

FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

APPOINTMENTS & CONDITIONS OF SERVICE COMMITTEE

MONDAY 16TH OCTOBER 2023

Report of the Interim Director of Organisation Resilience, People and Communications

Induction Policy

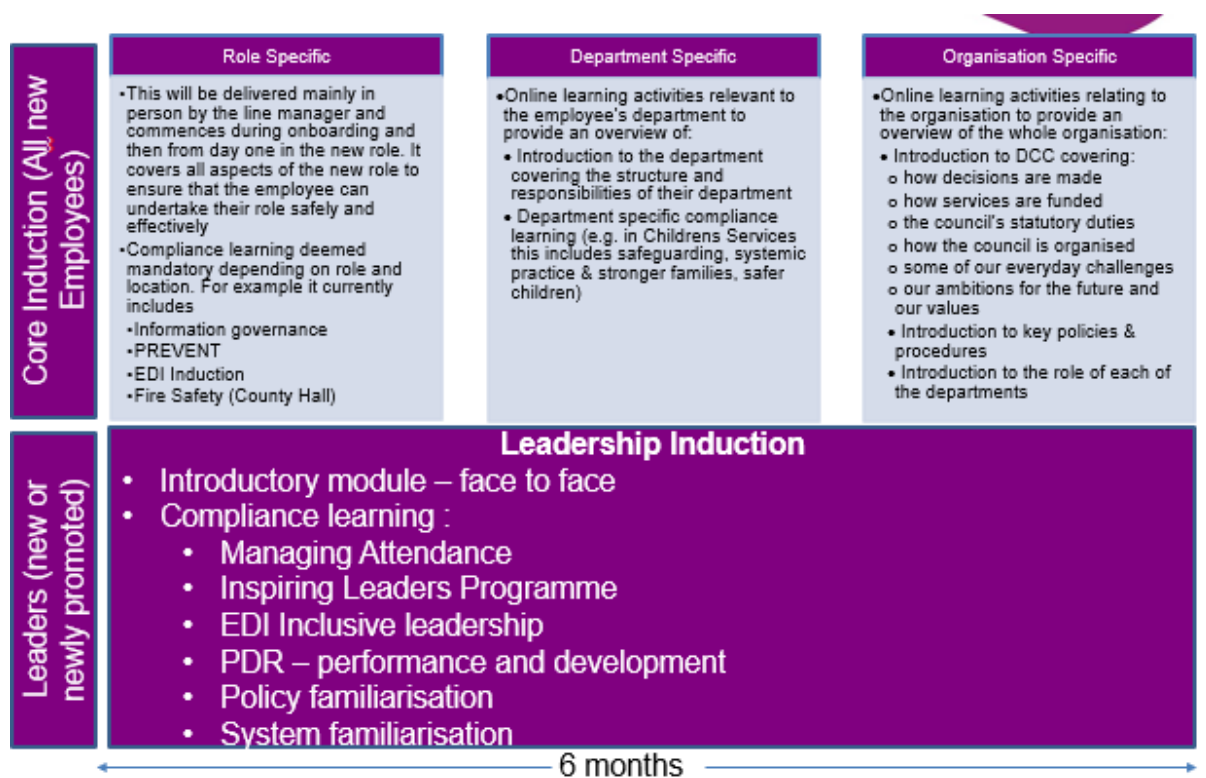
1. Purpose

- 1.1 To seek approval to revise the Induction Policy to ensure a positive and consistent induction approach for all employees. This includes the addition of a specific leadership induction for all newly recruited or internally promoted employees with line manager responsibilities.

2. Information and Analysis

- 2.1 The current version of the Induction Policy was last reviewed in 2015. Given the changes in the organisation and the introduction of our Learning and Development Strategy, the Induction Policy and the current delivery method is out of date. A significant review has been undertaken resulting in the requirement for a new approach to delivering an induction to all new employees which needs to be reflected in the policy.
- 2.2 It is proposed to amend the Induction Policy for the purpose of ensuring that all new employees have a structured induction programme within their first six months of joining the organisation. The proposal also includes any employees moving to a new role internally.
- 2.3 Changes in our performance management policy and the introduction of a new probation policy are reflected in the proposed revised Induction Policy.

