

Onboarding

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This document is held by Tamworth Borough Council, and the document owner is the HR manager.

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Revision History

Revision Date	Version Control	Summary of changes
01.01.01	First Draft	New policy

Approvals Creation and Major Change

Name	Title	Approved
TULG	3 February 2023	
Appointment & Staffing Committee	29 March 2023	

Approvals Minor Change and Scheduled Review

Name	Title	Approved

Approval Path

Major Change

Originator
 Owner
 TULG
 CMT
 Appts & Staffing Committee

Action

HR
 Head of Paid Service
 Consultative Group
 Corporate Approval
 Council Approval

Minor Change

HR
 TULG
 Director

Submission
 Consultative Group
 Delegated Approval

Document Review Plans

This policy/ procedure will be reviewed on a 3 yearly basis unless it has:

- A monetary value included within it, in which case an annual review will be required, and/ or
- A legislative change is required as directed by government.

Distribution

The document will be distributed through Astute and will also be available on the Intranet and paper-based copies.

Security Classification

This document is classified as SEC 1 Routine with access restricted to Tamworth Borough Council Staff and business partners.

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Appendix 1 Community Impact Assessment

1 Introduction

Tamworth Borough Council (TBC) recognises that its employees are fundamental to its success. To enable all employees to become effective and efficient in their role as quickly as possible it is essential that all employees new to Tamworth Borough Council, or to their role receive a timely induction and positive onboarding experience as it is a major contributory factor in retaining newly appointed employees whilst increasing employee engagement.

Tamworth Borough Council places critical importance on thorough induction procedures which aim to make new employees feel welcome, valued and settled in their new role safely. This then forms the basis from which employees can quickly get up to speed, perform their duties effectively and begin to make a contribution to their team, their department and Tamworth Borough Council.

Effective induction is not a one-off event but takes place over a period of some weeks and is an ongoing process to ensure that the new employee settles well into the organisation and role and is confident carrying out the full scope of their duties.

2 Scope

The policy relates to all newly appointed staff and existing employees transferring to a new role. Employees are expected to be proactive in their own induction though participating on the induction and ensuring that they receive from appropriate sources the relevant information and support that enables them to apply themselves to their job and fully contribute to the success of Tamworth Borough Council.

3 What is onboarding?

Onboarding is the process employers use to welcome new starters into the organisation, and it is a critical aspect of the employee experience. Onboarding can have a big impact on employee engagement, retention and performance.

There is some debate about the difference between onboarding and induction. However, the intended outcome is the same: that new recruits become engaged employees and succeed in their new role.

The induction programme will depend on factors such as the employee's role, level of responsibility and previous work experience. Managers should be prepared to vary the induction programme to suit the needs of the new employee and their role.

To achieve an effective onboarding process, TBC will invest time, thought and resources to determine what works best. Done well, this will achieve a number of positive outcomes, including that the new employee:

- Feels comfortable, welcomed and valued to the extent they are motivated to do their job to a high level.
- Understands what contribution they can make to the team and the organisation, and
- Possesses the skills and knowledge to become high performing.
- has low levels of absenteeism and performs their duties safely

A well-designed onboarding programme can make a real difference to the employee's experience and can have a high impact on engagement and retention.

For the new starter, an effective onboarding experience will help them to:

- Engage with the purpose of the organisation and its values and culture.
- Fully integrate with and feel they are a valued member of their team
- Become effective in their new role
- Understand the structure of the organisation

For the line manager a good onboarding experience gives them the opportunity to:

- Connect the new team member with their new team quickly
- Identify their skills and how they can be deployed
- Identify what areas they need to develop
- Build a trusting relationship with them
- Develop a high performing team

A positive onboarding experience gives new employees an understanding of what is required of them, gives them the resources to perform effectively and encourages them to feel motivated, which in turn means they are productive and effective quickly, working to their highest potential.

A poor experience may lead to new employees quickly concluding that they have made a mistake so they leave, or the line manager believes they have made a mistake, leading to a failed probationary period and dismissal. Without an effective induction, the new employee can get off to a bad start, lack clarity on their role and how it links to the organisation's goals, which could impact on their intention to stay in the role. Turnover like this results in:

- Additional time and cost for recruiting a replacement
- Detriment to the leaver's employment record
- Lowering of morale for the remaining staff
- Damage to the Council's reputation
- Wasted time for the inductor

