# Induction Policy

<table>
<thead>
<tr>
<th>Reference Number:</th>
<th>140</th>
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</table>
| **Author & Title:** | Tracy Elvins  
Head of Learning and Development  
Julie Blackman  
Head of Learning and Development |
| **Responsible Directorate:** | Human Resources |
| **Review Date:** | 16 October 2020 |
| **Ratified by:** | Claire Buchanan  
Director of Human Resources |
| **Date Ratified:** | 16 October 2017 |
| **Version:** | 6.0 |

## Related Policies
- Code of Expectations for Employees
- Appraisal Policy
- Access to Study Leave Policy
- Study/Professional Policy for Consultants, Associate Specialists and Staff Grade Doctors
- Mandatory Training Policy
- Temporary Staff Management Policy
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<td>March 2010</td>
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<td>Trust Consultation and Negotiating Committee Policy Sub Group</td>
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<td>Review</td>
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1. Purpose of this Policy

The Royal United Hospitals NHS Foundation Trust aims to provide the highest quality care to all patients using its services. In order to minimise risk to both patients and staff, all new staff are required to attend an induction programme which contains the mandatory training required to deliver safe, effective practice in their area of work.

The purpose of this policy is to provide guidance to both managers and staff on the arrangements and expectations for induction within the Trust.

2. Aims and Objectives of this Policy

This policy sets out a framework for ensuring that all staff receive an effective induction to the Trust.

This policy distinguishes between corporate and local induction, describes how staff receive these and identifies the roles and responsibilities of all those involved. It also describes the monitoring and reporting process.

3. Scope

The policy applies to all staff employed by the Trust. This includes both permanent and temporary staff (bank and those on fixed term or honorary contracts).

Temporary staff employed via agencies and contractors must have their induction and training needs met via their employer before starting work with the trust.

Volunteers are included in the scope of this policy.

4. Introduction

The Royal United Hospitals NHS Foundation Trust is committed to ensuring high standards of care, health and safety in order to minimise any risk of harm to patients or staff themselves. As well as maintaining standards of working practice, the Trust sees induction as an essential and effective way of engaging, supporting, developing and retaining new staff.

The Trust is committed to the principle of induction which will ensure that every employee is knowledgeable about the Trust and their workplace, as well as receiving the mandatory training required for their role at the commencement of their employment.
The Trust’s Induction consists of two mandatory elements:

- Corporate Induction
- Local Induction

It is an essential requirement that both the corporate and local induction elements have been undertaken and fully completed and that for local induction, the Declaration of Completion is returned to the learning & development team. Without these being complete an individual will not be granted access to further education and development opportunities.

All new staff are invited to attend a one hour ‘Fresh eyes’ event during the third month of employment where they have the opportunity to feedback on their experiences.

5. Corporate Induction Programme

The Trust expects all new employees to attend a corporate induction programme which will include most mandatory training and essential information required for their role.

As part of their recruitment information, all new starters receive written confirmation of their place on the corporate induction programme from the recruitment team prior to their start date.

All new employees must attend the corporate induction programme prior to their commencement in the workplace. Managers are advised in advance of the induction programme for their new starter and so know when to expect them into their area.

On the rare occasions where it is not possible for corporate induction to take place prior to starting in the department a risk assessment must be carried out by the recruiting manager. A template for this will be provided by the recruitment team. Completed risk assessments are kept by the recruiting manager and stored in the local staff members file. The new starter will booked onto a future date for induction by the recruitment team and manager and new starter will be notified. The recruiting manager must ensure the new starter attends.

The learning and development team is responsible for the co-ordination of the corporate induction programme in collaboration with the various subject matter experts for mandatory training.

At the end of the corporate induction programme all staff will:
- Have completed all necessary documents to enable them to be employed within the Trust. There may be some instances when this is not practically possible and staff member will be made aware of this.
- Be able to demonstrate by signed attendance sheets, that they have completed the mandatory induction training appropriate to their role.
6. Corporate Induction Outline

It is the aim of the Trust’s induction programme to ensure that new employees to the Trust receive mandatory and essential information about the organisation.

