Defence Children Services

DCS Directive 1.5.1

Staff Induction

DCS Feb 21 v1.0

General

Authorisation	Director DCS
Senior Responsible Owner	DCS Executive Branch
Point of Contact	SO1 Executive Branch DCS-DCS-Mailbox@mod.gov.uk
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Related Policy/Guidance	JSP 441: Information, Knowledge, Digital and Data in Defence JSP 375: Management of Health & Safety in Defence Defence Business Travel Guide Civilan HR People Portal

Introduction

1.	This Directive is about the Induction of all DCS staff. Induction is the process through which employees adjust or acclimatise to their new jobs and working environment.

2.	An employee's first impression of an organisation can have a significant impact on their integration into the team and job satisfaction. Induction is an opportunity for the employer to welcome new members of staff, help them settle and ensure they have the knowledge and support they need to perform their role to their best ability.

Purpose

3.	For employees, starting a new role in a new organisation can be an anxious time and an effective Induction programme enables them to understand more about the organisation, their role, ways of working and to meet new colleagues. The Induction will contain multiple elements and will include Health & Safety information required by law and practical information on the working environment and facilities.

4.	New staff need to understand the organisation, the culture, the people, and what is expected of them.

5.	This Directive applies to all DCS staff and is designed to help Line Managers and staff members (whether new to Defence or not) to understand what steps they need to follow to complete an effective Induction.

Roles and Responsibilities

6.   All Line Managers need to invest time in inducting all new employees. It is the Line Manager's responsibility to initiate and deliver the various Induction stages.

7.   All staff are responsible for fully engaging in the Induction process and for completing all mandatory training and security checks.

8.   DCS SMEs are responsible for providing up-to-date content on their area of responsibility (for example Data Protection, Health & Safety). The Executive Branch will maintain this information and store/issue as part of the Induction pack. Any procedural changes should be reported to the Executive Branch at the earliest opportunity.

9.   The Executive Branch is responsible for the over-arching coordination of the Induction. They will work with SMEs/Line Managers to ensure the Induction pack remains current. The Executive Branch will present any necessary amendments to DCS Policy team who will update this Directive on an annual basis or as and when significant amendments become necessary.

10.   The Induction needs to be programmed, sequentially structured and timetabled using a calendar approach and a checklist used to 'sign' off stages of the process. Line Managers are responsible for adding key dates to their and their staff's calendars to ensure the Induction process runs smoothly without unnecessary delays.

11.   The appointed DCS Induction champion (Asst Head level or above) will drive the Induction process and monitor how well the Induction is working; based on feedback collected from Line Managers and staff.

Induction Programme

12.   It is important to provide all new staff with practical information on areas of compliance and company policy. Induction shouldn't be treated as a 'tick box' exercise, but there may be some areas where it will be useful to keep a record of the training provided, for example Data Protection, Health & Safety etc.

13.   Line Managers should use the below stages as a guide to complete an effective Induction:

   a.   **Pre-employment.** Induction should start even before the employee's first official day in the job. Approximately two weeks prior to the official start date (once confirmed by DBS), the Line Manager (or designated mentor) should engage with their new staff to start the Induction process. Contact should be made via phone, email or post, where non-sensitive information can be shared, and the following should be discussed/provided:

      (1)   Meeting time/place for first day including information of any entry requirements to military establishments (where appropriate);

      (2)   Organisation literature where appropriate including an organisational chart and key personalities so that new staff can familiarise themselves ahead of their first day. Any handover notes can also be shared at this stage (if non-sensitive). New employees should also have a copy of their job description and should be made aware of who to speak to with regards to any necessary security vetting clearances (DBS);

(3)   IT requirements. If the employee is new to the MOD, the Line Manager should arrange for the creation of an email account and access to relevant IT equipment so that it will be ready for use by the new employee on their first day. For existing MOD account holders, a site transfer should be initiated.

