Induction Guidance

Version 1.0

SUMMARY

An effective induction of a new start to your organisation and sites is a crucial ingredient to ensuring ongoing safe operations.

From establishing expectations at the outset, through building the correct initial training, to embedding the culture and values, an effective induction requires planning and structure.

This guide provides such a structure for devising an induction programme which has all the necessary components for you to apply with the level of detail and content which is appropriate for the size and configuration of your particular environmental services business.

INTRODUCTION

This guidance has been produced by ESA's H&S Strategic Group with the approval and endorsement of ESA's Board. It represents a sensible, reasonable and proportionate approach for managing inductions.

This guidance forms part of a suite of resources produced by the Environmental Services Association (ESA) which aim to address the priority risk areas identified within our H&S Strategy. Collectively, this suite of guidance represents ESA's commitment to continued improvement in our sector's health and safety performance and to raise health and safety standards for the betterment of all those who work in the industry or are associated with its activities.

The principles contained within this guidance are equally relevant to decision makers across the full spectrum of organisations that make up the waste management sector. We would therefore actively encourage its dissemination and uptake beyond the ESA Membership.

If you wish to build an induction programme for your environmental services business, use the structure outlined in this guide to help build up the elements required. Consider each element and how that relates to your specific business. For example, your specific methods for evaluating a new start.

If you already have an induction programme, you can use this guidance to map your existing programme onto the structure. From this you can identify gaps, or areas for improvement.

MAIN BODY OF GUIDANCE
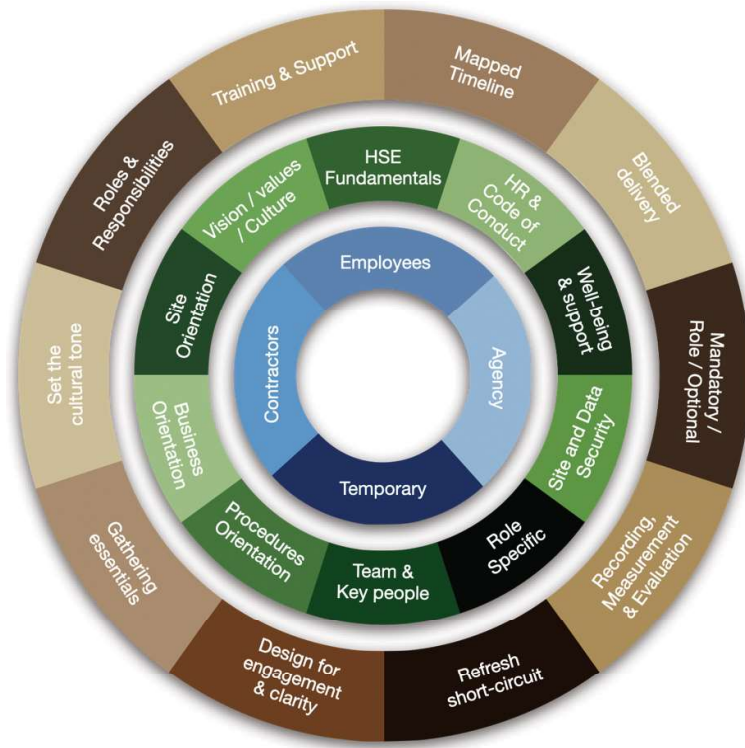
Three layers of focus

1 | Audience

Induction shouldn't just be about employees. Anyone on-site who does not have a minimum level of H&S and business understanding is a weak link in the chain.

2 | Content

Site rules and organisation policies are fundamentals for an induction. But there are many others aspects to consider to give a rounded and complete induction to begin to embed the required culture.

3 | Components

This dimension of the guidance looks at how you deliver, support and sustain the induction programme in a way which is appropriate and relevant to the target audience and your specific business.

1 | Audience

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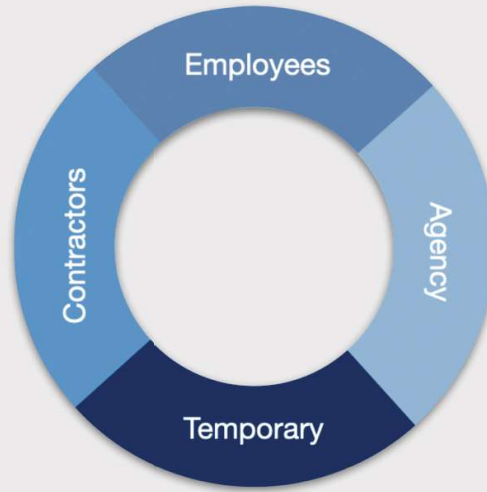
Employees

Employees of your organisation are the most obvious audience for an induction programme.
Within this category you may have to consider different sub-audiences, such as senior management, support functions, front-line operations, office based, site based, or mobile.
Use these sub-audiences to decide what should be common to all, and what needs to be more specific.

