The first step

A guide to induction for supervisors and managers
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Starting work with a new organisation can be both daunting and exciting. No matter how much or how little experience the person may have of working in a healthcare environment there is still the challenge posed in the early days, and indeed months, in getting to know the work, colleagues and the systems and processes involved.

We are very conscious of the need to support the new staff member to help him or her to settle in to working in our Board and to achieve full proficiency in their work at an early date. This commitment, while but one element in the system of supporting staff development and achievement in our Board, is particularly important at the start of their career with our Board.

This guide has been produced to assist managers and supervisors at all levels and in all disciplines to effectively engage with the new staff member and to make their early experiences with us both supportive and welcoming. While I recognise that time and effort will be required from managers and supervisors to engage fully in this process, this is a fundamental responsibility of managers and the return on the effort in terms of building a commitment by the new staff member to the team and to our Board can be very significant. It also represents best practice in human resource management and the principles involved should also inform the ongoing relationship with the new staff member.

I hope that you will find this guide helpful to you. It is part of our strategic human resource agenda of supporting managers to manage and in fostering a working environment that is attractive both to potential new recruits and to existing staff. I would welcome your feedback on an on-going basis on this and other initiatives so that we can move forward in partnership in realising our vision of the Northern Area Health Board being the employer of choice.

Mary Kelly
Director of Human Resources
It is the policy of the Northern Area Health Board that each new staff member will be inducted in the Board through the provision of information and support at local level and through attendance at the corporate induction programme.
Introduction

There is an old saying that a journey of a thousand miles must begin with the first step. Induction represents that first step in terms of our Board building a commitment to our new staff member and seeking in return to build a commitment by that person to our Board. In the words of Kelly Andrews “The future is made in the present”.

Induction is one of the key elements in any staff retention strategy. It is now generally accepted that retaining new staff beyond their first year with the organisation greatly increases the likelihood of them remaining with the organisation. This fact alone underscores the need for induction not to be viewed as a one-off event but rather as a process that should continue at regular intervals throughout the first year of the staff member’s employment with our Board. Managers, in doing this, can also more effectively monitor the probation year and identify at an early stage, and provide, the type of supports that the new staff member may require to successfully complete the probationary year.

There will always be a degree of staff turnover due to a variety of factors. This can be healthy for the organisation and can be a positive thing in many respects. However, there are costs attached to staff turnover that have a negative impact on the organisation, particularly where turnover is excessive. These include:

- Costs associated with replacement of staff, such as recruitment and training costs and costs associated with reduced productivity as new staff learn how to perform in the job. Some estimates put this at between a half and one and a half times the annual salary for the post.
- The disruption associated with vacancies and the handover period.
- Loss of expertise and key skills and knowledge.
- Increased pressure on remaining staff and the impact this may have initially on productivity and, if it persists over time, on the ability of the organisation to retain these staff.
- A lowering of morale among remaining staff.

Research has also identified a number of key issues that have a significant impact on staff retention and also in creating a culture and a context that is attractive to potential new employees. These include:

- Utilising the strengths of staff so that there is an opportunity for them to do what they do best each day and the chance to engage in challenging and interesting work.
- A supportive atmosphere evidenced by the actions of supervisors and colleagues, where they are able to express their opinions and have these listened to and taken on board.
- Opportunities for growth, learning and development.
- A sense that their job contributes to the mission of the organisation.
- Having the necessary resources to do the job effectively.
- The opportunity to achieve a balance between work and home life.
The induction process is an opportunity for laying the foundations to support these objectives, thereby building commitment and loyalty in the new staff member to our Board and also in enhancing corporate capability.

Induction must be seen in a much broader context than has traditionally been the case. It effectively begins at the moment the prospective employee makes first contact with the organisation and therefore is part of the wider recruitment process. The Northern Area Health Board works with the Eastern Health Shared Services to continually improve the central recruitment process through benchmarking performance against best practice. Efforts will also be made by the Human Resources Department to improve recruitment processes undertaken at local level. Effective performance at the recruitment stage, in terms of appropriate selection and timeliness and efficiency of the process, ensures that a solid foundation is laid for the induction processes described over the following pages.
"Induction is a process through which the new staff member is formally received and welcomed into the Northern Area Health Board, is formally introduced to his or her new colleagues, the job and the location in which he or she will initially work, and is provided with the necessary information, training and supports to enable him or her to be successful in his or her work".

