

Human Resources
Goireasan Daonna

Employee Induction

Inntrigeadh Luchd-obrach

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Introduction

1. Introduction

It is important that all employees receive an induction at the **commencement** of employment or change of job with the Highland Council. Induction is the first part of the Councils Employee Review and Development process. An effective induction helps to clarify responsibilities, procedures, and work standards; it also supports employees to settle into their post quickly.

The Induction Checklist should be used in conjunction with the e-learning courses "Employee Induction" - which is for all grades of staff. Additional management induction e-learning is in development.

Courses are hosted on our learning platform 'Traineasy LMSx'. The induction checklist has been designed as a generic form that can be adapted for use to induct any employee.

The induction checklist should be used for induction of:

- New employees
- Employees recruited from other Highland Council Services
- Employees promoted or transferred into new posts

When using the Induction Checklist, any points that do not apply can be marked N/A to indicate 'not applicable'.

Different elements of the induction can be delivered by different people in the organisation as appropriate.

2. Employee Induction Checklist

Standard Induction Checklist including Initial Training Needs form, should be used in conjunction with Human Resources information. Current policies and procedures can be found at **Human Resources**.

In addition, the line manager should also refer to the post holder's job description and person specification.

The electronic version of the checklist has hyperlinks to intranet and internet pages for relevant documentation. When using the standard checklist, the level of detail should be appropriate to the post (e.g. explanation of Service Plan).

A Modified Induction Checklist can be created by adding more specific detail. The Standard Induction Checklist is written as a form which can be modified. Within each element, different points can be added or expanded upon, or marked as not applicable.

Service or Job Specific Induction Packs may be used instead of the induction checklist in appropriate circumstances. Where there are high numbers of employees doing the same job, it may be more effective for a Service to develop a dedicated induction pack. This pack can contain specific information on terms and conditions, procedures etc. which the employee can keep for their own reference. This is particularly useful for employees who do not have access to personal computers as part of their job.

It is the responsibility of the Service to ensure that any Induction Pack covers the same elements as the Standard Induction Checklist, and a signed summary of the induction pack must be retained by the Line Manager.

Assistance with creating a modified or Service specific induction is available from People Development people.development@highland.gov.uk

Record Keeping

There is a section at the end of Part 2 of the induction checklist, or the completion of a service induction pack, which the employee and the line manager/supervisor must sign and date confirming satisfactory completion of the induction.

The signed documents should be retained by the line manager and the information used as the initial stage of Employee Review and Development planning.

3. Employee Review and Development (ERD)

The ERD process consists of three parts - induction (see above), annual ERD, and review at 6 months. The ERD process is designed to:

- clarify work responsibilities
- identify skills, training and support required to perform a job effectively and safely
- provide honest feedback on good work performance

- identify and resolve causes of under-performance
- provide an opportunity to discuss any other issues relating to the job role.

Managers organise the meeting with each of their employees. The process begins at induction when initial training needs are identified, and these can be used as the basis of the initial ERD discussion. An ERD should take place between July to September, **within the first year** of an employee's starting date, perhaps as early as three months. Employees are required to log their ERD on Traineasy. The timing for review is flexible as this may depend on the employee, their job role and any team or organisational changes.

A review of progress should then take place **at 6 months** (or sooner if required) to identify progress and set new objectives. Template forms and further information about ERD's are [available here](#).

4. The Highland Council Information

The Highland Council provides services to over 235,000 people in the Highland area. To do this, it manages around 10,000 part-time and full-time employees, with a budget of nearly £586m 2020/21.

The work of employees, at every level in Highland Council, contributes to the provision of Council services and the achievement of the Corporate and Service plans. Underpinning the delivery of Council services are a set [Organisational Values](#). The application of the values is discussed with each employee during ERD.


The Council's has a 5-year [Corporate Plan](#) which identifies corporate themes and targets.

From the Corporate Plan, the Services develop [Service Plans](#) which look up to 3 years ahead. Service Plans go into more specific. Detail about the objectives and resources required to fulfil the Corporate Plan.

Details of the [council's structure](#) can be found on the internet.

The outcomes of Operational, Service and Corporate Plans are monitored and reviewed as part of a best value process. All Plans are reviewed and updated on an annual basis.