New employees will attend the Trust induction programme during their first week of employment. On the first day of induction each new employee will receive an RUH Portfolio containing information relating to their employment and a programme based on their specific role within the Trust. This programme is developed using a risk-based approach to the training required for the new starters role.

Identity badges and smart-cards to enable access to computer systems will be issued to all relevant new employees during their induction.

7. Corporate Induction Attendance

All new employees (including medical staff but excluding doctors in training) are required to attend the Trust’s corporate induction programme prior to entering the workplace. Individuals are responsible for ensuring they attend all the required sessions on their programme on time.

Part time employees are required to make arrangements to attend the corporate induction programme, although this may be extended over a longer period in order to accommodate their working hours.

Special arrangements can be made for people working extremely restricted hours (e.g. 1 day a week) or where caring responsibilities preclude attendance during the normal hours of corporate induction. The employee will be assessed on an individual basis in these circumstances using a risk assessment process. In these circumstances, it is the manager’s responsibility to contact the Induction Administrator to make arrangements for the induction as soon as possible after recruitment of the new starter has taken place.

Staff on maternity leave, career break or those who leave and return within 2 years are not required to attend corporate induction but are expected to review their STAR record and update any required mandatory training. Managers must ensure staff are locally inducted into their department/ward.

Employees changing their role within the Trust are not required to attend the corporate induction programme, but are expected to make arrangements to ensure they have received all mandatory training required for their new role. Employees substantially changing their role may access the corporate induction programme, or part thereof, where the contents are deemed relevant to the post and is more convenient and timely than other alternatives. This will be arranged through the recruitment team and/or the recruiting manager. These employees will also receive the local induction in their new area. Further induction and training may be needed if new technology, equipment or systems of work are introduced.
Ward/department managers are responsible for completing the Local Induction Checklist for New Employees alongside the new staff member – this is given out and explained to all new starters on their corporate induction day.

8. Corporate Induction Evaluation

Feedback and evaluation forms will be provided, based on the learning objectives for sessions. The feedback forms will ensure that the corporate induction programme is meeting the needs of the participants.

9. Corporate Induction Record Keeping

The induction administrator will maintain records of attendance taken from the sign in sheet for each training session in order to update the training database. Obtaining a signature from each attendee is managed by the individual trainer. It is the responsibility of the individual attendee to sign the sheet. Corporate Induction attendance is included on an individual’s STAR (Staff Training Analysis Report) training record which is accessible on the intranet for all staff. Corporate induction is included as part of the suite of mandatory subjects that are reported and monitored (see section 18).

10. Local Induction

The Trust issues all new employees with a Local Induction Checklist for New Employees which includes essential information regarding their local working environment.

The Local Induction Checklist must be completed within the first three months of employment. At the managers discretion this may be extended.

Individual ward/department managers or speciality areas are responsible for the provision of local induction using the Local Induction Checklist for New Employees as a baseline template.

Some wards and departments have locally generated induction packs which include clinical development needs. The local packs are to be provided in addition to and not instead of the Local Induction Checklist. New staff should access any such packs for additional specific local information, such as local risk management arrangements. Ward and department managers must annually review their local induction packs in order to ensure the content is still current.

In line with preceptorship and other best practice the inductee should have an appropriate and acceptable mentor as support during Induction and afterwards, giving the opportunity for long-term support and growth.
11. Local Induction Outline

The Trust takes the view that the local induction will begin as soon as the employee starts work in the ward/department. Trust standard requires that the local induction checklist should be completed within three months of the employee’s start date. Specific elements of local induction are required at an earlier stage in employment and where this is the case, these are specified in the Local Induction Checklist document. For temporary staff working limited hours, a longer period to complete can be negotiated.

Local induction will be co-ordinated and managed by the manager of the new staff member or delegated to an appropriate member of staff.

The local induction should be interactive allowing the staff member a positive input either through question and answer or verbal questioning of elements of the induction.

