

Welcoming New Colleagues

A code of practice for managers

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Code of Practice for the Welcome and Orientation of Colleagues

1. Welcome and Orientation Purpose and Context

Starting a new role is an exciting yet challenging experience. Apart from the obvious demands associated with undertaking new tasks, there is also the need to become accustomed to a new organisation, environment and colleagues. A new colleague's views of the University and the School or Directorate they are joining are shaped by their impressions formed in the first few weeks and months and especially on the first day.

At the University of Salford our "Welcome and Orientation" programme aims to cover all aspects of support and development required by new colleagues from the beginning of their journey with us during recruitment through to completion of their probation. Aspects of this programme and the contents of this Code of Practice may also be adopted for existing colleagues changing role/.

The programme includes elements to support the local induction of the new colleague to their role and team as well as the wider orientation programme to support their integration in to the University community.

Successful completion of this programme benefits both the individual and the University. Its key purpose is to enable a new colleague to be as effective as possible, as soon as possible.

Every new colleague to the University is entitled to an induction and orientation programme which will settle them in to the organisation, clarify their role and responsibilities and inform them of the various policies, procedures and legislation as well as the development opportunities available to them.

This Code of Practice and checklist are for both the line manager and the new colleague. It provides a framework that identifies the core elements required and each other's role in completing this important stage of the colleague journey.

2. Roles and Responsibilities

There are many people who should be involved in the welcome and orientation process. Indicated below are the key contributors:

Head of School/Director of Professional Service: The ultimate responsibility lies with the Head of School/Director of Professional Service to ensure that all new colleagues are welcomed and inducted into the organisation effectively. They ensure that the process of induction and orientation has been completed and confirmed by the individual's line manager

Line manager: The line manager is primarily responsible for ensuring that all aspects of induction and orientation have been carried out. The line manager must sign the induction checklist to indicate that this has been done.

Colleagues: On a day-to-day basis colleagues have an important role to play in supporting this process, for example, by signposting sources of support for new colleagues and reinforcing expectations of the role and culture of the organisation.

Mentor/Buddy: It is recommended that all new staff are allocated a mentor for a 3 – 6 month period. Guidelines on mentoring can be found on the Human Resources website under the Performance Development section.

Human Resource Division (HR Division): Pre-employment, the HR Division provides information on terms and conditions of employment.

The Division also shapes and provides the University Welcome and Orientation programme. The programme includes general background information on the University, its vision and mission, and highlights opportunities for staff development. Specific training for academic and professional services staff is also provided separately. This programme is designed to complement school/professional service level induction.

Health, Safety and Wellbeing: run additional health and safety training events for staff with specific roles and responsibilities for health and safety.

The individual: New starters themselves have a responsibility to seek out information, monitor their own progress (against the welcome and orientation checklist) and ensure that they are acting in a safe manner, conforming to the University's Health and Safety policy.

3. The Four Stages

Within the Welcome and Orientation process there are four key stages

- Onboarding – Recruitment and Pre-employment
- Local Induction
- University Welcome and Orientation
- Probation Review

The recommended requirements for each stage can be found in the Welcome and Orientation checklist (Appendix 1) in this document.

Onboarding

Line managers should consider the following questions at this stage:

- How long will it be before the new member of staff starts?
- What information might be useful for them to have before they start?
- How and how regularly will you keep in contact with them before they start?
- What meetings or events are taking place prior to them starting that they may find useful to attend?
- Where will they sit and what equipment is needed?
- What systems and software will they need access to?
- Who will be their mentor or buddy to support them in their initial weeks?
- Who will it be important for them to meet in their first two or three weeks?
- Who needs to know that they are joining?

Before new colleagues start with us they are required to:

- Return a signed contract of employment
- Provide other necessary documentation to satisfy the requirements of their employment with us.
- Complete a satisfactory pre-employment health assessment. This assessment is carried out initially via the completion of a Health Declaration form or an additional Health Assessment questionnaire for roles involving potential hazards.

All questionnaires and other relevant information are confidential to Human Resources and the Occupational Health Service. The line manager is informed to arrange for any reasonable adjustments needed as a result of the information received.

In their appointment confirmation all colleagues are provided with information of the **compulsory** elements of their orientation programme.

Local Induction

Most of the induction process takes place in the new colleague's School or Directorate where they will be introduced to their colleagues, to specific procedures and expected ways of working. The School or Directorate should make every effort to ensure new colleagues understand their role, receive important information about their area and that they have the opportunity to familiarise themselves with the University as a whole.