Induction is the means by which new staff members are received into our Board and the way in which this happens is a critical factor in forming appropriate attitudes and behaviours and in ensuring that they reach the required standard of performance as quickly as possible.

The importance of induction has already been outlined in the introduction. It cannot be left to chance. The purpose of induction is to:

- Ensure that the new staff member receives a structured and planned welcome to our Board and is given a sense of feeling valued from the outset.
- Achieve optimum productivity levels at an early stage through a systematic induction process that clarifies the objectives and purpose of the job; that ensures appropriate support systems are in place; and that provides for ongoing dialogue with, and feedback to, the new staff member, thereby enabling him or her to settle into the new job as easily as possible, with the minimum level of anxiety.
- Apprise the new staff member of the mission and values that inform the actions of our Board and the staff within it, and of key policies.
- Clarify and establish realistic expectations of our Board, the line manager and the new staff member and to align these for effective performance, including the standards of behaviour that will be expected.
- Explain the opportunities that exist within our Board for personal and career development and the supports that exist to facilitate these.
- Facilitate good employee relations.

In essence the purpose of induction is to enable the new staff member to gain familiarity with the new job and the work environment, to instil confidence at an early stage and to build commitment and loyalty to our Board through engendering a sense of purpose and belonging.
A comprehensive induction process requires a number of layers and phases and involves line managers, supervisors, colleagues and the corporate level.

### 3.1 Individual Local Induction

At local level the line manager and immediate supervisor have a key role to play in successfully inducting the new staff member in our Board. Colleagues of the new staff member also play a very important part in assisting the new staff member to settle in to their new work environment and in helping them socialise into the culture of our Board. The specific requirements for the local induction process will depend on whether the individual is new to our Board or whether he or she is transferring, either laterally or on promotion, within our Board. In any event the guidelines for effective induction that follow should be tailored to the specific needs of the individual.

The essence of local induction is to introduce the new staff member to the Department or area and to explain his or her role and function within it. It is an opportunity for local policies to be discussed and for information specific to the local area to be given to supplement the standard information covered by this guide. It also enables the line manager and immediate supervisor to identify and plan the necessary training and supports for the new staff member to achieve optimum performance in the job. The potential for a colleague to be a ‘buddy’ or mentor to the new staff member during his or her induction period can be explored.

Starting a new job, whether as a new staff member or on a transfer, can be an anxious time and he or she will have issues that would need to be addressed on the first day, such as:

- What is expected of me?
- What standards of performance are expected and how will these be measured?
- Who is my supervisor and who are my immediate colleagues?
- How do I find my way around?

Local induction should continue throughout the first year and should be conducted in a number of phases. Managers and supervisors need to be flexible in working through these phases, as much will depend on the needs of the individual new staff member. The first two phases are intended to settle the new staff member into the job and the speed with which this happens will vary from one individual to another. It may therefore be necessary to break Phase 1 into a number of smaller elements, covering the basic and essential information on the first day and then providing further information over subsequent days. Similarly Phase 2 might need to be repeated on a number of occasions. The key point to bear in mind is that the induction process is designed to ease the new staff member into the new job with our Board, and managers and supervisors need to be attentive to the needs of the new member to their team in order that appropriate supports may be given to enable him or her to become an effective member of the team.
phase 1

This should be carried out on the first day and should include welcoming the new staff member to our Board and to the specific location. It will involve introducing him or her to colleagues and acquainting him or her with the layout of the building, pointing out facilities such as dining facilities and toilets and so on. It will also involve providing information as set out later in this guide, together with supplementary information of a local nature. Finally it will involve introducing the new staff member to the job and arranging for the supervisor and colleagues to be in position to train and support him or her in learning the details of the work.

phase 2

This phase should be carried out by the end of the first week and involves checking on any issues that have arisen that may be of concern to the new staff member and to provide reassurance to him or her. It provides an opportunity for clarifying issues where there may be any misunderstanding of information previously given. It further reinforces the message that our Board values its staff through managers being prepared to spend time in dialogue with them.

phase 3

This phase should be conducted at the end of each quarter (or more frequently, if necessary) and its purpose is to assess the progress and performance of the new staff member, particularly where a probationary period is being served. It enables corrective action to be taken where performance is less than optimal through identifying and agreeing improvement objectives and the means by which management will support the staff member to achieve these objectives. It will provide the staff member, where difficulties are identified, with objective information on what is required and the time to improve so that he or she may ultimately receive a satisfactory probation report.
3.2 corporate induction

The Human Resources Department will arrange a corporate induction programme for all new staff in the Northern Area Health Board. It will complement local induction. It will deal with the broader context and overview of our Board and will cover the range of services provided, health and safety, key human resource policies, employee benefits, partnership working, an overview of the finance system, and communications. The nature of the corporate induction programme and its content will be kept under constant review and will evolve over time.

