checkbox"/> Equality &amp; Diversity Policy;</li> <li><input type="checkbox"/> Training &amp; development;</li> <li><input type="checkbox"/> Performance appraisal;</li> <li><input type="checkbox"/> Further education/training policies.</li> </ul>			
<u>Worker/employer relations:</u> <ul style="list-style-type: none"> <li><input type="checkbox"/> Trade union membership;</li> <li><input type="checkbox"/> Worker communications and consultation;</li> <li><input type="checkbox"/> Grievance and disciplinary procedure;</li> <li><input type="checkbox"/> Appeals procedure.</li> </ul>			
<u>Organisation rules:</u> <ul style="list-style-type: none"> <li><input type="checkbox"/> Code of Conduct;</li> <li><input type="checkbox"/> Dignity at Work;</li> <li><input type="checkbox"/> Conflicts of interest;</li> <li><input type="checkbox"/> Gifts &amp; Hospitality;</li> <li><input type="checkbox"/> Internal Financial Controls;</li> <li><input type="checkbox"/> Smoking Policy;</li> <li><input type="checkbox"/> Telephone calls/internet usage;</li> <li><input type="checkbox"/> Tearoom/break facilities;</li> <li><input type="checkbox"/> Toilets/lockers.</li> </ul>			
<u>Health and safety:</u> <ul style="list-style-type: none"> <li><input type="checkbox"/> Issue H&amp;S Manual;</li> <li><input type="checkbox"/> Awareness of hazards – any particular to type of work;</li> <li><input type="checkbox"/> Emergency procedures;</li> <li><input type="checkbox"/> Location of exits;</li> <li><input type="checkbox"/> Dangerous substances or processes;</li> <li><input type="checkbox"/> Reporting of accidents;</li> <li><input type="checkbox"/> First aid;</li> <li><input type="checkbox"/> Introduction to H&amp;S Administrator;</li> <li><input type="checkbox"/> Protective clothing – supply, care, replacement.</li> </ul>			

<b><u>Stage 3 – Orientation (cont'd)</u></b>	Date	Carried out by	Comments
<p><u>The Team:</u></p> <ul style="list-style-type: none"> <li>❑ Shadow each staff member (job role, personal profile and role linkages);</li> <li>❑ Meet Governing Body &amp; observe Governing Body meeting;</li> <li>❑ Meet RTO members &amp; attend RTO meetings;</li> <li>❑ Meet contractors/other partners.</li> </ul>			
<p><u>Customers:</u></p> <ul style="list-style-type: none"> <li>❑ Customer Focus Charter;</li> <li>❑ Customer feedback framework, results &amp; actions;</li> <li>❑ Complaints Handling Procedure;</li> <li>❑ Service Plan Standards.</li> </ul>			
<p><u>Office Systems:</u></p> <ul style="list-style-type: none"> <li>❑ Filing;</li> <li>❑ Telephones – answering and transferring;</li> <li>❑ Mobile phone use;</li> <li>❑ Photocopier/ printer/ scanner/ fax;</li> <li>❑ Novell file structure;</li> <li>❑ SDM System;</li> <li>❑ MS Outlook – diary &amp; e-mail.</li> <li>❑ CHA ICT Policy</li> </ul>			
<p><u>Communications:</u></p> <ul style="list-style-type: none"> <li>❑ Employee Contact List;</li> <li>❑ Ideas/comments/criticisms/improvements;</li> <li>❑ Staff meetings;</li> <li>❑ Governing Body meetings;</li> <li>❑ Tenant newsletters;</li> <li>❑ Annual Report;</li> </ul>			

<b><u>Stage 4 – Orientation Review &amp; Evaluation</u></b>	Date	Carried out by	Comments
<ul style="list-style-type: none"> <li data-bbox="107 212 613 268">❑ Review progress at end of Week 1 and weekly thereafter;</li>   <li data-bbox="107 363 553 420">❑ Have a major review at the end of orientation stage;</li>   <li data-bbox="107 485 354 512">❑ Act on feedback;</li>   <li data-bbox="107 577 646 695">❑ Gather any employee development needs during each of the reviews and pull this together at the final review into the development plan.</li> </ul>			

<b><u>Stage 5 – Job Induction</u></b>	Date	Carried out by	Comments
<p data-bbox="107 953 212 980"><u>The Job:</u></p> <ul style="list-style-type: none"> <li data-bbox="107 1016 331 1043">❑ Core Priorities;</li> <li data-bbox="107 1062 370 1089">❑ Policy awareness;</li> <li data-bbox="107 1108 420 1136">❑ Procedure awareness;</li> <li data-bbox="107 1155 375 1182">❑ Service standards;</li> <li data-bbox="107 1201 586 1260">❑ Performance Management – targets, results, use;</li> <li data-bbox="107 1278 643 1337">❑ Performance Reporting: Governing Body; Customers;</li> <li data-bbox="107 1356 451 1383">❑ Customer Focus Charter.</li> </ul>			