There is a [Code of Conduct for Employees](#) of the Highland Council, which is



based on a National Code of Conduct. We must comply with the Code when acting as an employee or representative of the Council. It must be given due regard, if activities outside work may conflict with the interests of the Council. A breach of the Code may lead to disciplinary action.

The purpose of the Code is to provide clear and helpful advice and guidance about rights and duties at work.

5. National Conditions of Service

Most Conditions of Service including rates of pay, hours of work, holiday entitlement, sick leave, etc., are in accordance with agreements made by the [Scottish Joint Council/Scottish Negotiating Committee for Teachers \(SNCT\)](#). Pay, Terms and Conditions can be found in [Human Resources](#).

All members of staff are required to register their e-mail address to enable access to their [Online Payslip](#) and other on-line HR/Payroll processes. New employees will be sent the link to register. Further information is available on the [MyView page](#). Once logged in to MyView please ensure you update your personal details, including the equalities monitoring form, emergency contact information, bank details etc.

Failure to register will result in a member of staff being unable to access the on-line system, and not have access to their payslip.

There are separate terms and conditions for staff who work through the shared service agreement with NHS Highland. Further information is available on [HR Microsite](#).

6. Pensions

Employees (excluding Teachers) with a contract for greater than 3 months will be entered into the Local Government Pension Scheme automatically unless they wish to opt out.

Details of the Scottish Teachers Superannuation Scheme can be found at [STSS Home Page](#).

Details of the non-teaching staff Pension scheme can be found in [Local Government Pension Scheme](#).

7. Annual Leave Entitlement and Time Off

Annual Leave

For all non-school staff the annual leave year runs from 1 February to 31 January. Employees have an entitlement to 27 days (including 7 floating public holidays) per leave year, going up to 32 days (including 7 floating public holidays) after 5 years continuous service at the start of the leave year. Pro rata for part-time staff.

Public Holidays

Employees have an entitlement to 7 fixed public holidays per leave year. [Leave Arrangements](#) can be found in [Human Resources](#).

8. Sick Leave


Where an employee is unable to attend work due to sickness, the employee must phone their immediate Line Manager at the start of their scheduled shift and no later than one hour after their normal starting time. Text messages are not permitted.

Employees should confirm what is wrong/the nature of the illness and how long they are likely to be absent. An employee and their Line Manager should also agree how often contact will be made and who will initiate that contact and discuss any outstanding or urgent work that needs to be dealt with during their absence.

A self-certification form must be completed on return to work where an absence is between 1-7 calendar days. A medical fit note from a GP, Pharmacist, Nurses, Occupational Therapist or Physiotherapist must be provided for all absence lasting more than 7 days. Updated medical fit notes must also be provided until such time as an employee returns to work.

An employee's sickness allowance/statutory sick pay entitlements may cease if the above requirements are not adhered to.

An employee's entitlement to sickness allowance is also dependent upon their service. Employees with less than 26 weeks continuous service at the



commencement of sickness absence are not entitled to sickness allowance. Any absence within the last 12 months is also taken into consideration when calculating sickness allowance.

Prior to returning to work, an employee should discuss with their Line Manager any reasonable adjustments required to support them in resuming their duties. Reasonable adjustments may include a phased return, altered working hours or amended duties.

When an employee returns to work, a discussion will take place with their line manager to ensure both parties expectations are met and agreement made for any additional ongoing support (for example Occupational Health or other employee assistance) where required.

The Employee Assistance Programme has a wealth of information and support for all employee matters including support for mental health.

Further information can be found in [Attendance Management](#) web page.

9. Maternity/Paternity/Shared Paternity/Adoption Leave

Employees may be entitled to time off for Maternity/Paternity/Shared Paternity/Adoption Leave.

Further guidance can be found at:

Policy and guidance on [Maternity, Paternity, Shared Paternity and Adoption Leave](#) can be found in [Human Resources](#).

10. Special Leave

The Council has a Special Leave Scheme. Special Leave may be granted in certain circumstances e.g. public duties, Jury Service, Bereavement, Paternity/Maternity Support, Adoption, Serious illness/hospital treatment, etc.