Some important questions for the line manager to consider at this stage are:

- Is everything ready for their arrival in terms of desk, chair and equipment?
- Where and at what time will they arrive?
- Have you allocated enough time to spend with them on their first day?
- What do you want to discuss with them on their first day?
- Is the mentor/buddy available on their first day?
- Who will take them on a tour of the campus so they can find their way around?
- Have you completed the Schedule of Induction for them with appointments in place to meet other key colleagues?
- What objectives will you set for them in their initial weeks and months?
- How often will you meet with them in their first few weeks and months?
- How will you know if they are on track with their welcome and orientation activities?

The Welcome and Orientation checklist (Appendix 1) sets out what key activities need to take place.

Typically this will be:

On the first day, the new colleague will

- Have an initial meeting with their line manager
- Be assigned a workstation (as appropriate to role)
- Be assigned a buddy/mentor, ideally for the first 3-6 months (guidance for staff taking up a mentor/buddy role is available via the Human Resources web pages)
- Be provided with a Personal Induction Schedule (see Appendix 2)
- Obtain their ID card which will allow access to various areas within the University and car park access (if applicable). This is a photo ID card which should be displayed at all times whilst on University premises.

During their first week, the new colleague will

- Have a more in-depth meeting with their line manager to discuss their role and short-term objectives
- Identify any learning and development needs
- Familiarise themselves with the objectives of the School/Directorate and of their team, and how these objectives link to those of the University.

During the first two weeks

- The line manager and/or buddy will work through the relevant sections of the University's Induction Checklist with the new colleague. The checklist is designed to provide the appropriate information to enable them to perform effectively in their role and to familiarise themselves with their School or Directorate and the University.

Both the line manager and the new colleague should retain a copy of the completed Induction Checklist for reference.

University Welcome and Orientation

New colleagues are required to attend a half-day Welcome and Orientation event within the first three months of joining the University. The purpose of the event is to build on the local induction by providing broader information about the University, its structure, vision and culture. It also provides the opportunity to network with other new colleagues from across the University.

The Welcome and Orientation event runs at regular intervals through the year. Attendance is recorded on individual training records. Non-attendance will affect the completion of the new colleague's probation process.

Additional activities are offered to enable new colleagues to gain a better understanding of the strategic priorities for the University as well as the skills and behaviours required to deliver these. Details of these activities will be made available at the Welcome and Orientation event and new colleagues are also invited to attend these additional activities as they are scheduled.

Compulsory Training

All new colleagues **must** complete six online modules within the first month of joining the University. Completion is monitored via the Probationary Review process. These modules help to protect both the individual and the University by ensuring they understand the legal requirements of their role with us.

The modules are:

- Diversity in the Workplace
- Data Protection
- Information Security
- Bribery and Corruption
- Health and Safety
- Safeguarding

The modules can be accessed via the [Induction Toolkit](#) on Blackboard.

Academic only: New academic colleagues are also required to complete the following elements:

- Learning and Teaching at the University of Salford
- Research Governance and Ethics

Management only: New colleagues with line management responsibilities are required to complete the following core modules by the end of their probationary period. Completion is monitored via the Probationary Review process. The modules are:

- PDRs for Reviewers
- Recruitment and Selection training
- Managing Attendance

The following training activities are also recommended for all new colleagues:

- University Welcome and Orientation
- University Systems Induction
- Environment and Sustainability

Access to and bookings for these additional elements can be made via [Blackboard](#), or by going direct to the [events booking](#) page.

Probation Review

The purpose of the probation process is to support new colleagues and assist them in being able to meet the expected standards as defined in the job description and person specification as well as the desired behaviours as a colleague at the University.

The process should identify specific development or support needs and discuss options to facilitate them. Completion of the compulsory elements of Welcome and Orientation are a requirement for the successful completion of the probation process.

Details of the University Probation Policy can be found on the Human Resources web pages.

APPENDIX 1: WELCOME AND ORIENTATION CHECKLIST FOR NEW STAFF

This checklist must be completed for all new colleagues, including those promoted/transferred as applicable. It is the responsibility of the Line Manager or Supervisor to ensure the checklist is completed within the first two weeks of a new employee's start/transfer date.

Not all items on the checklist will be applicable to every individual role and in these cases the manager can indicate N/A.

The checklist should be used in conjunction with the probation policy and process.

Three months after starting at the University, new employees will be invited to complete an induction evaluation questionnaire to provide feedback about their induction experience.