Agency

Agency personnel may be part of the business for a very short time, a long time, or returning on a regular basis. However they cannot be ignored in terms of an induction. Agree a minimum set of expectations so that there is not a 'two-tier' understanding within teams. Work with your agencies to support them in pre-inducting personnel they provide to you.

Contractors

Contractors are regarded as people who have been procured by your organisation to undertake a specific scope of work. This includes activity such as building maintenance, equipment installation, or transportation provision. Such work carries specific risk with it, for which your induction for this audience would have to be complementary to any Contractor Risk Assessment Methodology you may have in the organisation.

Temporary

In the context of this guide, we use Temporary to define a category of induction audience whose presence is likely to be very short in time and not covered by any of the other three categories. This might include site visitors, government or regulatory agency personnel. Like all other target audiences they will need to be exposed to a minimum level of induction experience that is proportionate to the time they will be present and the likely the risk they may be exposed to.

2 | Content

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But there are many others aspects to consider to give a rounded and complete induction to begin to embed the required culture.
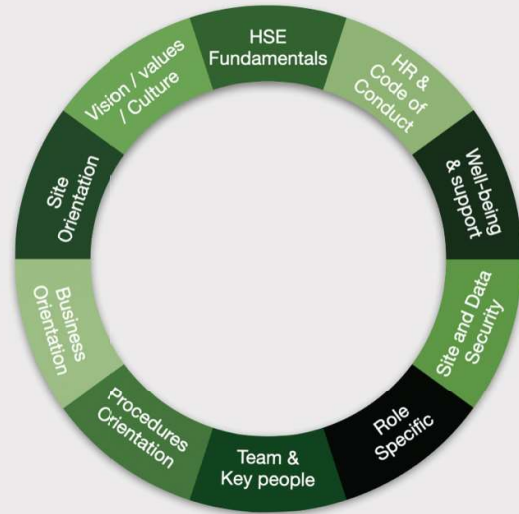
HSE Fundamentals

This is the fundamental content of any induction programme and will include:

- Emergency exits & Evacuation procedures
- First aid facilities
- Health and safety policy
- Accident reporting
- Protective clothing
- Specific hazards
- Policy on smoking

HR & Code of Conduct

This covers aspects of employment / engagement:

- Pay, Tax and national insurance
- Workplace / stakeholder pension schemes
- Benefits
- Working time, Holidays, and special leave
- Probation period
- Performance management
- Discipline and Grievance procedures

Well-being & support

This covers aspects of well-being in the workplace:

- Your organisation's well-being strategy
- Understanding what is meant by well-being
- Self-evaluation tools
- Awareness of the well-being of others
- Sources of support in the organisation
- Sources of support outside the organisation

Site and Data Security

This covers policy and practices on security including:

- Internet, IT, email and social media policies
- Data protection laws as they apply to the role
- Maintaining data security
- Being alert to workplace security issues
- Confidentiality awareness and requirements

2 | Content

Role Specific

This is where the specifics of the role and where it is being performed are catered for, in more detail:
- H&S, e.g. COSHH, confined space, etc
- Supervisory skills
- Permit to Work and other safety systems
- Role specific procedures and policies

Team & Key people

Introductions to key team members and workmates is important; it allows the new employee to settle in more effectively. The team may extend to:
- A buddy to help you in the early days
- Your supervisor or line manager
- Your safety representative
- Your mental health first aider
- The wider support team at your facility

Procedures Orientation

Documentation and Management Systems can be daunting for a new start in any organisation.
Introduce documentation on a planned basis over a period of time.
Begin with fundamental mandatory material
Introduce role specific material they can relate to
Gradually introduce broader organisational material.
Good practice shows that reading through these with the new start helps embed the concepts.