Guidance for [Special Leave](#) can be found in [Human Resources](#).

11. Job Opportunities with the Election Team

The Chief Executive is appointed as the Returning Officer for the running of elections in the Highland Council local authority area.

During elections or referendums, the election team employ many staff to work as:

- Presiding Officers and Polling Clerks at polling stations
- Postal Votes Assistants for opening and sorting postal packs
- Counting Assistants and other miscellaneous duties at the count

We have a responsibility to ensure the delivery of a high quality and professional electoral service that meets all statutory requirements and the electoral performance standards. You as a new council employee are being encouraged to apply to work at elections. Special leave is permitted by the Council to fulfil election roles with full training provided and an additional fee can be paid which is separate from your current salary. However, you must seek approval first from your line manager if you are offered an election position to work.


Further information can be viewed on our [election employment website](#) on how to apply to work at elections, eligibility, job roles and rates of pay.

12. Display Screen Equipment

Any employee who regularly uses a computer, or other equipment which utilises a display screen, must be aware of their responsibilities under the Display Screen Regulations. The Council Guidance on Display Screen Equipment makes provision for eyesight tests. If an employee requires corrective lenses, specifically to use a display screen, the Council provides an allowance of up to £75 for these.

All computer users must complete the Display Screen Equipment course on their first day if they use such equipment. For access to the e-learning please contact your line manager or [People Development](#).

The [DSE Self-Assessment Form](#) can be found in Health and Safety under Display Screen Equipment on the Intranet.



The [Eye and Eyesight Testing Form](#) can be found under Health and Safety in conjunction with Guidance on Display Screen Equipment on the intranet.

13. Grievance, Bullying and Harassment

An employee has a right of appeal against any decision of the Council or against the Council's failure to come to a decision on matters relating to employee's rights under the appropriate Scheme of Conditions of Service, discrimination and other instances where the employee feels aggrieved.

If an employee feels they have been harassed or bullied at work, they have the right to put in a complaint.

Policies and procedures relating to [Grievance and Harassment](#) and covered in [Human Resources](#).

The Council is committed to equality of opportunity in employment for all employees. Bullying and harassment of any form is not tolerated.

Employees who feel they are affected by bullying and harassment must seek support and advice.

Any allegation of bullying and harassment will be taken seriously and investigated in accordance with the Bullying and Harassment policy.

Related policies and guidance are available at the link below

[Bullying & Harassment](#)

14. Trade Union Membership

The Highland Council supports the system of collective bargaining and for practical purposes this can only be conducted by representatives of the employers and of the employees.

Each employee has a right to join a trade union and take part in its activities.

The Trade Unions recognised by Council are UCATT, AEEU, GMB/APEX, UNISON, TGWU, EIS, SSTA, NAS/UWT, PAT.

Information on [Trade Unions](#) can be found in [Human Resources](#).

15. Smoking Policy

A policy leaflet is available for new employees [“Managing Smoking at Work”](#).

The policy prohibits smoking, including vaping, in:

- All wholly and substantially enclosed Council premises
- Council owned vehicles
- Privately owned vehicles whilst carrying passengers on Council business
- Certain external areas of premises including entrance doorways and approaches

In addition, the following restrictions on smoking apply:

- There are no designated smoking breaks
- Employees are only entitled to smoke outside their contractual working hours

16. Equal Opportunities


The Highland Council is committed to equality of opportunity, both as an employer, and in the delivery of services.

The characteristics that are protected by the Equality Act 2010 are:

- age
- disability
- gender reassignment
- marriage or civil partnership (in employment only)
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation.

The Public Sector General Duty requires the Council to give due regard to:

- Eliminating discrimination and harassment,
- Advancing equality of opportunity, and
- ‘Fostering good relations’ between those sharing a particular characteristic and those who do not.



The Council intends that no employee shall receive less favourable treatment because of a protected characteristic(s) and, shall seek to ensure the talents and skills of employees are utilised to the full; to the benefit of the Council, employees and Highland communities.

We aim to deliver services fairly and involve and engage with local equality groups.