4 The benefits of onboarding

- The employee will understand the corporate culture early on in their career, which will help them to feel integrated in the team and organisation
- The employee will understand the vision and corporate priorities of the team and organisation, and how they can add value to both, which will lead to early engagement
- The employee will, at an early stage understand with whom they need to collaborate to achieve effective performance, and be given an opportunity to establish positive relationships with these individuals
- They will acquire new skills and gain experience at a rate that will allow them to flourish.
- Morale is likely to be high, for the new employee and their colleagues
- The new employee will understand performance requirements and how the organisation will measure their progress
- TBC will provide appropriate support to all the employee to succeed at an early stage

- New starters will be encouraged to ask questions and give feedback on the onboarding process, giving them a sense of inclusion and allowing TBC to make improvements for future recruits

5 What should it cover?

It is essential to engage with new recruits between the time they accept the job offer and start their new role. Sharing information about the organisation helps to give them a sense of connection with it, increasing motivation, productivity and retention levels.

6 Preboarding:

The time lapse between accepting a job offer and starting the role can be unsettling for a new recruit. It is essential to engage during this period and this is called preboarding.

A mixture of activities can take place such as learning about the organisation and their role and connecting with colleagues and their line manager.

Before their first day, HR will make arrangements for new employees to receive their contractual information e.g., Offer letter and contract, and relevant checks. However, it is vital to think beyond form filling and for managers to engage the new starter before day one. By their first day, the employee should feel excited about joining TBC and to have an emotional connection with it, to have ideas about how to adapt their skills and experience to the role. Examples can include:

- Sending them information to learn about the organisation to help them feel part of it before day one.
- Encouraging meaningful interactions between the line manager and the new recruit before they start work to relieve any anxiety. It can help them to prepare mentally for their first day by knowing a little bit about whom they will be working with. A personal welcome email from the manager and a scheduled phone or teams call before day one is a good start. This will begin to build key relationships prior to the employee's first day. If the employee is to be based in an office/site then arrangements should ideally be made to allow them the opportunity to visit the location prior to the start date, which again will allay any fears/worries/concerns.
- Sending a welcome card signed by the new employee's team to help the new recruit become familiar with their colleagues. Even just a very short introduction to who they are in a welcome card with their names and a short message.
- Giving access to policies if they wish to read them before starting
- Providing detail of what the employee can expect during their first day and week can help to address any questions they may have. Information such as where to park, where to buy lunch and what to do upon arrival at the workplace.
- Trying to give the employee a sense of TBC's history, leadership, strategy, values so that they can connect to the council.
- Inviting the employee to departmental meetings or a social event or a short catch-up face to face with someone from the team.
- Designating a 'buddy' they can connect with before day one.
- Providing links to the TBC's social media.

- Giving the employee more information about their role and what they will be working on so they can start to think about how they can contribute to the role.
- Advising colleagues on when they will begin work and their role and when they will be paid

7 Learning the role

It is important the new employee has an input into how their job is performed, where possible. Whilst there may be established ways of doing things, having control over how a job is performed is important for mental wellbeing. The new starter may, for example, be able to discuss with the line manager how the role is done in TBC verses where they have worked previously, and different systems and processes. Giving a new employee the opportunity to use their initiative and suggest changes may lead to improvements and efficiencies.

The new employee may not be able to contribute ideas immediately, but they may have a view on areas that they need to learn about. The manager will need to continue to encourage the employee to share their ideas on how to improve the role, how they may contribute to the team and new ways of performing tasks and ensure that their contribution is recognised.

The line manager may ask for the employee's input on the work areas in which they would like to become involved and to be clear about how the employee can express opinions and be involved in decision making. Involving the employee is essential to helping them feel confident and comfortable with their performance.

8 Training

New employees will need to undergo training to be effective in their role and learn about the organisation's policies, processes, systems, culture and values. The line manager will consider the training required to progress through the learning curve at an appropriate pace. The corporate induction and mandatory policies are delivered online via Astute with face-to-face training in Equality, Diversity and Inclusion and Health & Safety.

In some positions it is recognised that health and safety will be prioritised over all other training due to the nature of the role in question.

9 Probationary Period

The positive impact of a probationary period should not be underestimated as it helps focus the manager and employee on whether the employee can perform the role with appropriate tools and training and the end of a probationary period is an important milestone for all parties. Its aim is to:

- Consolidate their understanding of the duties and responsibilities of the role
- Understand the expectations of them in the form of standards and objectives set by their manager
- Discover the information and support that is available to them, including key contacts
- Highlight areas where training and development would be appropriate

- Apply their skills and knowledge to performing the job and demonstrate that they successfully meet probation requirements

The Probationary Period is for a period of 6 months with reviews to assess performance at 8, 16 and 24 weeks.

10 Social Support during onboarding

Forming strong relationships with colleagues in the team is a good way to encourage a feeling of belonging. If an employee feels welcomed and supported by their colleagues they are more likely to want to stay.

