

# **Induction Handbook 2021 - 2022**

## **Line Manager's guide to inducting new staff**

**London Borough of Waltham Forest**



## Welcome

**Dear colleague,**

Congratulations on your appointment and a warm welcome to Waltham Forest.

It is an exciting time to be joining us, we have introduced a number of improvements in how we support and develop our staff; including this induction handbook, a refresh of our learning and development opportunities, a review of our career progression framework and participation in the National Assessment & Accreditation System [NAAS] to name a few. We actively invest in ASYE's with new cohorts each year and will continue to participate and invest in our workforce through the Think Ahead, Step Up to Social Work and Frontline programmes and social work apprenticeships.



We are ambitious about what we want to achieve for our adults, children and families and take every available opportunity to up-skill our staff. We take pride in trying our very best to achieve the best possible outcomes for those who we work for and with.

As part of your induction you will meet with a senior member of staff for an opportunity to ask questions about the organisation, Continuing Professional Development opportunities, training and support and any other areas you would like further information on. As a new member of the team you may well see things that you think would benefit from changing and we look forward to you helping us to learn about practice innovations.

You could also speak to your line manager, contact Vanna Changlee; our Principal Social Worker ([Vanna.Changlee@walthamforest.gov.uk](mailto:Vanna.Changlee@walthamforest.gov.uk)) or share your ideas at one of the various staff forums which are detailed later in this handbook.

I hope you enjoy your role in Waltham Forest. This induction handbook has been set out to support and help you become orientated to your new work place, colleagues and to our borough.

I very much look forward to meeting and working with you in the future.

**Heather Flinders – Strategic Director of Families**

*Heather Flinders*

This handbook is intended to be a reference tool to assist you in your new post. We endeavour to keep all information up to date; however if you have any queries about this document please contact the Workforce Development Team:

[workforcedevelopment@walthamforest.gov.uk](mailto:workforcedevelopment@walthamforest.gov.uk)

## Overview and expectations

Induction is a vital part of taking on a new employee. A lot of hard work has gone into filling the vacancy, so it is important to make the new employee feel welcome, ready to contribute fully and valued.

**Handbook:** A handbook for new employees to both Children and Adult's Services has been produced and needs to be issued to the new employee. The handbook provides essential information for the new employee to undertake key tasks and become familiar with the service area in which they work.



In this respect it is proposed that all new staff will receive a **service specific induction** that is prepared by their line manager. This should be available on their first day and be linked to the specifics of their new role. It is likely to include meetings and visits to connect the worker with key staff, teams and services; observing or shadowing practice and attendance at the relevant training, events and staff forums.