To help the Council promote equal opportunities and eliminate discrimination, employees have a responsibility to:

- Challenge others when discriminatory practice is witnessed.
- Ensure that everyone is offered the same level of service.
- Take account of how different groups may be affected by policies and practices.
- Complete the mandatory e-learning module **Equal Opportunities and Diversity** - Managers are required to undertake further learning in relation to **Equally Safe at Work (ESAW)**, including the **Flexible Working, How it Benefits Women** module.

Further Information:

- The Council's Commitments and Policies can be found on the [Equal Opportunities and Equalities in Employment](#) pages
- Advice and information are available from the Equal Opportunities Officer, tel:01463 702094 or HR Service, contact: hr@highland.gov.uk

17. Travel and Subsistence

Highland Council Travel and Subsistence Policy covers situations where:

- Employees are required to travel away from their normal place of work
- Employee are working away from their normal place of work for more than 4 hours
- Employee are required to stay overnight away from their place of residence

The policy details the various mileage rates and the limits for day and overnight

subsistence. All travel and subsistence must be authorised by the employee's Line Manager.

[Travel and Subsistence](#) rates and guidance can be found under [Human Resources](#).

There is also a [Policy on Private Use of Council Vans](#)

18. Occupational Health, Safety and Wellbeing

It is Highland Council policy to take all reasonable steps to ensure the health, safety and welfare at work of all its employees.

The general responsibilities for all levels of management and staff are detailed in the [Occupational Health, Safety and Wellbeing Policy](#) which all new employees must read as part of the induction process.


All managers and supervisors are responsible for the safety of their staff and that of any other person who comes into contact with their work activities.

This responsibility includes:

- Conduct of suitable and sufficient Risk Assessments to identify hazards and identify appropriate controls
- Establishment of Safe Working Practices
- Provision of resources and training to enable safe working practices to be followed
- Monitor and review safety in the workplace
- Report any issues or concerns, in the workplace which are beyond their control

All employees, regardless of post, must:

- Take due care for their own safety and that of others, who may be affected by their acts or omissions at work
- Co-operate with management and perform any duty or comply with any requirements, as a result of any health and safety legislation which may be in force
- Report and record any accidents occurring in of the course of work activity
- Report any concerns relating to health, safety or welfare to an appropriate person



When you are employing a young person (under 18) you will need to review your risk assessments, taking into account the specific factors for young people before they start, by ensuring they are not exposed to risk due to:

- Lack of experience
- Being unaware of existing or potential risks and/or
- Lack of maturity

You should also consider:

- The layout of the workplace
- The physical, biological and chemical agents they will be exposed to
- How they will handle work equipment
- How the work and processes are organised
- The extent of health and safety training needed
- Risks from particular agents, processes and work

Young people must not carry out work which:

- Is **beyond** their physical or psychological capacity
- Involves harmful exposure to substances that are toxic, can cause cancer, can damage or harm an unborn child, or can chronically affect human health in any other way
- Involves risk of accidents **that cannot reasonably be recognised or avoided** by young people due to their insufficient attention to safety, lack of experience or training
- Has a risk to health from **extreme cold, heat or vibration**

The Council promotes a positive approach to mental health and aims to minimise risks to mental health that may arise in the workplace.

A positive working environment has a significant impact on reducing stress-related absence and improving long term outcomes for staff experiencing mental health problems.

All staff should familiarise themselves with the policy.

All managers must complete Mentally Healthy Workplace e-learning and will be advised when workshops resume. The Highland Council Occupational Health, Safety and Wellbeing Team has corporate responsibility for health, safety and

welfare issues within the Council.

The team develop corporate policies and provide advice and guidance to all Services.

