

Berkshire Maestros Induction Policy

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1. Introduction

Achievement of the Berkshire Maestros Corporate Objectives depends on Maestros recruiting, developing and retaining high quality staff. This policy outlines the broad principles that will govern our approach to the induction of staff and supports our continual professional development programme.

It also provides guidance for the CEO/nominated senior manager to ensure that new staff members are provided with effective support so that they can fully meet the requirements of their job. The CEO will delegate the responsibilities outlined within this policy to the nominated senior manager¹ and in such cases, any reference to CEO in this policy should be taken as being that representative. This policy should be read in conjunction with the staff handbook, the Safer Recruitment policy, Equality and Diversity Policy and the staff Code of Conduct and Behaviour.

2. Aims

The aim of the Policy is to ensure all new employees² understand:

- about the organisation and its role within the Berkshire Music Hub, including all relevant policies and procedures
- how their individual role fits within their respective curricular/area team(s) and the organisation as a whole
- what is expected of staff (with appropriate support) to achieve expectations
- about Maestros Core Values, Corporate Objectives and Business Plan/KPIs
- how to meet other staff and work with colleagues from all sections of the organisation – teaching and non-teaching
- how to contribute to improving and developing the overall effectiveness of the organisation and the wider music hub, raising pupil achievement and meet the needs of pupils, parents/carers, schools and the wider community

3. Scope

This policy applies to all staff except Newly Qualified Teachers (NQTs) who are covered by the NQT Regulations. The policy will be reviewed every two years.

4. Principles

Effective induction is vital for continual learning and supports effective performance and professional development. Induction starts before a new member of staff joins the organisation and continues beyond the probationary period³. It aims to increase the effectiveness of both individuals and team members, ensuring they understand Maestros' policies and expectations and supporting ongoing performance. Induction will be tailored to the specific needs of both the individual and the organisation.

We believe effective induction is one of the best ways to welcome and integrate new members of staff into the organisation, thereby ensuring they settle in and are able to work efficiently and confidently as quickly as possible. Induction takes place on a number of different levels and involves contributions from a range of personnel. Effective induction delivers a consistent message for all new personnel, ensures staff are appropriately and

¹ From Sept 2016 the nominated senior manager for Induction will be the Maestros Deputy Head and Director for Educational Development Helen Robertson

² Employees in this context also refers to any new self-employed staff who are able to take advantage of the induction process

³ Probationary period is 3 months

adequately equipped before work commences and reduces potential issues arising later on. It also provides a vital support mechanism. Maestros is committed to providing induction that is structured, well organised, managed and completed and will aim to tailor induction plans to take account of each individual's previous experience. Induction will largely be carried out informally by different senior leaders with relevant expertise. Maestros will provide an appropriate welcome pack for new staff and will check for additional considerations at the start of the induction process, e.g. it may be necessary for some induction tasks to be arranged outside of the the usual working hours and new staff may need to be able to accommodate these. Similarly, Maestros will aim to work flexibly with new staff who may have other commitments e.g. part-time jobs or responsibilities as a parent or carer.

5. Responsibilities

5.1. CEO/SMT ensures that:

- all necessary pre-appointment checks have been undertaken by the personnel staff
- induction for all new and new-to-role staff has taken place
- the Induction Checklist is covered by the inductor/senior leader undertaking any specific area of induction and understood by the new employee
- relevant senior staff have been consulted appropriately by the inductor in order to identify needs and plan the induction

5.2. Inductors

The inductor is likely to be the Curricular Head (for teachers) or the Department Head/Head of Business Operations (for non-teaching staff). It is the responsibility of the Inductor to ensure that all aspects of induction are undertaken and covered appropriately, liaising with other senior colleagues and professional leaders as necessary. It will be the responsibility of the inductor to liaise with the Head of Recruitment and Staffing to ensure that an appropriate induction timetable for each individual new colleague is appropriately planned and in place and shared with the colleague and other relevant staff.

5.3. New member of staff/staff new to role

The inductee must fully participate in the process and work to complete all the requirements. The inductee must take a pro-active approach in learning about the organisation and their role, and ensure they are adequately prepared before teaching/work commences. Where there are concerns or queries, the new member of staff is responsible for raising these in a timely manner so they can be addressed with their inductor or other senior managers.