12. Local Induction Record Keeping

The Local Induction Checklist for New Employees will be retained by the individual with a copy for the line manager to be held in their staff file.

The Declaration of Completion at the back of the Local induction Checklist must be signed and a photocopy of this page sent to the learning & development team once the local induction is complete. A record of this will be made by the induction administrator. Local Induction attendance completion is included on an individual’s STAR training record which is accessible on the intranet for all staff. Local induction is included as part of the suite of mandatory subjects that are reported and monitored (see section 18).

13. Doctors in Training

Doctors in training undertake a online eInduction programme which includes most of their mandatory training and has been and approved by the Health Education South West. Training records for individuals who have completed this programme are recorded and reported in the same way as corporate induction for the rest of the Trust employees. Local induction is included in their speciality induction.

14. Care Certificate

The Care Certificate is made up of 15 standards and all non-registered staff employed into a clinical role will be required to complete the standards mapped to their specific job role. Individuals will be required to attend a 2 day induction before starting any clinical unsupervised shifts/tasks. This is specifically designed around the standards. Individuals have 12 weeks from their start date with support from a named Ward / Department based assessor to complete the required standards.
Attendance at the programme and completion of the standards will be recorded on the trust Learning Management System (LMS). A certificate will be issued for the individual to retain.

15. Temporary Staff

Bank and agency staff are identified as ‘temporary employees’ for the purposes of this policy. The Trust recognises its duty to ensure that temporary employees receive an appropriate induction into the workplace.

RUH staffing solutions team will take responsibility for ensuring that bank employees from all staff groups and professions have received induction with appropriate mandatory training, before commencing work with the Trust. See Appendix 1 for detailed information on the processes for induction of this staff group.

Temporary staff employed via agencies and contractors must have their induction training needs met via their own employer before starting work with the Trust. The RUH is responsible for providing local induction.

Honorary contract staff who recruiting managers deem appropriate are required to attend induction. For those not attending induction then the local induction checklist must be used to provide a guide for their induction to take place in accordance to their role and the department in which they are working. The local induction declaration is kept in the local staff members file.

16. Volunteers

All volunteers will receive a welcome induction in a face to face session with their respective manager. This is part of the formal process to become an RUH volunteer. Volunteers are introduced to key corporate and local requirements in the face to face session and are given a handbook for reference. Volunteers work 3 supernumerary sessions with a designated tutor before they are signed off to be a volunteer.

Volunteers receive the required initial mandatory training for their role via a work book which includes assessment. The workbook will be given to the volunteer at their induction and must be completed by the time they finish their 3 supernumerary sessions. Mandatory training is monitored and recorded on a database held by the volunteer manager.

All information is also kept in the volunteer’s personal file.
17. Responsibilities

17.1 The Learning & Development Team

The learning and development team has a duty to ensure:

- The content of the corporate induction programme meets the needs of the Trust.
- The content of the local induction checklist meets the needs of the Trust.
- All risks or issues are escalated by the Head of Learning and Development to the Strategic Workforce Committee.
- Accurate records are kept of all corporate and local induction training undertaken.
- A process is in place for following up non-attendance (see section 18).
- There is a link with the recruitment team to ensure seamless booking and cancellation processes for every new starter to have access to the corporate induction programme.
- Clear recording and reporting processes are in place via STAR to enable monitoring of compliance with corporate and local induction.

17.2 Induction Administrator

Responsibility for co-ordinating the corporate induction programme lies with the induction administrator (or their deputy), who will ensure the following:

- Induction timetables and portfolios are available for all new employees.
- Tailored timetables are prepared for all new employees commensurate with their role.
- Attendance is monitored and non-attendance is followed up.

17.3 Staffing Solutions

The Staffing Solutions department has a duty to:

- Ensure that agencies used are registered on an approved framework as per monitor guidelines and therefore working in line with the Framework Conditions of Contract.
- Ensure that all bank staff have attended the Trust induction programme.
- Follow-up staff who have failed to attend booked mandatory training, investigating why and ensure another date is arranged as soon as possible.
- Ensure that agency doctors complete the online medical induction prior to working.
- Ensure that wards departments and agencies used have copies of the orientation check list.
- Ensure that temporary staff complete their local induction and that this is recorded on their database.
17.4 Recruitment Team

The recruitment team is responsible for:

- Advising all new joiners of the induction dates and times in the agreed format and within the agreed timescale.
- Providing agreed accurate new joiner and recruiting manager information to the induction administrator in the agreed format and within the agreed timescale.