In fulfilment of the policy statement set out earlier the Human Resources Department will seek to offer corporate induction to new staff members within six weeks of joining our Board. A system will be put in place to monitor the success in meeting this target. This will require a considerable degree of co-operation from managers, both in terms of line managers releasing staff to attend and other senior managers in terms of delivering the programme.

Corporate induction will ideally be provided between Phase 2 and the first quarterly review in Phase 3 of the local induction. At this point the new staff member will have gained a degree of familiarity with our Board and the services provided, at least at local level, and he or she will be in a position to benefit from the overview provided by the corporate induction programme.

3.3 a layered responsibility

There will be a number of persons involved in delivering an effective induction process. As set out above, the responsibility for the total process is shared between local managers and corporate level. The latter will be co-ordinated by the Human Resources Department and will require input from senior managers from Headquarters and other areas.

At local level the manager/supervisor has a key role to play in welcoming the new staff member and in creating a favourable first impression of our Board. The guidelines, which follow later, will assist in this process. Key tasks of the manager/supervisor in this regard include:

- Providing a positive image of our Board and affirming the decision to join our Board.
- Instilling a sense of excitement about the job and the career possibilities that exist.
- Providing specific information about the job, the department and the local area.
- Carrying out the induction process at local level.
- Evaluating and refining local induction arrangements.
- Providing the necessary resources and supports to enable effective performance.
- Arranging attendance at the corporate induction programme.

The opportunity for having a colleague act as a 'buddy' to the new staff member during the first number of weeks and months should be explored. When carefully selected and briefed, this person can be of considerable value in easing the new staff member into our Board and into the job. He or she can also act as a backup to the supervisor in the event that the latter is unavailable to the new staff member at any stage due to unexpected circumstances.
4 induction - a guide

4.1 Steps to effective induction

The details which follow are intended as a guide to assist managers and supervisors to conduct the induction process for new staff members at local level. This should be supplemented with whatever local information is available and appropriate.

4.1.1 Time invested

Omissions in the induction process can easily arise if it is left to ad hoc action by busy managers and supervisors. Time spent on preparing a tailor made induction programme and its effective implementation is time invested in creating a positive and safe working environment.

4.1.2 Local policies & information

It is suggested that each location, per section or department, produce information sheets outlining useful details and policies relevant to their specific area. Once produced, these documents can be re-used and updated as necessary.

4.1.3 Assess the individual’s prior knowledge & experience

Each induction programme will be slightly different, as the process will depend on the new staff member’s prior knowledge of the organisation and his or her general experience. It is essential that every induction programme be adapted to suit the individual’s needs.

4.1.4 Two-stage implementation

Implementing the induction programme in at least two stages can avoid information overload and provides an opportunity for feedback:

[a] The first stage can concentrate on the immediate practical issues needed to cope with life at work. This information should be supplemented with key organisational objectives.

[b] At an agreed later stage it may be possible to reflect and encourage the expanding interest of the new staff member, firstly in the work of their immediate section or department and then to the wider setting of the organisation.

These stages fit into the three-phase approach set out earlier.

4.1.5 Don’t forget actions speak louder than words!

Why lecture about safety when a guided visit to the work environment plus practical demonstrations will make a far more vivid impact on the new recruits.
Always remember you never get a second chance to make a first impression. Think back to your first days in employment and what your requirements were. This may help to put yourself in their shoes and alleviate some of the new staff member's concerns. Above all, an understanding and welcoming atmosphere will go a long way towards commencing a successful induction programme.

Effective induction is part of the overall training and development process. It will not replace on-the-job training, which will continue to be an essential part of introducing each new employee to working with our Board.

4.2 Induction process outline

It is essential that each new staff member is inducted and completes the Certificate of Receipt of Induction, which is included with the checklist in Appendix 1. This should be copied and completed in triplicate. One copy should be retained on the personnel file held locally, one copy should be given to the new staff member and, in the case of a new staff member to our Board, one copy should be sent to the Human Resources Department, Northern Area Health Board, Swords.