Business Orientation

It's useful to put the organisation and the employee's role into context early on:
Organisation background
Organisation chart
Organisation strategy
Products and services, and customers
Quality systems
Customer care policy

Site Orientation

knowing your way around from day one builds confidence and comfort:
- Site map - canteen, first aid post, etc
- Guided tour of the building / site / location.
- Telephone and computer system information
- Security pass
- Car park pass
- Opening hours
- Remote / flexible working arrangements

Vision / values / Culture

This sets the scene and creates expectations on 'the way we like to work'. It can include:
- Vision and Values
- Teamwork and accountability
- Ethics and compliance policy
- Gifts and hospitality
- Examples of our culture in action

3 | Components

This dimension of the guidance looks at how you deliver, support and sustain the induction programme in a way which is appropriate and relevant to the target audience and your specific business.
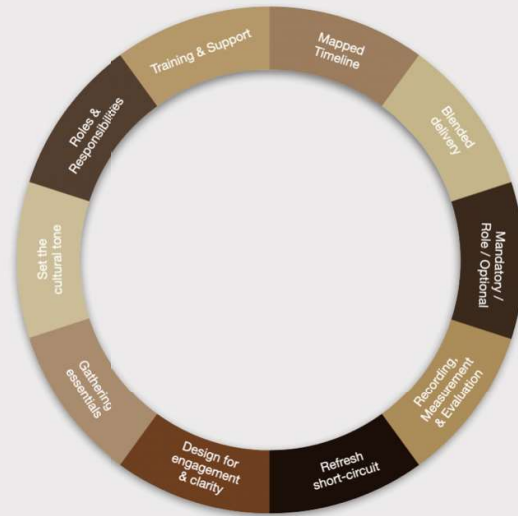
Mapped Timeline

For most of the audience categories, induction is not about a single activity on a single day. It should be a planned period of time to avoid overwhelming a new start, and allowing for information to be turned into practice and evaluated. Induction should even begin ahead of the first day, ensuring all documentation is in hand, expectations are set, and the workplace is prepared.

Blended delivery

Mindful that people learn in different ways, a blended approach to induction delivery will yield benefits both in efficiency and effectiveness. The use of self study materials, such as eLearning would be appropriate to get over key points or introductory understanding. One-to-one coaching/shadowing would be most suited for on-the-job development. While team activities will help with culture building.

Mandatory / Role / Optional

You should structure an induction programme around these three dimensions of content for each role. You need to first set a benchmark for the minimum mandatory information and competency of an audience (for example House Rules). Then, define what needs to be additionally delivered to each role (for example Safe Operating Procedures). Finally, any discretionary aspects which might further develop a new start (for example visits to other sites).

Recording, Measurement, & Evaluation

A simple and reliable mechanism should be put in place which allows completion of induction to be recorded and retrieved if required. Also, in order to establish the efficacy of the programme, it is essential that testing and evaluation is conducted. This should be both an evaluation of the induction programme itself and, importantly, a test of knowledge and application by the employee.

3 | Components

Refresh short-circuit

There are a number of reasons why a short refresh of core elements of an induction may be necessary, including new or updated content, learning 'fade' or feedback from investigations. Well structured induction lends itself to quick and consistent deployment when required.

Design for engagement & clarity

Deploy design thinking from the outset of your programme creation to ensure that communication is effective, engaging and easy to access. Create a clear identity for your induction programme and design a look-and-feel which complements. Make all content highly relevant to your sites, business and industry. Test the programme with typical examples of your target audiences. Be mindful of those who may have English as a second language.

Gathering essentials

Know where and how to source relevant content for your induction programme. Much of it may already exist, in which case simply check it is still relevant and in a format that results in engagement and clarity. If it doesn't exist you need to consider how you source it - can some of it be procured 'off-the-shelf'; or does it have to be bespoke commissioned ?

Set the cultural tone

Your own organisation's vision and values need to be at the heart of your induction programme. At every step in the induction programme, and with every activity and piece of content, demonstrate how these all relate back to the vision, values, expected behaviour and overall culture.

Roles & Responsibilities

An effective programme will require input from a range of people. Who has responsibility for maintaining the overall programme; who has responsibility for ensuring the new start completes the programme; who is expected to provide support; who will be involved in delivery; who will be involved in evaluation ? Therefore a clear set of roles and responsibility should be mapped out, and where necessary relevant training provided.

Training & Support

The focus of this component is about setting out the training and support to be provided to those who are tasked with delivering and supporting the induction programme. Do coaches need training in coaching ? Do presenters need training in presenting ? Do Line Managers need training in people skills ?

DISCLAIMER

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