17.5 Line Manager

It is the responsibility of the line manager to:

- Managers are aware of their new starters induction timetable and when during the course of their induction they will be presenting in the dept.
- Managers are responsible for ensuring that all new employees have attended the Trust induction programme – including those on fixed term contracts but excluding agency staff.
- Managers are responsible for ensuring that all new employees (including temporary employees) are given a comprehensive local induction programme as detailed in the Local Induction Checklist for New Employees.

17.6 Subject Matter Expert/Trainer

It is the responsibility of the Subject Matter Expert (SME) to:

- Plan, deliver, evaluate and continually improve the mandatory training subjects delivered on induction programmes ensuring they are evidence based and compliant with Trust policy.
- Ensure that participants record their attendance at sessions/programmes using the sign in sheet.
- Ensure that appropriate information is recorded on the LMS to enable accurate reporting should the organisation be required to demonstrate evidence for any quality assurance frameworks.
- Contribute to the evaluation, review and development of Corporate Induction training as required.
- Ensure that the Local Induction Checklist accurately reflects the current position of requirements in their subject matter – i.e. does the checklist include all aspects of local training needed to ensure new starters are potentially competent in this area.

17.7 Strategic Workforce Committee

It is the responsibility of the Strategic Workforce Committee to:

- Monitor corporate induction attendance levels from a trust-wide perspective in order to identify potential areas of risk.
- Monitor compliance against requirement for local induction for all new starters.
17.8 New Employees

New employees are responsible for:

- attending and completing the Trust induction programme in line with their tailored programme.
- completing the Local Induction Checklist for New Employees in conjunction with their ward/department manager and returning the declaration form to the learning & development team within the 3 month deadline.

18. Recording, Reporting and Monitoring Mandatory Training

Accurate recording of induction attendance is essential as it provides the evidence of compliance required by internal and external assessing bodies. All induction attendance is recorded on the Trust’s LMS with individual records of completion being accessible on STAR.

Monthly mandatory training compliance reports (using STAR information) to include corporate and local induction compliance are provided to the monthly Management Board and bi-monthly Strategic Workforce Committee. The HR business partners utilise these reports to support the divisional monthly performance meetings.

The induction administrator monitors attendance at corporate induction sessions and will inform managers and recruitment (as needed) when staff fail to attend. Should a participant fail to attend a corporate induction session the induction administrator generates an email to their manager and recruitment (as needed) which outlines what the participant has not attended. The manager or individual is then required to re-book their missed induction session as soon as is practically possible.

It is the responsibility of the recruiting manager to ensure new staff attend their induction and complete their local induction. This is monitored at an individual level through the annual performance and development review process.

The clinical co-ordinator for Staffing Solutions will review agency staff compliance in completing the local induction check list and on line induction on a monthly basis. Where temporary staff from a particular agency are identified as not complying, this will be brought to the attention of the agency and the ward/departments booking the staff by the clinical co-ordinator, who will identify the risk to continued use of staff from the agency.
19. Monitoring and Review

The responsibility for reviewing this policy will rest with the learning & development team. The policy will also be reviewed if there is a change in national or local legislation.

In accordance with the Trust governance arrangements the Director of Human Resources has ultimate responsibility for ensuring that this and other related policies are kept up to date, implemented effectively and monitored regularly for effectiveness.

The learning & development team will continue to co-ordinate and review the Trust induction programme with the assistance of trainers from the relevant departments, in order to ensure it meets local and national requirements.

The learning & development team will ensure that the guidance for local induction is appropriate, but it is for managers to ensure the content of the ward/departmental induction covers all relevant areas.