The initial induction should be conducted by the relevant senior manager and may last 30-45 minutes. It should be conducted on an individual basis and should begin on the first morning the new staff member arrives.

It is suggested that:

- Reception staff know that a new staff member is reporting for duty.
- The new staff member should be asked to report for duty at an agreed time to ensure that the manager is available to greet him/her and has had time to prepare for the meeting.
- The immediate supervisor should be available to take-over from the manager at the end of the initial induction to introduce the new staff member to work colleagues and the new job. Where a 'buddy' or mentor has been selected then the new staff member should be introduced to him or her.

Planning the induction process is essential to ensure that certain necessary arrangements are in place, such as who will do what and when. As mentioned earlier it may be necessary to conduct elements of the induction process over a period of time, as the new staff member can absorb only a certain amount of information at one time. The senior manager may decide to welcome the new staff member on the first morning and to provide the wider briefing some days later when the person has had time to settle in. The supervisor may concentrate on essential items that the new staff member needs to be aware of at the start, while leaving other matters for the following days. The advantages of this type of approach are that the new staff member has time to absorb the information and a rapport can be built between the supervisor and the new staff member while at the same time providing the opportunity for both sides to check understanding.

The Induction process should:

- Welcome the new employee
- Put him/her at ease
- Provide basic information about working arrangements/facilities etc.
- Set out standards of performance and behaviour expected
- Discuss issues concerning Complaints, Appeals and Freedom of Information.
4.2.1 Welcome the new employee

Apart from the interview process, you will be the first face-to-face contact which the new employee will have with the Northern Area Health Board. It is important that the new employee gets a good impression of the Northern Area Health Board as an organisation. It is equally important for you, representing our Board, to create a favourable impression, as this will pave the way for a good working relationship in the future.

4.2.2 Put her/him at ease

If it is a first job, he/she will be very nervous, and anxious to make a good impression. It is important to be aware of this and to make the experience a pleasant one. You, as the manager, have some key messages to impart and these will be more readily received if the person is not tense and nervous.

4.2.3 Provide basic information about working arrangements

Assume he/she knows nothing and go through the basics.

The checklist in Appendix 1 should be followed and completed. You should add any additional information which is particular to your own location.

The main areas to be covered are:
- Welcome / Work Role (see checklist for full list)

This area would include:
- Conditions of service
- Salary - amount and frequency of payment
- The role of the location within the organisation and the specific objectives of the post/department.
- Details of key personnel
  - within the location
  - within the Health Board
  - in outside organisations (if relevant)
- Health, Safety & Welfare at Work Act, 1989

Our Board aims to ensure the safety, health and welfare of all staff through the provision and maintenance of a safe place to work. Our Board's Safety Management Programme was put in place to assist in complying with our obligations under the Act. You should discuss the main elements of this Programme with the new staff member and, in particular, you should draw attention to the

- availability of the Safety Statement
- identification of hazards in the work location
- employee's responsibilities under the Act
Section 9 of the Act places the following obligations on employees while at work:

- to take reasonable care of his/her own health and safety and that of any other person who may be affected by his/her actions.
- to co-operate with his/her employer to such an extent as will enable his/her employer to comply with the Act.
- to use protective clothing or safety devices provided for protection.
- to report without delay any defects which might endanger safety or health.
- not to intentionally, or recklessly interfere with any safety measure provided.

Further matters to be discussed are listed on the checklist.

- Training and Development
- Staff Training and Development Programme
- Staff Training and Development Policy

Other Information:

- Freedom of Information (see page 14)
- Complaints and Appeals (see page 14)
- Customer Awareness
- Equality Awareness
4.2.4 Indicate standards of performance and behavior expected

In broad terms, our Board expects all members of staff to:

- be fully committed to their work
- to observe the highest standards expected of members of their profession or employment
- co-operate with other staff, and organisations, in the interest of providing the best possible service to patients and clients

Standards based on the exact nature of the post and the location should be added as appropriate, for example: confidentiality, punctuality, availability out-of-hours, rostering, leave notification, dress code. Reference should also be made to the value and importance placed on staff by our Board as an employer.