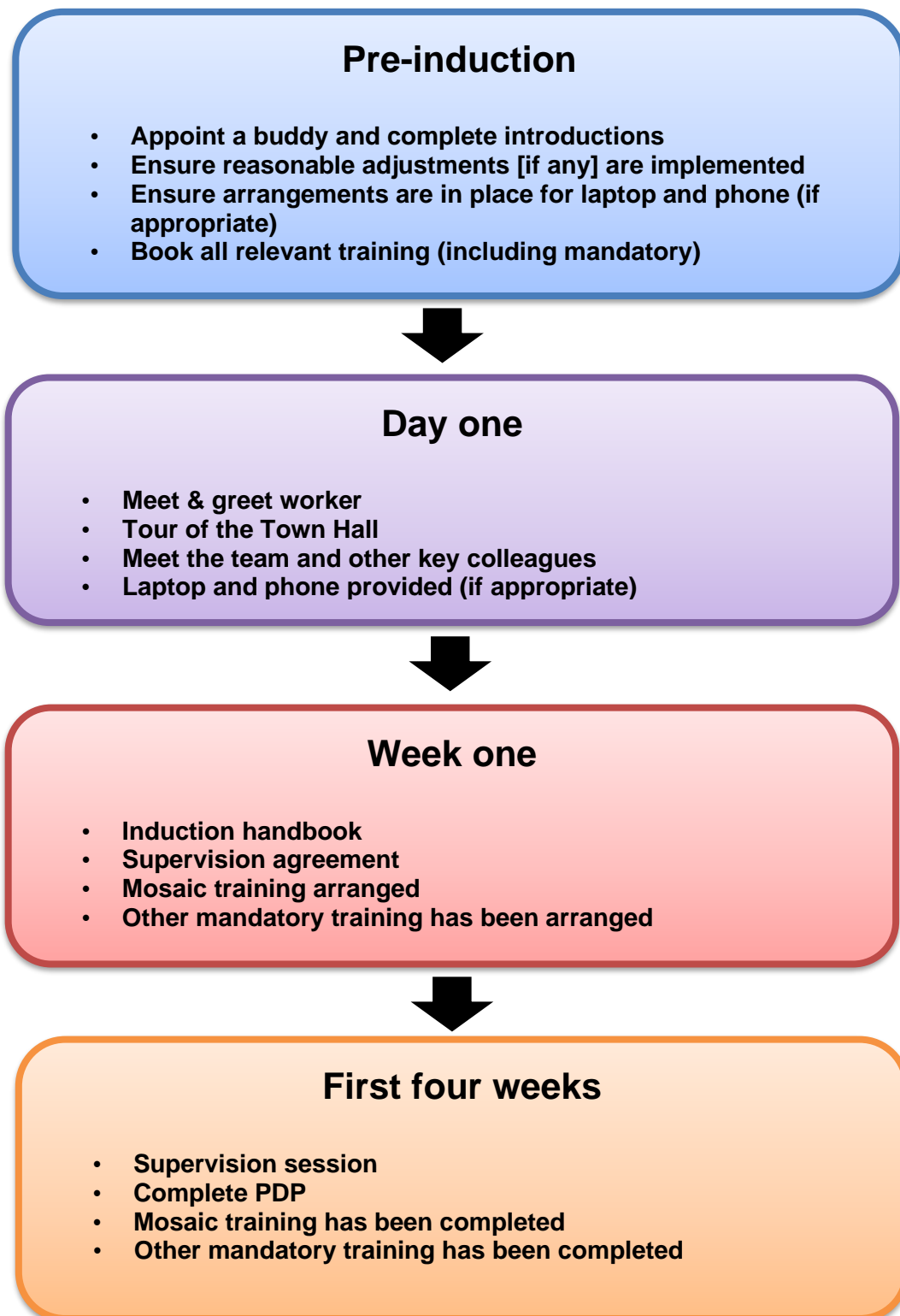
This induction handbook can be used for all new workers occupying a social care role within the organisation but also includes some specific tasks that all new social workers are required to have completed.

The induction should be delivered in conjunction with the corporate induction (they should receive the invitation from HR within four weeks from the new employee's start date).

Certain functions will be different depending on service need, therefore it is important to recognise that aspects of the induction will be service specific in nature.

It is also likely that aspects of the induction process will need to be tailored to support the employees experience and needs, for example; a newly qualified social worker (ASYE) may require a different approach than a highly experienced social worker or manager.

## Induction process



## Induction communication

**Line manager:** it is your overall responsibility to ensure that the induction process is completed for your newly appointed colleague. It is expected that you will greet the new employee on their first day. Induction need not be a formal process providing it is well structured and organised.



**‘Buddy’:** To support any new employee, a buddy or mentor should be agreed prior to the employee’s arrival. The buddy will be available to support the new employee during their induction period with the organisation and should be available to meet the new employee on their first day.

The buddy will be able to act as a supportive colleague, facilitate introductions to team and service members and is someone the new employee can talk to about working in the organisation.

**Human Resources:** As the line manager of the new employee, it is important to ensure timely processing of the employee’s ID card along with provision of a laptop and mobile phone (if appropriate).

Other essential elements such as computer network accounts [including Outlook] and telephone numbers are set up by ICT Services. **Please note that the ICT Service desk can be contacted on 0208 496 4444.**

**The team:** It is likely that colleagues within the team will be able to support the new employee with opportunities to shadow. This may not need to be exclusive to the employee’s new team and managers are encouraged to set up reciprocal arrangements of support with colleagues; both within their immediate service and across the organisation.