Further Information:

- Council's [Health, Safety and Wellbeing policies](#) can also be found on the Intranet on [Occupational Health, Safety and Wellbeing's page](#).
- Some Services have additional guidance on Occupational Health, Safety and Wellbeing for subjects specific to the Service. This guidance can be found on the intranet under Service Management for the particular Service.
- The Health and Safety Advisers can be contacted through 01463 644003 or HealthSafety.andWellbeing@highland.gov.uk

19. Customer Care

The Highland Council is committed to delivering excellent Customer Services. This includes:

- Providing services which are consistent, professional and co-ordinated to ensure the customer is satisfied at the first point of contact
- Treating all customers fairly and with respect
- Doing what we promise and to agreed timescales
- Resolving complaints quickly and, where possible, at the point of contact

When dealing with customers (internal as well as external) all staff must:

- Give our customers a positive experience
- Put yourself in your customer's shoes
- Be friendly and enthusiastic
- Be respectful and polite
- Be professional and efficient
- Be fair and tactful
- Have a 'can-do' attitude

The key actions you should follow to give our customers a positive experience are:

- Think and act proactively, anticipating customer needs
- Tell the customer the next steps and accurate timescales
- Personalise your service, putting the customer at the centre of your thinking
- Exceed expectations
- Resolve issues quickly and efficiently

The Council's [Customer Service Charter](#) and [Complaints leaflet](#) give you an overview of the Council customer care standards and you should make sure that you understand your Service and section's customer care procedures.

20. Training and Development

Services have a responsibility to ensure that, as well as resources, employees have sufficient knowledge, skills and qualification to fulfil their duties. Managers should allow a reasonable amount of work time for staff to complete mandatory courses and other development opportunities agreed as part of Employee Review and Development planning.

[Employee Review and Development](#) process should be used to identify the needs of individual employees.


When development needs are identified, it is the responsibility of Service Management to prioritise needs and plan how those needs can be met. As well as formal training, development needs may be met via on-the-job training, coaching, structured experience, secondments, open learning or reading.

The corporate People Development Team (PD) is located in Inverness. They can be contacted by email people.development@highland.gov.uk

PD liaises with Service Directors and Business Partners to identify common areas of training needs.

Additionally, PD Advisers design e-learning and training courses, and provide professional advice and support to Services on training and staff development matters.

Course programmes, course descriptors and other [People Development](#)



information can be found on the intranet. Following the disruption caused by Covid, the learning site and face-to-face courses are in re-development. The e-learning platform Traineasy LMS hosts many free courses. This includes **mandatory** training courses which all levels of staff are required to complete. Please contact People Development or your line manager for further information, including how to access courses.

As part of induction, new staff should be shown how to access and log on to the e-learning platform [Traineasy LMS](#). You don't need to enter your password details, simply click on '**Sign In with Microsoft Azure**'. Then from the home page you can open course catalogue, or video gallery. Your progress is automatically recorded in the LMS and is visible to the employee in 'Reports', and to the Manager in 'Managers Dashboard'. The external course calendar 'My Bookings' is in development and when operational you will be able to book onto in person courses.

If an employee is not a computer user, they will require access to a computer and someone to help them register for the courses. Agency staff will need to be set up manually in Traineasy LMS. Please contact People Development for advice people.development@highland.gov.uk

21. Information Management

All staff need to understand and apply the basic principles of information management and security. This involves identifying records and the value of the information, knowing what needs to be kept and what destroyed, what needs to be shared, with whom and with what safeguards to apply.

Closely linked to information management is information security and the need to store data and information using a secure and appropriate method.

Local Authorities hold personal details on citizens, commercial details of organisations and also confidential records shared with other public sector bodies, so effective data security policies are essential.

As part of the Council's approach to information management and security all staff must follow the Highland Councils policies on managing records, e-mail, data protection, working securely, use of SharePoint, OneDrive and Teams. These policies are all available on the [Information Management portal](#).

All employees must complete the mandatory e-learning modules Cyber Security Awareness and Information management.

Managers will also be responsible and accountable for the management of information assets as part of their duties and are therefore required to complete the e-learning course Information Asset Management – Roles and Responsibilities.

22. Financial Regulations

All Council employees should be aware of their responsibilities under Highland Council Financial Regulations.

Failure to comply with the Regulations may result in disciplinary action.

It is therefore essential that all employees receive appropriate training to enable them to comply with the Regulations. As the first step to compliance, **all employees** must complete the following Financial Regulations e-learning modules:

Personal Responsibilities

Fraud and its Prevention

Internal Control and Risk Management

Retention of Records

Any employees involved in any other aspect of Council finances (ordering goods, services or works; paying invoices; tenders for Council work; managing budgets; etc.) **should also complete** any other sections relevant to their role.