- 2.4 The most significant proposed change is the addition of a leadership induction, which will be completed alongside a core induction for leaders who are new to the organisation and those who are internally promoted into a leadership role. The aim of the leadership induction is to provide a structured process for new leaders, which will ensure they receive all the key information, resources and training to be successful in their role in the first 6 months. This will also ensure that the expectations of new leaders are clear from the onset and the essential part they play within the organisation. There is currently no structured induction process for leaders, although there is a leader induction checklist, which is not reflected in the current policy.
- 2.5 Additional minor changes have been proposed around simplifying the policy and avoiding repetition, along with using more positive language which is more welcoming for new employees.
- 2.6 The diagram below summarises the intended content and approach for both core and leadership inductions:



2.6.1 Core Induction

- All employees will complete the Core Induction Process within their first six months of joining the Council, or their new role, which will be delivered in a blended way, consisting of three component parts: role, department and organisation specific.

- All three elements will be automatically assigned to new employees through the Derbyshire Learning Online system (DLO) so that the induction modules are recorded as they are completed. This will ensure it is auditable and completion can be monitored and reported in line with other compliance learning.
- The existing induction checklists are being reviewed and will be recreated within DLO. All elements of the induction will be accessed in a single place in DLO to ensure it is easier to navigate. It will be displayed as a learning programme for learners to complete on a week-by-week basis.
- The revised role specific induction programme has brought together new and existing content, broken down into weekly milestones. It will guide employees and managers through all the role specific requirements including the compliance learning. Reporting on completion rates for each of the compliance learning modules has been trialled in CST department with directors receiving the details of each employee within their division. Work is ongoing to automate these reports to enable this to be expanded across the organisation.
- A department induction has been developed and this is currently available to Childrens Services. This will be used as a pilot to develop an induction for the other three departments, which will commence within quarter three of this year.
- Progress has been made on the organisation induction. An introduction to working for Derbyshire County Council online module has been developed as well as a module to introduce all the key policies which new starters need to access. Animations have also been developed to introduce the role of all four departments. These will also be available within the learning programme within DLO.
- The next phase will be to evaluate the success of all of the above, through analysis of completion data and stakeholder feedback. The learning from that will then be used to further develop each element of the induction. It is envisaged that the content of the core induction will continually evolve.

2.6.2 Leadership Induction

- New leaders who have direct responsibility for managing people, will be enrolled on to a six-month leadership induction. Existing DCC employees who have been promoted into leadership roles with new line management responsibilities, will also be enrolled on to the leadership induction.
- The leadership induction will include attending an initial half-day introductory module face to face in their first six weeks, delivered by the Learning & Development team. This module will outline all the key information and resources available for new leaders to be successful in their leadership role as well as an overview on what other learning

they will be expected to complete as part of their leadership induction. Content included within this module includes:

- Council Ambition, Values and Outcomes
 - Leadership structure
 - Recruitment (including onboarding and probation)
 - Health, safety, and wellbeing
 - PDR – performance and development
 - Talent and succession
 - Attendance management
 - Key HR policies
 - Exit process
 - Comms and visibility
 - Engagement
 - EDI
 - Systems
- The diagram below summarises the compliance learning modules intended to be included in this initial 6-month induction period after the introductory module. Like the core induction, this will also be built as a programme within DLO so that completion and attendance will be able to be monitored. This is the initial content, and it is likely that other elements will be added as we further develop the leadership development offer.

Module	Description	Duration	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Leadership induction – introductory module	This module is delivered face to face to all new leaders to DCC or newly promoted into leadership roles within their first 6 weeks. The purpose is to ensure leaders have an awareness of key process, policies and systems as well as the expectations of a leader in DCC.	4hrs	●					
Inspiring Leaders programme	Inspiring Leaders is an externally delivered leadership programme delivered by t-three. The programme is being rolled out to all leaders in the council and includes 360 feedback, psychometrics and interactive training modules with peers.	5 mths		■				
Managing attendance E learning	This module is assigned to all managers in the organisation and sets up the key responsibilities of the process and procedure.	1hr	●					
Managing attendance Workshop	This workshop builds on what was covered in the initial E learning with practical ideas on how to manage attendance with support from the Advice and Support team	4hrs			●			
EDI Inclusive leadership	An interactive session with our EDI team to cover in more detail how we are embedding EDI across the council and the key role leaders play in this.	TBC				●		
PDR – E learning and briefing	This initial E learning module provides a foundation for new managers to the PDR process which is followed by a more detailed and interactive session on the PDR process	1hr	●	●				
Policy/procedure familiarisation	On job familiarisation with key HR polices and procedures	3mths	■					
System Familiarisation	On job familiarisation with key systems such as Workplace, Endpoint, DLO and EDM	6mths	■					