As part of the induction the employee should attend a team meeting and this should form part of the induction programme.

**Agency Workers:** Agency workers are expected to follow the same induction process as any new staff member. They should complete all aspects of the induction checklist.

## Pre-induction

A number of pre-induction tasks are required to be completed to ensure that the induction process will be successful. These tasks can be shared as appropriate however the line manager must ensure any delegated tasks have been completed satisfactorily.



- ✓ Inform the new employee of what time to arrive and who to ask for on their first day
- ✓ Appoint a 'buddy' for support and liaise with team members to support shadowing opportunities
- ✓ Set up key meetings
- ✓ Ensure you have either an electronic or hard copy of the all staff induction handbook ready to give to the new employee on their first day
- ✓ Reasonable adjustments are identified [if any]
- ✓ Ensure arrangements are in place for the new employee to be provided with their laptop, including account access, ID badge and mobile phone (if appropriate)
- ✓ Set up their supervision file
- ✓ Ensure relevant training is booked, such as MOSAIC, PREVENT, GDPR etc.

The above is not meant to be an exhaustive list and it is important to acknowledge that there will be both service-specific requirements in addition to other considerations which will need to be recognised and if necessary, actioned. Some examples of these are included in the table below.



<b>Is the new starter a Registered Manager?</b>	The <a href="#">Manager Induction Standards</a> (MIS) set out <b>what a manager needs to know and understand to perform well in their role</b> . They are a versatile tool for new, existing and aspiring managers.
<b>The Care Certificate</b>	The <a href="#">Care Certificate</a> is an agreed set of standards that sets out the knowledge, skills and behaviours expected of specific job roles in the health and social care sectors. <b>It is made up of the 15 minimum standards that should be covered if you are 'new to care'</b> and should form part of a robust induction programme.
<b>Does the new starter have any carer responsibilities?</b>	<b>Parents, and other people who combine work with caring for dependents, have some specific rights protected by law</b> . These include various types of leave and the right to be considered for flexible working. You can find more information <a href="#">here</a> .

<b>Key Equal Opportunity considerations for the new employee, including family friendly policies</b>	<p>Please click <a href="#">here</a> to view the following:</p> <ul style="list-style-type: none"> <li>▪ Equal Opportunity Policy</li> <li>▪ Public Sector Duty and Equality Act 2010</li> <li>▪ Gender identity and intersex inclusion: Guidance and policy</li> <li>▪ Guidance on Neurodiversity</li> </ul> <p>All the family friendly policies, ranging from ‘How do I take maternity leave’ to ‘What is flexible working?’ can be found <a href="#">here</a>.</p>
<b>Access to work</b>	<p>If the help required by the employee [this includes agency staff] is not covered by reasonable adjustments, these may be covered in <a href="#">Access to Work</a>.</p>
<b>Is the new starter a team manager, apprentice, newly qualified social worker, Think Ahead or Step Up candidate?</b>	<p>It is important to know that if the employee is a team manager, there are designated <a href="#">courses for managers</a> which they should be encouraged to complete to enable them to perform their role effectively.</p> <p>The new starter may be an <a href="#">apprentice</a>, <a href="#">NQSW</a> or <a href="#">Think Ahead</a> or <a href="#">Step Up</a> candidate. In these circumstances the induction will need to be adapted to fit the needs of the individual. For example; an NQSW will be subject to <a href="#">different probation arrangements</a> and an apprentice will need to spend 20% of their time in dedicated apprenticeship training and under the guidance of a registered apprenticeship training provider.</p>

## Code of conduct and probation

All new starters must be familiar with our [code of conduct](#).

Waltham Forest has a [probation policy](#) which sets out the council's procedure for the management of employees in their first six months of employment [for NQSW's this period is 12 months to align with the completion of the ASYE year]. The purpose of the probation is to ensure that new staff receive support and induction into their new positions and are supported to demonstrate that they fully meet the council's standards of practice. There is an ASYE policy handbook for both managers and staff available from [Dale.Allard@walthamforest.gov.uk](mailto:Dale.Allard@walthamforest.gov.uk), Professional Practice lead.