11 Buddies

A buddy's role is to support the new employee, helping them to feel confident and settle into the organisation as smoothly as possible by acting as a source of information and encouragement whilst they learn about the job and the organisation. A new employee may be more confident to ask questions, raise concerns and ask for information from a buddy. The buddy may deliver some of the informal learning opportunities relevant to the role. They can cover informal rules such as how emails are written, formatted, cultural norms and unspoken rules.

Buddies can be appointed after a job offer is made or on day one but it is key for the buddy to make contact.

12 Structure

A one size fits all onboarding programme is not the most effective way to onboard. There will be some structure to ensure that all employees receive all the information they need. A HR checklist is provided and corporate e-learning if used for delivering the generic and mandatory elements of training.

13 Remote onboarding

The usual opportunities for running into a new starter doesn't exist for remote or hybrid employees and it is more difficult to see facial cues to aid communication. The manager should set up regular calls discuss any problems encountered or what is scheduled. The line manager should be available for a call at any point in the day during the first couple of weeks. A scheduled call allows issues to be discussed, and feedback to be given. Colleagues should be encouraged to interact with the new employee online, for example, a virtual team break or to assist with queries as appropriate.

14 How long should onboarding process take?

- Managers should avoid overloading the new starter with too much information early on
- Deliver key pieces of information to coincide with the new starter's need to know the information
- Allow sufficient time for each element of the training programme
- Remember the amount of time new starters will spend doing activities that are part of their role will increase as time goes on

- Provide information so that the new starter knows whom to contact about specific issues.

15 Responsibilities

It is a shared responsibility between individuals, line managers and Human Resources for the development of employees and this begins with ensuring that all employees receive an appropriate onboarding. All new employees will be expected to be proactive and take ownership for their learning,

Responsibility of line managers

- Ensuring that employees receive the appropriate induction at role, department and corporate levels, including:
- Induction into departmental practices and culture and the local work environment
- Conducting induction into the role (some elements may be delegated)
- Allocating time for induction activities
- Enabling new staff to be proactive in conducting their own induction
- Maintaining induction records which support the probation procedure.
- Undertaking probationary period reviews in accordance with the policy.

New employees

- Identifying and undertaking, in a timely manner, all the induction activities which are indicated to them by their line manager and Human Resources
- Applying knowledge and skills gained through induction to performing their job
- Maintaining induction records as part of their professional and personal development

Human Resources

- Issuing contracts and pre-employment paperwork
- Reviewing and updating the corporate induction materials
- Enrolling employees onto Astute e-learning
- Issuing induction checklists

Team members

- Making new employees feel welcome to the team
- Assisting with queries

16 Induction checklist

The manager will provide a newly appointed employee with a range of information and training about the organisation and their new job, including guidance on:

- Core business objectives and values
- Departmental structure
- The workplace
- The purpose and key responsibilities of the role

- Fire and health and safety procedures
- Team members with whom they will be working
- Expected standards of behaviour and performance
- Probationary period arrangements
- Completion of all necessary documentation relating to the appointment including pay / pension / identification.
- Signposting to all relevant policies and procedures including health and safety and equal opportunities.

17 Evaluation

HR will evaluate onboarding using attrition data, feedback and performance data. HR will evaluate the onboarding programme to identify if it is meeting the needs of new employees and the organisation. This will form part of report for Appointments & Staffing Committee annual report/ service plan.

Gathering both qualitative and quantitative information will give a deeper understanding of the onboarding programme and how it may need to be adapted. Quantitative data focuses on numbers such as turnover statistics, such as tracking attrition rates of employees with less than one years' service or appraisal ratings for those employees with less than two years' service. Qualitative data is feedback from new recruits in the form of probationary period comments and onboarding surveys.

18 Onboarding survey:

The onboarding survey measures the experience of a new employee in an attempt for managers, Human Resources and the organisation to improve the experience of the recruitment and onboarding process.

New employees offer a unique opportunity to assess the induction and onboarding process which fits with employee engagement starting on day one of employment. Ensuring new starters are happy and engaged is hugely important and enables TBC to identify early concerns so that it can be improved, which will aide employee retention and engagement and avoid unnecessary turnover.

The survey is structured in phases, beginning at the end of week one and ending at 6 months. It is recognised that some new starters may not feel comfortable providing feedback if they fear it may impact on their probationary period. Therefore, the results will be held confidentially in HR with themes anonymised to improve the onboarding process.

After 1 week – Recruitment experience and logistics. This will build an understanding as to why the employee decided to join Tamworth Borough Council.