The induction administrator will ensure that the information in the Trust induction portfolio meets the needs of new employees.
Appendix 1: Induction of Temporary Staff

Bank Staff

1. All bank staff will attend full Trust induction as permanent staff prior to
   commencing work with the exception of bank doctors and dentists.

2. Medical bank staff will complete the online eInduction package designed
   specifically to meet their needs.

3. Medical bank staff will need to attend resuscitation training unless
   documented proof of attendance can be submitted of this through an
   approved provider.

4. Bank staff will not be set up on the electronic bank system and will therefore
   be unable to work until confirmation of induction has been received – this will
   be verified on production of the signed corporate induction time table for those
   referred to in 1 or confirmation from recruitment that the eInduction has been
   completed for those referred to in 2. Confirmation of this will be kept in their
   personnel file.

5. All HCA’s will attend the care certificate induction.

6. Bank nurses will undertake at least 2 supervised orientation shifts prior to
   undertaking bank shifts. For new to care HCA’S this may be extended to 1
   week. Bank staff requiring supervised shifts with the nurse facilitator will be
   assessed on an individual basis.

7. Bank nurses will undertake an initial drug assessment to ensure competency.
   This assessment will be undertaken by the nurse facilitator or nominated
   registered practitioner who has themselves been assessed.

8. Other bank staff will undertake supernumerary shifts as agreed and assessed
   as needed by the department booking them and their profession.

9. All bank staff will complete the local induction checklist for new employees.
   This will need to be signed off by the staffing solutions office and the
   declaration of completion submitted to the education centre within 6 weeks of
   start date.

10. Wards and departments will provide local induction information specific to
    their areas as per RUH induction policy.
Agency staff

1. Agency doctors will complete the online web induction prior to being offered shifts.

2. All other agency staff are required to complete the temporary staff local induction check list designed for their role. This must be completed by the agency staff member when working in a new area on their first shift and subsequently if procedures have changed since their last period of working in that clinical area. This will be submitted to the staffing solutions office and kept on file.
Appendix 2: Induction Process Flowchart

Recruitment team send the Induction Administrator (Education Centre) a Booking Form (Excel Spreadsheet) as per agreed timescale

- Details appear to be in order & planning can proceed
- Details appear incorrect or incomplete - refer to recruitment team

Using the Trust Induction Administration Procedure the Induction Administrator begins the process to plan the Trust Induction Programme for the following week

When the process has been completed a copy of the Booking Form is emailed to the Induction Database Group (colleagues in Human Resources, Finance, Estates & Facilities etc.).

The Sign in Sheets for the week are emailed to the Trainers & a copy of the individuals Trust Induction programme (timetable) is sent to their Manager.

New starters arrive on Monday Morning to begin their Trust Induction Programme

- YES – Timetables & an RUH Portfolio (including the Local Induction Checklist) are issued & their programme begins
- NO – An email is sent to the Manager (cc. recruitment & the Induction Database Group (see above)). The Trust Induction Database & Sign in Sheets are amended to show the individual will not be attending the programme

New starters sign a Sign in Sheet for each session they attend – these are returned by the trainer to the Induction Administrator who then updates the Trust Induction Database. An email for non-attendance is sent to the relevant managers at the end of each week

- YES: The Trust Induction Database is checked to ensure all sessions have been completed
- NO – Form returned to individual with next step details

- YES: Details of completion are entered onto Learning Management System (LMS)
- NO: Email is sent to the manager
Appendix 3: Corporate Induction Cancellation Procedures

If the programme is cancelled due to an adverse incident such as severe weather conditions the following actions will be applied:

The Induction Administrator or designated deputy will:

- Place a notice under the display screen in the Education Centre lobby – this will advise any attendees to report to the Induction Administrator in the Administration Office.

- Update the display screen to show the session(s) as ‘cancelled’.

- Offer individuals the next available date for the cancelled session(s). This will also be done if they contact directly by telephone.

- Advise individuals to report immediately to their manager in their own ward / department. (It will be the responsibility of managers to undertake a risk assessment at this point regarding their new staff member starting work in the department before they have completed their corporate induction programme.)