Information and guidance is included about what support new employees can expect to receive during this period and how any concerns about performance, conduct or absences should be managed. Line managers should use this to help new starters





settle in, make sure everything is working well and address any issues in the event they arise. In the event the employee does not pass the probationary period you can access information [here](#).

## Human Resources

The induction is underpinned by the HR process which contains information for new starters, pay and staff benefits, annual leave entitlement, sickness and absence policies. It is important that the new starter familiarises themselves with these processes during their induction period.

The Human Resources section can be accessed [here](#). Specific information relating to staff benefits can be found [here](#).

Employees who use their own vehicle, bicycle or public transport in the course of their professional duties are eligible to claim their travel expenses through the 'Travel and Expenses' option via SAP [Systems, Applications and Products]. SAP is used for a number of different functions that fall under employee and manager self-service. More information about SAP can be found [here](#).

**It is important to note that there is a corporate induction which all staff new to the organisation are required to attend. They will receive an invite to attend this shortly after they join the organisation.**

The corporate induction starts with a welcome from the Chief Executive or another member of the Management Board, who will tell you about council priorities, achievements and challenges.

If you have any questions relating to the corporate induction please contact HR.

## Staff directory

Once the new employee has started, the line manager must ensure they create their user profile on the staff directory.

## The Families at the Heart of our Place vision

Families at the Heart of Our Place is the strengthened approach to Think Family and is about building on our existing expertise and continuing to deliver an improved and sustainable offer to individuals and families in Waltham Forest. This strategy is of critical importance to the Council and a key delivery arm of the Public Service Strategy.

## Our Ambition

**Resilient:** We want our residents and communities to be able to adapt and recover from whatever challenges may come their way



**Well:** We want our community to feel as mentally, emotionally and physically well as they can. We will promote healthy behaviours and when people experience ill health, we will help them access the support they need.

**Safe:** We want Waltham Forest to be a safe place where people can flourish and be free from harm.

**Connected:** We want our community to feel a sense of belonging to, and pride for, the diverse place in which they live. We want everyone to feel valued, to have strong relationships with their neighbours and be able to contribute to their local community in a way that works for them.

**Independent:** We want local people to be equipped with the networks, skills, knowledge and resources they need to realise their ambitions.

We want all our residents be resilient and feel well, safe, connected and independent, no matter what your age or circumstances.

You can read through the strategy [here](#).

## Policies & Procedures

All policies and procedures for both Adult and Children's Services can be accessed via tri-X; a web-based manual.



The **Children's** services procedures can be accessed [here](#).

The **Adult's** services procedures manual can be accessed [here](#).

If you are new to this manual, or new to working in Waltham Forest please ensure that you are kept up to date with tri-X policy briefings by completing the 'Register for Updates' form which is located on the home page of the manual.

## Training, Learning & Continuing Professional Development

To ensure that your learning, development and training opportunities are utilised from the moment you join Waltham Forest, it is essential that you access the e-learning zone where you will be able to complete courses relevant to your service, role and level of experience. The e-learning zone can be found [here](#). **Please note that some e-learning courses are mandatory, such as GDPR and Cyber Security training.**



**Aside from e-learning courses there will be other training that is also mandatory**, for example; WRAP training (Workshop to Raise Awareness about Prevent).



For a comprehensive list for the training offer across Children's and Adult Services, please contact either **Claire Jackson, Practice Support Manager:** [Claire.Jackson@walthamforest.gov.uk](mailto:Claire.Jackson@walthamforest.gov.uk) or **Holly Bishop, Practice Support Coordinator:** [Holly.Bishop@walthamforest.gov.uk](mailto:Holly.Bishop@walthamforest.gov.uk)

There are a range of L&D and CPD opportunities to ensure our staff are equipped to deliver outstanding care and support to our residents. Many of these courses are advertised in the workforce development calendar (listed under 'workforcedevelopment' in the email address book) and require you to book your place via Eventbrite. You can sign into Eventbrite [here](#).

### Waltham Forest subscribes to:



As members of Research in Practice, child and family social workers have access to webinars, videos, conferences, e-learning modules, specialist support, in-house workshops, downloadable publications and fostering and adoption learning resources to name a few.