(4)   Reasonable adjustments/special requirements. The Line Manager should have already identified any special requirements at time of interview, but it is their duty to liaise with the new starter to find out whether anything needs to be put in place for the first day.

b.   **First day.** The Line Manager or a designated mentor should welcome the new joiner to the office and carry out/explain the following:

(1)   Security car and personal pass application process and signing of Official Secrets Act where required;

(2)   Tour of the building and the site amenities;

(3)   Introduction to the team and walkabout to meet wider colleagues;

(4)   Present employee with a copy of the Induction pack in hardcopy or digitally if able to access system (available on MODNet and MOD Schools SharePoint sites).

c.   **Week One.** During week one, the Line Manager should focus on the following:

(1)   Brief the employee and explain how their role fits into the organisation within DCS and the Defence context;

(2)   Arrange for the employee to attend general station Induction. Details/dates can be obtained from the Executive Branch;

(3)   HR systems (MYHR/JPA). Guide new starters with regards to the creation of a new account and how to use it. Staff will be able to manage their leave, pay and allowances and performance management;

(4)   Social etiquette. Etiquette makes people comfortable and at ease and it shows that the organisation values and respects others;

(5)   Agree performance objectives. Identifying and agreeing objectives gives clarity and direction to the work and role and helps the Line Manager assess progress and performance;

(6)   Policies and procedures. New starters will benefit from an overview of what key policies and procedures they must adhere to and what their job role limitations are;

(7)   Handover notes. These notes are documents created by predecessors and are designed to assist new joiners to carry out their duties;

(8)   Introduction to 'Buddy'. Having a buddy or mentor at work can make a huge difference to how quickly new employees manage to settle into their role and how supported they feel.

d.   **Month one.** Line Managers are to initiate a formal review of the Induction process to ensure progress has been made and the new member of staff has received all the necessary assistance and guidance, and essential training has been completed. Induction is a partnership approach, so if employees feel they are not receiving the Induction they should, they should raise any concerns with their Line Manager or Assistant Head.

e.   **Month three.** DCS will deliver a face-to-face (or remote alternative) Induction presentation for all new staff. This presentation should be delivered by functional SMEs on DCS outputs. Line Managers should contact the Executive Branch for details of upcoming dates. Depending on availability, this presentation may be delivered prior to or shortly after the three-month point. This will depend on how many new starters there have been within the last three months.

f.   **Month six.** The Line Manager should ensure the following actions are completed:

(1)   Employee to complete Induction review questionnaire. An Induction review questionnaire offers an opportunity to increase employee satisfaction and retention and improving staffing processes. This is how DCS can gather information from each new employee with regards to their views on the recruitment and Induction process. A questionnaire template is contained within the Induction pack accessible on SharePoint sites;

(2)   Carry out probational mid-year review. A mid-year review allows Line Managers to monitor employees' performance over a period of time, ensuring they are meeting their objectives.

g.   **Exit.** When an employee leaves the organisation, the Line Manager should offer and conduct an exit interview and ask the employee to complete the following actions prior to departure:

(1)   Cleanse email account and OneDrive folders by deleting unnecessary emails/documents and filing work related information on designated team pages on SharePoint;

(2)   Return any issued IT equipment and other mobile devices/removable media (for example laptop, Surface Pro, work phone, USB stick, mouse, keyboard);

(3)   If leaving the station/garrison or leaving the MOD altogether, hand back personal and car security passes.

14.   The Induction checklist contained within the Induction pack should be used by Line Managers when inducting staff. Once completed, the checklist should be signed by the Line Manager and the individual.

15.   The DCS Induction pack can be accessed on MODNet and MOD Schools SharePoint and will include the following:

a.   Health and Safety: Workstation Assessments (Forms 5013 and 5016);

b.   Site Information: Coffee Shop/Shop, Gym, Guardroom, Messes, Dogs in the Workplace;

c.   Organisation: Strategies, Plan, Objectives, Structure, People Contact details/locations, Defence context, Policies, Rules, Guidance Mandated Training, Ways of Working, Walk-about; Rank/Grade equivalency information;

d.   Team: Objectives, Team specific Induction;

e.   Individual: Job Description, Objectives, Learning and Development and Performance Management, Flexible Working Agreement, Reasonable Adjustments (where applicable);

f.   Signposts to Civil Service and Defence Inductions;

g.   Signposts to Mandated Training.

Point of Contact

16.   Employees should speak to their Line Manager in the first instance if they have any issues they would like to raise with regards to the Induction process.

Line Managers should direct queries about the Induction process including the Induction pack and relevant checklists to the Executive Branch, HQ DCS.