In accordance with the values of our Board all managers will:

- treat staff with courtesy and respect
- make sure staff understand what is expected of them
- support, defend and encourage staff
- encourage personal development and good team work
- make sure all staff have equal opportunities at work

4.2.5 Customer Service, Appeals & Freedom of Information

Customer Service and Appeals

Our Board is committed to the concept of excellence and customer service, and to openness and transparency in our actions. Our Board seeks to empower clients. Our Customer Service and Appeals Service gives clients the opportunity to make constructive suggestions, which may help motivate change, and to highlight the positive aspects of our service.

Complaints, in so far as possible, should be handled at the point of origin. Further rights of complaint and appeal lie to the Customer Service and Appeals Service, which provides a formal procedure for clients to pursue complaints if they are not satisfied with the service or decision at local level.

The new staff member should be made aware of the customer service ethos that we seek to promote in our Board. He/she should be made aware of the arrangements for this in the specific location.

Freedom of Information

The Freedom of Information Act confers on all persons the right of access to information held by health boards, local authorities and other public bodies, to the greatest extent possible, consistent with the public interest and the right to privacy. Access to information under the Act is subject to certain exemptions and involves specific procedures and time limits.

The new staff member should be made aware of the implications for record keeping under the Act and the standards required.
New employees will receive a copy of the Staff Handbook and the main corporate policies when they attend the Corporate Induction Programme. A copy of the Staff Handbook has been included in the Human Resources Guide for Managers (available locally from the Head of Discipline) and should be referred to in discussing the issues contained in it with the new staff member.

The Handbook contains the following information:

- General Employment Policies
- Industrial Relations Policy
- Grievances
- Discipline/Misconduct
- Equal Opportunity Employer
- Training & Development Strategy
- Bi-lingualism
- Smoking in the Workplace
- Harassment
- Code of Conduct
- Confidentiality
- Safety in the workplace

You should discuss the information in the handbook and ask the new staff member if he/she has any questions.

You should ensure that all new staff are given an 'Employee Pack', compiled locally, containing the following:

- The appropriate Safety Statement or details of where it may be consulted
- Pay Slip Guide (copies available from Eastern Health Shared Services or on the Intranet)
- Annual Leave Sheet
- Mission Statement
- Principles and Values
- Organisation Chart - Management Team
- Leaflet regarding notification of suspected cases of child abuse
- Local policies and information
The first day can be a daunting experience for a new member of staff. You should plan the first day carefully so that they get a positive and realistic impression of our Board and the job they will be expected to do. This Guide is designed to assist you to deliver a well planned and effective induction that will give a good impression of our Board to the new staff member and will help ease any anxieties they may be experiencing.

The following points will assist in making the first day a positive experience for both the manager and the new staff member.

- Decide in advance what the first day will involve - including what they will do and who they will meet.
- Ensure that everyone in the Department knows that a new person will be starting and, in particular, make sure that those with whom the new person will interact are aware of what they will be expected to contribute to making the first day a welcoming one.
- Be there on time to greet the new staff member.
- If, for any reason you are unable to be there on the first day, make sure that another person is available to stand in for you and is properly briefed to do so.
- Show them where they will be working and where they may store their personal belongings while in work.
- Introduce them to their co-workers and other members of staff.
- Bring the new person on a tour of the location and point out facilities, such as dining areas, toilets, common rooms and so on.
- Have the new staff member complete any forms that may be required.
- Give them a pre-assembled pack containing annual leave card, key policies, local information such as hours of attendance, rostering arrangements, and so on.
- Outline what they may expect over the coming days, such as job-specific information that they will need to know immediately, any training sessions or meetings they will need to attend, and discuss arrangements to complete the induction process, including, in the case of new staff members to our Board, completing the request to reserve a place on the corporate induction programme (see Appendix 2 for Booking Form).
- Arrange for someone to go to lunch with them.
- Check in with them throughout the day to show that you are interested in them and to address any issues they might have regarding the work.

The first few days can be very important in creating a favourable impression and in building a good working relationship. It takes time and must be planned for maximum effect, but it can be time very well spent. Make the new staff member feel affirmed in their decision to join our Board and that you, representing our Board, are glad that they chose to do so.
7 Organisation information

When you have completed the initial stages of induction with the new employee, the following information should be discussed.

7.1 Mission

To deliver quality health and personal social services in partnership with other agencies and health care providers, to achieve the maximum health and well-being possible for the population in our area through the best use of available resources.

7.2 Principles & values

The Principles and Values that underpin the work of our Board are:

- **equity**
  Addressing inequalities in the health status of different population groups, as well as equal access to services within a reasonable time regardless of ability to pay or geographic location.