It is easy to create an account and being an active member carries with it many benefits to your practice and to positive outcomes for children and families.

Create an account with Research in Practice at the following link:

<https://www.rip.org.uk/login/create-account/>

Research in Practice and the Department for Education have also jointly commissioned an open access website which maps learning resources to the Public Law Outline [PLO].

This is to support professionals working with families, legal teams and in the family court. The map is primarily aimed at those preparing and presenting evidence for court and focuses on robust pre-proceedings work and the quality of written evidence including assessment and care planning.

The website can be accessed [here](#).



**Community Care Inform Children** is an online resource for all professionals working with children and families. Staff members within Children's Services have access to this resource which provides information pertaining to a large range of areas such as attachment, direct work, neglect, domestic abuse, safeguarding, child sexual

exploitation [CSE], adoption, fostering, geographical/demographical information to enhance assessments and test yourself quizzes, to name a few.

Create an account with CCI – Children [here](#).



**Community Care Inform Adults** is an online resource for all professionals working with disabled and older people.

Staff members within Adult Services have access to this resource which provides guidance and information on a variety of areas including mental capacity, disability, self-neglect, dementia, The Care Act and safeguarding.

Create an account with CCI- Adults [here](#).

**Please note that you can be granted access to both resources if you think this would benefit you in your practice.**



**In Waltham Forest, some of our training offer is open to our agency colleagues. Line managers will advise on what training you can and need to attend.**



### **You should look to cover the following;**

**Make introductions:** It is important to show new employees around their new workplace, but first and foremost; make sure to introduce them to the team they will be working with. Introduce them to other key managers and colleagues in other teams or departments they need to know. This is particularly important as management decisions and support will often be shared.

It is also important to introduce them to senior managers. During the introductory stage try to explain what other staff are responsible for and how they fit into their work. However, be careful not to introduce too many people too quickly.

Ensure that when showing them around the building that you let them know where they can find practical facilities such as toilets, kitchen, break out areas, first aid facilities and water dispensers.

**Arrange a meeting between you and your new employee:** Even if you have greeted and provided the new worker with a tour of the building, it is still important to create time and space for a short, informal sit-down meeting. This will help the employee to gain some understanding of expectations and to answer any questions they may have.

**Ensure they have the tools to perform their role:** Make sure that the new employee has a laptop and mobile phone (if these are required for their role); including access to ICT and the appropriate systems as this will enable them to begin to build their induction plan into their Outlook calendar.

**Arrange a meeting with the 'buddy':** This is good practice and will reduce onus from the line manager if they are able to introduce the new employee to their 'buddy' and give them time to converse. The buddy can make it clear how they can best assist and establish if the worker has any initial concerns that they may not have wanted to ask others about.

**Taking breaks:** Try to avoid leaving a new employee to a lonely break or extended time period with nothing to do. Of course, this will depend on the recruit as they may want to have time by themselves. However, it is both a welcoming and reassuring gesture to invite them to join you on a refreshment break or lunch.

**Orientation exercises:** As part of your welcome you may wish to consider some orientation exercises to help the new starter settle in quickly. For example; a team coffee break could be an easy way to create a relaxed environment where the new starter can get to know their immediate team members in an informal setting.

**Duty of care:** As employees of the organisation we have a duty of care towards all of our colleagues and a responsibility to ensure staff feel supported and encouraged to speak about any issues they feel affected by. Too often, mental health problems are treated as a taboo subject, especially at work. However, mental health affects us all and we should feel able to talk about it and here at Waltham Forest we encourage open conversations about mental health.

We want all staff to feel they can be open about their mental health and ask for support if they need it from colleagues, managers or our staff support line on **0800 243 458**.

Further, all Waltham Forest employees have free access to Thrive, a mental wellbeing app approved by the NHS that staff can download to their personal or work smartphones.



You can find all the information about Thrive [here](#).