5.4. Recruitment, Personnel and Payroll

Maestros Personnel and Payroll Team⁴ will be conversant with the Induction Policy and Procedures and will provide advice and guidance where necessary. It is the responsibility for the Head of Recruitment and Staffing to ensure that all aspects of non-teaching induction (e.g. administrative procedures), pre-appointment checks and contractual paperwork are completed appropriately.

6. Induction Procedure

6.1. Recruitment and selection

The interview process highlights any gaps in knowledge, skills and behaviours in potential new staff. The senior manager leading the recruitment interview will advise appropriate senior/middle managers about any training needs or issues as a result of the interview and

⁴ Head of Staffing and Recruitment – Dawn Garside; Payroll Officer Tina Esposito

if an appointment is made, such needs/issues will be addressed during the induction period.

6.2. On acceptance of the job offer

Once accepted, the induction process will commence. The plan will vary according to the post, the individual needs of the colleague, the job description and person specification.

6.3. The Induction Programme

6.3.1. Arrangements prior to first day

Head of Staffing and Recruitment

- new staff are informed about induction plans and other specific arrangements agreed
- a welcome pack is prepared and made available to the new member of staff
- recruitment pre-appointment checks are undertaken and completed
- the new staff member will receive and/or complete and sign all relevant documents as identified in the Safer Recruitment policy and provide Maestros with a photograph and signature for ID badge purposes

(Curricular Head or Head of Business Operations for non-teaching staff)

- initial contact will be made with the new member of staff to begin induction. Initial meetings and conversations may take place between inductor and new staff member/s before formal induction begins on Day 1 of employment. At this point, any additional considerations will be discussed and induction tasks can be arranged accordingly. A timeline and induction plan should be prepared and discussed with the new staff. This will be co-ordinated between the inductor and the Head of Staffing and Recruitment.
- If there is more than one new colleague, it will be beneficial to co-ordinate induction sessions so that new staff can be trained together where appropriate to their roles.

6.3.2. Day one

Every effort will be made for the newcomer to be greeted by a Senior Manager on their first day, who should then introduce them to relevant staff, including the CEO, as soon as possible. The Senior Manager may be a member of the Senior Management Team or the Leader responsible for their individual induction e.g. Curricular Head, Area Senior Leader or Administrative Dept Head.

Once initial introductions have been made, the inductor should make arrangements to:

- give and go through the welcome induction pack (if not already previously received)
- ensure the inductee feels welcome and at ease
- tour the building pointing out toilets, emergency exits, places to eat and rest, and where possible arrange for someone to accompany the newcomer to lunch
- provide basic employment information including probationary requirements
present an overview of Maestros and its ethos, core values and operational objectives
- point out Health & Safety Procedures including action in the event of an emergency evacuation – essential. The Head of Resources must arrange for Health and Safety precautions to be outlined and ensure that new staff know what to do if there is an accident at work

- explain the roles of relevant staff (who's who) with a staff list and their responsibilities, especially important for teachers to be familiar with key administrative personnel
- arrange a mentor/buddy (as appropriate)
- meet at the end of day one and set any appropriate initial induction tasks
- offer initial accompaniment, support, next meeting etc
- new teaching staff will not be expected to start teaching/working with children without ensuring their confidence and understanding of what the job entails as well as all safer recruitment checks being completed (e.g. Child Protection training and DBS clearance etc)

6.3.3. By the end of week one

The inductee should have all relevant information and support for the commencement of their new role. Relevant meetings and introductions to key staff will have been organised. The inductor should also ensure that the following areas have been covered. This may mean organising meetings with other, key personnel within the organisation who are responsible for those specific areas:

- set and agree expectations regarding standards of work including work practices, policies, expected behaviour - go through the staff Code of Conduct and Behaviour - unacceptable behaviours and procedures if they occur
- ensure that the new member of staff has access to the staff handbook and that they are aware of key areas of importance
- all new employees should understand how problems concerning performance, discipline, absence and serious complaints against staff are handled
- outline responsibilities in the strategic development plan and how the role fits within Maestros and the music hub
- ensure that staff member understands the competencies required to fulfil the role
- advise the staff member in relation to Safeguarding Children and Safer Recruitment in Education
- familiarise the member of staff with any specific aims, resources, facilities, practices, and procedures including, for example, travel claims, administrative procedures, communication practices etc
- the new member of staff may be ready to start doing some/all of their job. Induction tasks and meetings should continue.