3. Consultation

- 3.1 The Council has consulted with the joint Trade Unions to outline the proposed changes to the Induction Policy. This included a demonstration of the revised induction approach within Derbyshire Learning Online, the Councils learning management system. Following their initial feedback, several of their requests have been incorporated into the policy. Some of their feedback relates to the delivery approach which will be developed over the coming months, so we will continue to engage trade unions with these developments in the Learning and Development workstream meetings.
- 3.2 The Trade Unions are in broad agreement with the principles of the revised Induction Policy and the new delivery approach. They do have concerns that we are not intending to invite all new employees to a face-to-face introduction at County Hall. They believe collective sessions with new colleagues would be more beneficial than individuals learning independently. In ensuring a contemporary and sustainable induction approach, the Council considers that online elements of the induction are both necessary and effective, when taking into account the experience for the employee and factors such as time, resources, travel costs and environmental impact. Employees will complete the majority of their role specific induction in person at their workplace or local hub. Returning to a process of regular in-person inductions at County Hall would not be relevant for many employees and would involve dedicating resources from both the Learning and Development team and senior leaders and potential issues covering new employees' absences. However, there is a benefit in bringing together newly recruited/promoted leaders during their induction, who will be encouraged to network within their first few months.
- 3.3 However, there is a major sticking point in our consultation as the trade unions are adamant that we should remove the reference to the Performance Management and Probationary Policies. In the consultation for these two policies, they failed to agree and therefore have stated that they cannot agree the Induction Policy if it includes a reference to these. The Council considers that removing these is not acceptable as new starters need transparency on these policies, both of which are in effect an extension of the Induction Policy as they are support mechanisms for new starters and their line managers.
- 3.4 As a result of the Council not removing the references to the Performance Management and Probation policies as outlined above, trade union representatives have stated policy development discussions as a failure to agree.

4. Alternative Options Considered

- 4.1 The current Induction Policy could remain. However, this is not recommended as this significant review resulted in the requirement for a new approach to delivering an induction given the changes in the organisation and the introduction of our Learning and Development Strategy. It would lack the leadership induction process, lack alignment to the new Performance Management and Probation policies as well as it being a missed opportunity to simplify the policy and to ensure that the language and content is conducive to a positive induction experience.

5. Implications

- 5.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

6. Background Papers

- 6.1 None.

7. Appendices

- 7.1 Appendix 1 – Implications
7.2 Appendix 2 – Induction Policy

8. Recommendation(s)

That Committee:

- 8.1 Approves the proposal to implement a revised Induction Policy and incorporate the changes to the core induction process for all employees, including the additional leadership induction process for line managers.

9. Reasons for Recommendation(s)

- 9.1 To ensure a positive and consistent induction approach for all employees.

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Appendix 1

Implications

Financial

- 1.1.1 The in-house Learning and Development team will develop, deliver and evaluate the content of the new induction approach. It is anticipated that all materials will be electronic with no associated costs. New employees will spend time completing their induction, but it is expected that this will be built into their normal working pattern with no associated travel costs.

Legal

- 2.1 The terms of reference for the ACOS Committee require the Committee to approve corporate employment policies which form the terms and conditions of council employees, other than minor or technical changes to existing policies.

Human Resources

- 3.1 As outlined in the report.

Information Technology

- 4.1 The Council's current learning management system, Derbyshire Learning Online (DLO), will host the induction process for all employees.

Equalities Impact

- 5.1 There are no equality concerns arising as a result of the implementation of the new induction policy as it is intended that this will be applied consistently across the organisation.

Corporate objectives and priorities for change

- 6.1 This proposal aligns with the people priorities outlined within the Councils People Strategy and in particular to enable, nurture and develop our people and our future potential by ensuring a positive and consistent induction approach for all employees.

Other (for example, Health and Safety, Environmental Sustainability, Property and Asset Management, Risk Management and Safeguarding)

- 7.1 None.