<u>Name of Colleague</u>	<u>Start Date</u>	<u>Job Title</u>
<u>Line Manager/Supervisor</u>	<u>School/Directorate</u>	<u>Department/Area/Team</u>

PRE-EMPLOYMENT	Please tick <input type="checkbox"/> when complete or enter the appropriate information:
Prior to the new employee starting, the line manager/supervisor is responsible for organising the following as appropriate to a new employee's role:	
IT access requested	
Telephone number set up and line activated (via ITS) Mobile phone number arranged as appropriate to role	Landline: Mobile:
Source workstation items e.g. desk, chair, computer/laptop, telephone, mobile phone/tablet, stationery etc.	
Safety and tidiness of the area	
Any adjustments in relation to disability (with consent of new employee)	
Mentor or buddy designated (refer to mentor guidance)	Designated person:
Arrange for provision of essential equipment/clothing (including personal protective equipment such as respirators which require a face fit test)	
Preparation of Induction file with useful information e.g. job description, contacts list, calendar of important annual dates, etc.	
Drawing up of Induction schedule – meetings with key staff, dates of team meetings, other meetings/events to attend etc. (Appendix 2)	

ON THE FIRST DAY	Please tick <input type="checkbox"/> when complete or enter the appropriate information:
Local Induction (by line manager or buddy/mentor)	
Welcome and initial meeting with line manager. Explain sickness reporting procedures and any other important information	
Introduce/hand over to buddy/mentor. Issue and go through induction schedule. Ensure employee has IT access. Signpost to "Induction" toolkit in Blackboard	
Obtain ID card and car parking badge (if required) from Maxwell Reception	
Introduce to other team/School/directorate staff members	
Familiarise with office environment e.g. workstation, kitchen facilities, toilets, photocopying, stationery, waste disposal bins, mail collection/post	
Conduct tour of building/campus and key facilities including Student Union, Library, Sports Centre, shops/catering outlets	
Inform about emergency evacuation procedures and fire exits	
Inform about contacting Security and a First Aider and how to report incidents and accidents	
Inform about use of ICT e.g. telephone, email and setting up signature, V drive, intranet/website orientation. If any queries, call the ITS Helpdesk on x52444	
Check progress at the end of the first day (buddy or line manager). Give the opportunity for comments and questions	

IN THE FIRST WEEK – Local Induction continued	Please tick <input type="checkbox"/> when complete or enter the appropriate information:
Meet with line manager to discuss role, short-term objectives, probationary review/PDR process, learning/development/support needs and introduce to team or School/Directorate and University objectives	
Explain organisational structure e.g. Departments/teams reporting lines etc.	
Explain about booking rooms, equipment etc.	
Explain finance procedures e.g. claiming expenses, petty cash, travel, etc.	
Explain internal communications e.g. staff briefing, group/local email addresses	
Explain any relevant risk assessments and safe working procedures and signpost to local documentation (i.e. which a line manager should have undertaken to control risks in the local work area.)	
Ensure completion of the five compulsory e-learning modules for all new colleagues <ul style="list-style-type: none"> • Diversity in the Workplace • Data Protection • Information Security • Bribery and Corruption • Health and Safety 	

Book onto the following recommended training: <ul style="list-style-type: none"> • University Systems Induction • University Welcome and Orientation 	
Discuss and arrange for job specific health and safety training in the local area as appropriate e.g. manual handling, hazardous substances, radiation, working at heights. Training offered by the central HSW team can be found via the Human Resources web pages	
<u>Academic Employee specific:</u> (as appropriate to role)	
Provide key information e.g. registers, enrolment, exams, Work load balancing etc.	
Book onto the Academic Compulsory elements <ul style="list-style-type: none"> • Learning and Teaching at Salford • Research Governance and Ethics 	
Provide key information about the programme/modules e.g. Programme Handbook, Blackboard orientation	
Provide names and roles of colleagues within the programme e.g. Programme leader, Module leaders	
Provide names and roles of academic support staff e.g. technicians, programme administrators	
<u>Manager specific:</u>	
Briefing with Finance to receive appropriate budget information (if budget holder)	Date/Time:
Briefing with HR partner to receive staffing and up-to-date position on existing staff issues	
Book onto mandatory training for managers (to be completed during the probationary period): <ul style="list-style-type: none"> • PDRs for Reviewers • Recruitment and Selection training • Managing Attendance 	

Signature of Manager / Supervisor: **Date:**

Signature of Colleague: **Date:**

Following completion of the checklist within the first two weeks of the new colleague commencing employment, the Manager/Supervisor is advised to retain a copy for reference and to pass a copy to the new colleague.

Appendix 2: Induction Schedule Template

Name: _____ Start date: _____

Date	Time	Contact Name	Location	Description of activity and content
Monday	AM			
	PM			
Tuesday	AM			
	PM			
Wednesday	AM			
	PM			
Thursday	AM			
	PM			
Friday	AM			
	PM			
Saturday	AM			
	PM			
Sunday	AM			
	PM			