Where the new staff member has to start tasks from Day 1, induction should be undertaken to fit in with duties.⁵

6.3.4. Month one

By now it is essential that the inductee understands fully the role's requirements, and all areas detailed above have been completed. It is essential that any concerns from either the inductor or inductee be raised within this period to enable prompt resolution. Objectives and expectations must be agreed for the probationary period to ensure sufficient opportunity to discuss training and development needs. More specific support should be provided if an employee needs further training in a particular area. Shadowing a more experienced colleague should be a regular part of induction activities during initial weeks. Regular feedback will be provided to the new employee and a weekly face-to-face meeting is recommended to ensure a consistent message regarding performance is being provided. Feedback will always be constructive and where there is a performance concern, it will be made clear what the issues are and how the new employee could handle things differently.

⁵Except teachers, where the safer recruitment procedures will take precedence. Child Protection training must be undertaken and DBS clearance/Declaration of Disqualification must be completed before teaching commences.

Feedback will also be sought from the new employee as to how they are settling in and adjusting to their role as well as well as enabling them to raise any concerns and seek further training/coaching.

The following **must** be completed by the end of the first month:

- for teachers, a formal lesson observation together with written feedback from either the Curricular Head or a senior leader (TBA with inductor)
- for non-teaching staff, at least one agreed induction task
- for all staff, written summary notes of all meetings with feedback points (to be provided by the inductor or senior leader holding the meeting and ccd to the inductor for filing)
- the member of staff must confirm they have fully read and understood the staff handbook

6.3.5. Within Month 2

The inductor must ensure that the inductee continues to meet regularly with them to discuss any issues they may have and review progress. Any performance concerns should by now have been raised with a clear action plan for improvement being put in place and monitored. Correct management in the early stages of employment will ensure staff retention and assist the newcomer to quickly become a fully integrated member of the organisation. Ongoing reviews will be recorded.

6.3.6. By end of the three months' probationary period

The line manager/Curricular Head and new employee should be confident that all aspects have been successfully covered and the Induction Checklist will be completed and placed on the employee's file. A formal end of probationary period meeting will take place between the new staff member and their line manager and together they should address whether where the new employee is doing well, where they may need to improve or develop, whether targets are being met and re-affirm or readjust where necessary. A decision will be made to confirm either the successful completion or extension of the probationary period.

Once induction is successfully completed, the new employee will still be supported in their ongoing work and development. Maestros is committed to:

- facilitating job development opportunities wherever possible
- ensuring that the new employee can continue to perform at their best
- ensuring that the new employee is encouraged to suggest ideas and use their initiative
- recognising the contributions of the new employee to the organisation

If an extension is required, a formal action plan for improvement and extension for a further three months will be put in place. The line manager and the new employee will need to work together to pinpoint any further training, coaching or development needs and these will be part of an agreed programme with clear objectives and timed goals. This may or may not be part of the employee's formal performance management process. This 3 month assessment will be formal, structured and constructive and the meeting will be recorded for the staff file. Any extension to the probationary period will result in a further formal review meeting at the end of the extension.

If the employee is to be dismissed during or at the end of the probationary period the following procedures will be followed:

- the correct notice will be given (as per the contract)
- any outstanding pay and accrued holiday pay will be given
- dismissing the employee fairly in line with Maestros relevant contractual procedures

7. Record Keeping and Monitoring

The CEO should ensure the Induction Checklist is completed and kept on the employee's file for reference.

8. Review of induction

Maestros will review how new employees have settled in on a regular basis. The CEO will seek feedback from new employees after their induction, at the three month probationary period and again after six months to see whether the employee is positive about their work and the organisation. Feedback will also be simultaneously sought from Curricular Heads and line managers about whether the new employee is producing the results expected of them at those points. The CEO will also hold exit interviews for any employees leaving the organisation within two years of joining.