### Summary for day one;



- Greet new employee
- An electronic or hard copy of the all staff induction handbook is provided
- Arrange an informal meeting with them and consider some orientation exercises they could benefit from
- Introduce them to the Town Hall and ensure they know where to take breaks, the location of toilets, emergency exits, kitchen areas etc.
- Introduce them to their team and colleagues in other teams
- Ensure appropriate health and safety information is shared alongside other key policies such as [lone working](#) and [flexible working](#)
- If reasonable adjustments have been identified, the [form](#) is completed and sent to HR
- If the assistance required by the employee is not covered by reasonable adjustments, these may be covered in [Access to Work](#)



## — week one —

**Induction handbook & checklist:** As part of the first week you will need to ensure that the new employee has a copy of the all staff induction handbook. They will need to be made aware of the all the dates and meetings that have been agreed prior to their arrival, so that they can be given time to plan for these and incorporate them into their Outlook diary. It is important that they have access to viewing your

whereabouts, in addition to you having access to their Outlook calendar so please ensure they are granted access to your calendar.

**Check if anything is missing or delayed:** Although it is hoped that the tasks connected with the employee's first week will have been completed, we recognise that in some circumstances this may not always be possible but please make sure anything left uncompleted is completed at the earliest opportunity.

**ASYE:** If the new employee is a newly qualified social worker, they should be part of the ASYE programme. You will need to be aware of this and know the additional training and development requirements in place for them. These should be dovetailed within the induction. Further details can be obtained from the Professional Practice Lead; [Dale.Allard@walthamforest.gov.uk](mailto:Dale.Allard@walthamforest.gov.uk)

**Supervision:** A supervision agreement should be completed and put in place. This will provide an opportunity to discuss the supervision process.

**Training:** Mosaic training and all other mandatory training has been arranged for the new starter.

### Summary for week one;

- Provide the worker with a copy of the induction handbook for all staff
- Ensure they have been provided with key contacts information
- Reasonable adjustments [if any] are implemented
- If the help required is not covered by reasonable adjustments direct employee to [Access to Work](#)

SUMMARY



# Week Four

**Feedback:** It is helpful to provide structured feedback during the induction period. At this stage it should be framed positively and constructively and if there are any performance concerns be clear about what these are as they need to be addressed within supervision and recorded in accordance with the performance procedures. Consider collecting feedback from service users, carers, professionals or colleagues, as appropriate.

**Undertake a supervision session:** A supervision session should be undertaken. It is helpful to consider making the meeting more relaxed and informal so that you can provide feedback and gauge how the new employee is settling in and how they feel about their role. It is helpful to ensure that any training needs are being met. **Please note that if the new starter is an ASYE, supervision will be required more frequently.** The supervision policy can be accessed [here](#).

**Training:** Mosaic training and all other mandatory training has been completed for the new starter.

## Career Progression Framework

There is a clear career progression framework in place and this has been designed to provide you with guidance on how you can make a successful transition into different roles within the organisation.



Your readiness to be considered for progression will be decided by your team manager/supervisor in conjunction with yourself and through the Performance Development Review (PDR) process.

## The National Assessment and Accreditation System

Waltham Forest is participating in Phase 2 of the National Assessment and Accreditation System [NAAS].



The National Assessment and Accreditation System forms part of the social work reform programme set out in the Government's policy paper 'Putting children first: Delivering our vision for excellent children's social care.' This paper (published in July 2016) sets out the Department for Education's vision to radically reform the children's social care system, putting practice excellence and achieving more for the children we serve at its heart.



The objective of NAAS is to provide a consistent way of assuring that child and family social workers, supervisors and leaders have the knowledge and skills for effective practice and will help individuals and their managers gain a better understanding of their practice and provide a clear benchmark of expertise and quality of practice.

It is currently for children and families' social workers and practice supervisors who are required to demonstrate their knowledge and skills against the [knowledge and skills statements](#), which are now the post-qualifying standards for child and family social work.

As a Phase 2 participating Local Authority, Waltham Forest are undertaking a range of activities to strengthen practice standards to prepare our social workers, practice supervisors and our systems for the NAAS.

**If you would like further information about the NAAS or are considering volunteering to go forward for assessment and accreditation please contact the NAAS inbox: [NAAS@Walthamforest.gov.uk](mailto:NAAS@Walthamforest.gov.uk)**