- Were you provided accurate and sufficient information about Tamworth Borough Council during the recruitment process?
- Is there something we could do to improve the recruitment process?
- Do you have the tools to perform your responsibilities?
- Please indicate the reasons your joined Tamworth Borough Council
- What aspect of your new role excites you?
- Is there anything that concerns you about your new role?

- Is there one thing about your new role that stands out for you?
- Is there one thing that could have made your first day at work better?
- On a scale of 1-10 how welcome did you feel?

After 1 month, the settling in period:

- Do you feel you've made a strong connection with at least one of your colleagues?
- How well does your role match the description you first saw?
- Is there anything you wish you'd been told sooner?
- Is there anything that can be improved on the corporate induction?
- How confident are you that you understand your role?
- What would you change about your role if you could?
- How do you feel about how much time you have to do your work?
- Is there something Tamworth Borough Council could be doing better?
- Has the training answered all your questions or concerns?
- What's the biggest obstacle you've encountered so far?
- Do you feel like you've been well equipped to do your job?
- What's still unclear to you about your duties and role requirements?
- What's one thing we could have done differently to improve the first month of your onboarding experience?

After 3 months

- Would you recommend Tamworth Borough Council as an employer to your friends?
- Do you feel proud to be part of Tamworth Borough Council?
- Have you been provided the training on the processes that are applicable to your role?
- Is the information provided to you sufficient?
- Is there any kind of information you could have done with more of?
- What can we do to help you do your job even better?

At 6 months

- What do you think would have improved the onboarding process?
- Do you understand your role completely to be an independent contributor to TBC's objectives?
- Have you been provided with all the tools and training to perform your role?
- Does your role match with the role profile provided to you?
- What could we change or add to improve our onboarding process?



Part 1 – Details		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Onboarding	
Date Conducted	March 2023	
Name of Lead Officer and Service Area	Jackie Noble HR	
Commissioning Team (if applicable)	N/A	
Director Responsible for project/service area	Anica Goodwin	
Who are the main stakeholders	Employees	
Describe what consultation has been undertaken. Who was involved and what was the outcome	CMT TULG Members	
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)		
What are you assessing? Indicate with an 'x' which applies	A decision to review or change a service	<input type="checkbox"/>
	A Strategy/Policy/Procedure	<input checked="" type="checkbox"/>
	A function, service or project	<input type="checkbox"/>
What kind of assessment is it? Indicate with an 'x' which applies	New	<input checked="" type="checkbox"/>
	Existing	<input type="checkbox"/>
	Being reviewed	<input type="checkbox"/>
	Being reviewed as a result of budget constraints / End of Contract	<input type="checkbox"/>

Part 2 – Summary of Assessment

Give a summary of your proposal and set out the aims/ objectives/ purposes/ and outcomes of the area you are impact assessing.

A framework for onboarding new employees including a survey to gain feedback from new starters to improve the employee experience.	
Who will be affected and how?	
All new employees	
Are there any other functions, policies or services linked to this impact assessment?	
Yes	<input checked="" type="checkbox"/> No <input type="checkbox"/>
If you answered 'Yes', please indicate what they are?	
Recruitment Probationary period policy	

Part 3 – Impact on the Community
Thinking about each of the Areas below, does or could the Policy function, or service have a direct impact on them?

Impact Area	Yes	No	Reason (provide brief explanation)
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of age
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of disability
Gender Reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of gender reassignment
Marriage & Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of marital status
Pregnancy & Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of pregnancy and maternity
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of race
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of religion or belief
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sexual orientation
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sex
Gypsy/Travelling Community	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Caring/Dependent responsibilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of an employee being a carer
Those having an offending past	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Children	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor

Vulnerable Adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Families	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those who are homeless	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those on low income	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Drug or Alcohol problems	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Mental Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Physical Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Other (Please Detail)	<input type="checkbox"/>	<input type="checkbox"/>	

Part 4 – Risk Assessment
From evidence given from previous question, please detail what measures or changes will be put in place to mitigate adverse implications

Impact Area	Details of the Impact	Action to reduce risk
<i>Eg: Families</i>	<i>Families no longer supported which may lead to a reduced standard of living & subsequent health issues</i>	<i>Signposting to other services. Look to external funding opportunities.</i>

Part 5 - Action Plan and Review

Detail in the plan below, actions that you have identified in your CIA, which will eliminate discrimination, advance equality of opportunity and/or foster good relations.

If you are unable to eliminate or reduce negative impact on any of the impact areas, you should explain why

Impact (positive or negative) identified	Action	Person(s) responsible	Target date	Required outcome
	Outcomes and Actions entered onto Covalent			

Date of Review (If applicable)

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