Information and training related to [Procurement](#) and Managing Budgets can be found on the intranet [Procurement Training](#) and in the Traineasy LMS course catalogue. Any employee involved in procurement must complete the **mandatory** e-learning courses in Traineasy LMS.

How the Highland Council strategically manages business, determines strategy and objectives, is laid out on the intranet page [Code of Corporate Governance](#). From this Code, comes the **Financial Regulations**, which can be found on the

intranet page [Internal Audit](#). The Financial Regulations give an overview of how all aspects of finance are managed with The Highland Council.

Employees required to access Financial systems, Resource Link, Axis or Revs and Bens systems must have appropriate authorisation, please see the intranet forms [Finance System Access page](#).

Any employees involved in Council Contracts must follow [Highland Council Contract Standing Orders](#) and [Procurement Manual](#).

Those involved in obtaining quotations must follow Instructions for [Quotations for Goods, Services and Works](#).

Employees involved in quotations up to £49,999 or tenders over £50,000 must have a signed **Procurement Authorisation Form**, from [The Framework for Regulation](#), before commencing any quotation or tender process.

23. Energy and Sustainability

The Highland Climate Change (Scotland) Act 2009, places duties on the Highland Council to respond to climate changes by reducing greenhouse gas emissions, adapt to the impacts of a changing climate and deliver the Council programme sustainably.

The Council has a [Carbon Management Plan](#) which sets out a clear strategy and action plan to reduce CO2 emissions from Council Services and operations.

Staff should abide by the following carbon reduction and sustainability policies:

- Energy Use Policy
- Business Travel Hierarchy
- Internal Paper Recycling & Confidential Waste Policy
- Waste Minimisation Policy
- Internal Policy on Disposable Cups

More information can be found in [Climate Change](#).

All staff are encouraged to undertake the e-learning course Climate Change and Sustainable Development in Traineasy LMS.

24. The Use of ICT Equipment

More and more duties within the Highland Council involve staff using computerised systems in their daily tasks, requiring the need for a User Login Account. Users should only be provided with access to the information that they have been specifically authorised to use.

The Line Manager should notify [ICT](#) when permanent and temporary employees start employment, terminate employment or transfer to new duties/responsibilities, including transfer to another team within the Council.

The Council's [Password Reset](#) tool provides a simple, secure, self- service solution that enables ICT users to reset forgotten passwords and unlock their accounts.

Self-Service Password Reset empowers users, reduces potential future support costs and increases security. Staff should be encouraged to enrol as soon as possible.

Staff must comply with the council's [Acceptable Use Policy](#). ICT Users must be aware of their responsibility for [Data Protection](#) and any responsibility under the [Highland Council Information Management Strategy](#) and the [ICT User and Network Access Control Policy](#).

The necessary ICT training for tasks and/or Service specific systems should be discussed with the Line Manager. Microsoft Learn can be accessed by all employees, a link will be available via [People Development](#).

If you have a Highland Council email account and you are going to be out of the office for an extended period of time, please add an out of office message.

E.g. I will be away from the office until [return date] with no access to email. If your request is urgent, please contact [name of colleague + their job title] for assistance at [email, phone, etc.]. Otherwise, I'll get back to you as quickly as possible when I return. Regards (your name)

To add the out of office message:

When in your Outlook account – select file – select automatic replies – select check box 'send automatic replies' (or time range) then type message 'inside my

organisation' tab, select tab 'outside my organisation' and type message.

25. Gaelic

The Highland Council is committed to the principle of equal respect for Gaelic and English languages and supports and encourages people to develop their Gaelic.

The Highland Council Gaelic Language Plan aims to 'normalise' the position of the language in the sense that the Gaelic dimension is considered in the planning and implementation of all Council business.

Further [Gaelic](#) Information can be found on the Council intranet.

Quick Links

The Hyperlinks listed here will redirect you to the related guidance, letters, information, and relevant organisations mentioned in this policy.

Employee Induction Checklist	Click Here
Traineasy LMS Login	Click Here
HR Microsite	Click Here
People (Learning) Development Intranet	Click Here
Occupational Health, Safety and Wellbeing Intranet	Click Here