- **quality**
  A constant striving for excellence through the application of the highest professional and technical standards as well as a commitment to the development of “best practice” and a culture of life-long learning within the organisation.

- **accountability**
  By staff at all levels in our Board for meeting agreed objectives in relation to the delivery of services and for the use of available resources in the most efficient and effective manner.

- **appropriateness**
  Ensuring that treatment and care is delivered at the lowest service level appropriate to need and in the most appropriate setting.

- **responsiveness**
  Being responsive to the needs of individuals and their families and reflecting this in service responses which are timely and helpful.

- **openness**
  Ensuring a free flow of information regarding service provision, entitlements and the operation of a fair appeals system.

- **respect**
  For the uniqueness, dignity and potential of the individual, whether service users or staff.
The Health (Eastern Regional Health Authority) Act 1999 provided for a new organisational arrangement in the eastern region. The Act established the Eastern Regional Health Authority and three Area Health Boards, namely the Northern Area Health Board, the South Western Area Health Board and the East Coast Area Health Board.

The role of the ERHA is to:

- Identify health and social need
- Procure funding
- Plan
- Commission services
- Allocate resources (statutory and voluntary)
- Promote health
- Monitor, review, evaluate

Responsibilities include:

- Accountability for total budget for the region
- Determining overall policy
Appendix 1 >> induction checklist

Name ___________________________________________ Start Date ________________________________

Grade ___________________________________________ Temporal

Location ___________________________________________ Permanent

This checklist is provided to assist managers and supervisors in inducting new staff in our Board and to ensure that the new staff member receives appropriate information. Care should be taken not to overload the new staff member with information on the first day and it may therefore be necessary to carry out the induction over several days.

Tick each item when it has been fully covered and understood.

Welcome / Work Role

☐ Introduction to supervisor and colleagues
☐ Job Description explained
☐ Staff Handbook
☐ Policies and Procedures, local and corporate, explained
☐ Mission and key Principles and Values explained
☐ Performance standards explained and agreed
☐ Confidentiality
☐ Pay-rate, frequency, superannuation, deductions, pay slip
☐ Leave entitlements and procedures for applying; annual, flexi, sick, training, special etc.
☐ Hours of attendance, including starting and finishing time, rosters, breaks etc.
☐ Facilities - dining, toilets, staff changing, storage, first aid etc.
☐ Car parking and local transport information
☐ Telephone system and local policies on the use of telephones
☐ Post - Internal and external and policy on these
☐ Time sheets, mileage sheets etc and policies concerning these
☐ Uniform or dress code
☐ Staff notice board
☐ Security
☐ Reporting of absences or late arrivals - whom to notify and when
☐ Location information / map

Fire Safety / drill
- Procedures
- Escape Routes
- Fire extinguishers
- Fire Alarm

Accident Reporting
☐ Major Incident Plan
☐ Occupational Health Dept. - Role and Location
☐ Manual Handling Policy
☐ Policy for a Smoke-Free Workplace
☐ Policy on Bullying / Harassment at Work
☐ Sexual Harassment Policy
☐ Equality Policy

Staff Training & Development

☐ Staff Training and Development Programme
☐ Staff Training and Development Policy
☐ Health and Safety Training
  Manual Handling Training day reserved
  Date:
  Corporate Induction Programme place reserved
  Date:

Other Information

☐ Freedom of Information
☐ Complaints and Appeals
☐ Customer awareness and dealing with the public
☐ Equality Awareness

I wish to certify that, on commencement of employment with the Northern Area Health Board, I received formal induction and an Employee Induction Pack.

Employee Signature: _____________________________ Certified by: _____________________________

Date: ________________ Date: ________________
I certify that the following new member of staff has completed the local induction programme. I would be grateful if you would now reserve a place for this person on the Corporate Induction Programme.

Name of person nominated: ____________________________________________

Job Title / Grade: ____________________________________________________

Permanent / Temporary: ______________________________________________

Start Date: __________________________________________________________

Work Address: ________________________________________________________

Contact Telephone Number: __________________________________________

Email: ______________________________________________________________

Nominated By (Location Manager): ______________________________________

Address of Nominating Manager: _______________________________________

The nominating manager and the new staff member will be advised of the venue, date and times of the Corporate Induction Programme on which a place has been reserved for the new staff member. A minimum of three working-days notice must be given to the Human Resources Department if this place will not be availed of so that an offer may be extended to someone else.