- Email (as soon as possible) the managers with details of the rebooked session(s).
Document Control Information

Ratification Assurance Statement

Dear Clare

Please review the following information to support the ratification of the below named document.

Name of document: Induction Policy (Reference 140)
Name of author: Julie Blackman
Job Title: Head of Learning and Development

I, the above named author confirm that:

- The Policy presented for ratification meets all legislative, best practice and other guidance issued and known to me at the time of development of the Policy;
- I am not aware of any omissions to the Policy, and I will bring to the attention of the Executive Director any information which may affect the validity of the Policy presented as soon as this becomes known;
- The Policy meets the requirements as outlined in the document entitled Trust-wide Policy for the Development and Management of Policies (v4.0);
- The Policy meets the requirements of the NHSLA Risk Management Standards to achieve as a minimum level 2 compliance, where applicable;
- I have undertaken appropriate and thorough consultation on this Policy and I have documented the names of those individuals who responded as part of the consultation within the document. I have also fed back to responders to the consultation on the changes made to the Policy following consultation;
- I will send the Policy and signed ratification checklist to the Policy Coordinator for publication at my earliest opportunity following ratification;
- I will keep this Policy under review and ensure that it is reviewed prior to the review date.

Signature of Author: 
Julie Blackman
Date: 16 October 2017

Name of Person Ratifying this policy: Clare Buchanan
Job Title: Director of Human Resources
Signature: Clare Buchanan
Date: 16 October 2017

To the person approving this policy:

Please ensure this page has been completed correctly, then print, sign and post this page only to: The Policy Coordinator, Apley House (E5), Royal United Hospital

The whole policy must be sent electronically to: ruh-tr.policies@nhs.net

Document name: Induction Policy
Issue date: 08 November 2017
Author: Tracey Elvins and Julie Blackman – Head of L&D
Ref.:140
Status: Approved
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## Consultation Schedule

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<tr>
<td>Tracy Elvins - Leadership &amp; Development Programme Manager</td>
<td>31 August 2017</td>
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<tr>
<td>Raechel Harper - Leadership &amp; Development Programme Manager</td>
<td>31 August 2017</td>
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<tr>
<td>Nardina Storey – Widening Participation Manager</td>
<td>31 August 2017</td>
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<tr>
<td>Dawn Fairclough – Resuscitation &amp; Clinical Skills Manager</td>
<td>31 August 2017</td>
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<tr>
<td>Angela Hayday - Associate Director of Organisation &amp; People Development</td>
<td>31 August 2017</td>
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<tr>
<td>Katy Coulam – HR BP Women &amp; Children &amp; Corporate</td>
<td>25 September 2017</td>
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<tr>
<td>David Mawdesley – HR BP Medicine</td>
<td>25 September 2017</td>
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<td>Clare Heath - HR BP Estates &amp; Facilities</td>
<td>25 September 2017</td>
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<tr>
<td>Robyn Jackson – Acting HR BP Surgery</td>
<td>25 September 2017</td>
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<td>Maggie Bruniges - Unite Cahir &amp; Chair of Staff Side</td>
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The following people have submitted responses to the consultation process:

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Equality Impact: (A) Assessment Screening

1. Title of document/service for assessment | Induction Policy
2. Date of assessment | September 2017
3. Date for review | 16 October 2020
4. Directorate/Service | Human Resources
5. Approval Committee

6. Does the document/service affect one group less or more favourably than another on the basis of:

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7. If you have identified potential discrimination, are the exceptions valid, legal and/or justified?

8. If the answers to the above question is ‘no’ then adjust the element of the document / service to remove the disadvantage identified.

9. If neither of the above is possible, take no further action until you have contacted your EIA Divisional / Directorate link for review and support

Signature of person completing the Equality Impact Assessment

Name | Julie Blackman
Time | September 2017
Date | September 2017

Chair of decision making Board / Group / Committee approval and sign off

Name | Claire Buchanan – Director of HR
Time | 
Date | 16 October 2017