

Managers' Guide to Induction Programme for Team Leaders and Contract Managers

- **This guide applies to all Team Leaders and Contract Managers.**
- **New starters cannot start working in their service until they have completed their Induction training; the Hiring Manager is responsible for ensuring this.**
- **New starters will not be paid for training days that are missed. If they cannot start in their service for another two weeks due to missed training, they will not be paid for days where they cannot work.**
- **January 2019 change: new starters will go to their service on the Thursday of their induction week, having completed 3.5 days of training. Team Leaders and Contract Managers who are new to Look Ahead must complete all training listed.**

Induction requirements

- 5 training courses, taking place over 3.5 consecutive days. New starters go to their service for the first time on the afternoon of the fourth day (Thursday).
- 12 managers' e-learning courses to be completed within 4 weeks of start date.
- Reading of appropriate operational and organisational policies. 29 policies and procedures are required for Team Leaders and Contract Managers, with varying timescales; all must be read within 4 weeks of starting. See p4-5 for details.
- Staff must complete the training and e-learning outlined below regardless of their service or specialism.
- The induction programme was designed following consultation with Operations, and aligned to organisational priorities directed by SLT.
- New starters must complete induction activities before passing Probation; line managers must monitor and approve that these have been completed.

All files listed in this Guide are available on in the [Induction Toolkit](#) on The Hub.

Vital information

- The induction programme is run twice a month.
- New starters **must attend all training courses before they are allowed to work in their service:**
 - L&D will report non-attendance on the day of training to: the Contract Manager; the appropriate Director (Alex Seery or Guy Robinson); Recruitment; HR.
 - Guy or Alex will advise whether the new starter needs to wait for the next induction.
 - This process is available as a flowchart under the Induction Toolkit on the Hub: [Induction Non-Attendance Process](#).
- Part-time staff are expected to complete all 3.5 training days before starting in a service. This should be communicated during recruitment and the appointment offer, to ensure that staff have sufficient notice to make necessary arrangements to attend these days in one week.
- All courses will take place at head office unless in exceptional circumstances.

Upcoming induction course dates

- Induction dates are not advertised but will be agreed by email between the manager, Recruitment and L&D, as soon as a new starter is cleared to work by Recruitment.

Booking induction training

- Please see [Bookings Process for Induction Courses](#).

Accessing e-learning

- L&D will request e-learning accounts during a new starter's first week, when their Look Ahead email is set up. Login details will be emailed directly to the new starter.
- Staff are automatically enrolled on the e-learning courses detailed on p3.

Handouts

- **Course summaries** and **handouts are** available on the [Induction Toolkit](#). New starters are emailed the link to this during their first week.

Induction Content Overview

Training course summaries

- Please find a breakdown of induction course content and learning objectives under **course summaries** on the [Induction Toolkit](#).

Programme content

Course name	Course length	Relevant e-learning to complete (within 4 weeks from Look Ahead start date)
Introducing Look Ahead <i>A video and welcome led by a senior staff member.</i>	30 minutes	Handling Data (GDPR)
Safeguarding Adults <i>This takes place immediately after Introducing Look Ahead.</i>	7 hours	Safeguarding Children
Health and Safety & Basic Life Support	7 hours	Fire Safety Responsibilities 2018 Infection Prevention & Control Handling Hazardous Substances Fluids and Nutrition Water Safety Responsibilities 2018 Asbestos Responsibilities 2018 Gas Safety Responsibilities 2018 Electrical Safety Responsibilities 2018 Lift Safety Responsibilities 2018
Personal Safety & Lone Working	7 hours	
Medication Administration	3 hours	Understanding Medication & Healthcare tasks

Mandatory policies and procedures

New support staff must read twenty-two policies and procedures. Line managers should ensure that relevant local protocols are read within 4 weeks, or sooner where required.

Policies requiring reading before starting are made available to new starters online by Recruitment. All other policies can be found on the [Hub](#).

Policy and Procedure	Timeframe for Reading
Information Security	Before starting
Code of Conduct	Before starting
Data Protection & Confidentiality (GDPR)	Before starting
Lone Working	Before starting
Safeguarding Adults	Before starting
Child Protection	Before starting
Medication Support	Before starting
Supervision	Before starting
Whistleblowing	2 weeks
Health & Safety	2 weeks
Managing Professional Boundaries	2 weeks
Positive Pathways	2 weeks
Income Collection	2 weeks
Living Standards	2 weeks
Voids	2 weeks
Incident Management	4 weeks
Missing Customers	4 weeks
On Call	4 weeks
Complaints and Feedback	4 weeks

Gifts and Hospitality	4 weeks
Declaration of Interests	4 weeks
Bribery, Fraud, Theft and Corruption	4 weeks
Equality & Diversity	4 weeks
Media	4 weeks
Sickness Absence	4 weeks
Family Friendly	4 weeks
Job Sharing and Flexible Working	4 weeks
Managing Poor Performance and Capability	4 weeks
Disciplinary	4 weeks

What content has changed from the old induction?

- Introducing Look Ahead combines a welcome from a senior member of staff with a 20 minute video highlighting organisational priorities and role responsibilities, and introducing new staff to the context of Operations and Central Services teams.
- All operational staff are required to do Medication Administration training regardless of role or service.
- Personal Safety & Lone Working training includes practical de-escalation techniques regarding aggressive behaviours. This replaces courses on understanding behaviours that challenge, with the exception of specialist training for particular services with high levels of violent incidents.
- Positive Pathways does not take place in a new starter's first week, but is run regularly; new starters book themselves on through [Iris](#) once they have started in a service. Experienced support workers may only need a local induction to the paperwork rather than need to attend the training; this should be agreed between new staff and their line manager.

Following induction training

- Once your staff member has completed their induction training, they will start in the service. The line manager coordinates their local induction.

- During the first month of employment the line manager should agree a development plan with the new staff member to support them carry out their role. This will include standard induction activities such as shadowing colleagues, learning to use systems through reading user guides and doing activities with colleagues, understanding the service and its community, booking further internal training or with the local authority.
- A guide to the current **training offer** and a **development plan template** can also be found under the [Induction Toolkit](#). Our training offer is always under review to adapt to the changing nature of our services.
- Staff should attend training where it is necessary and appropriate to their role; line managers should ensure that staff are prepared in advance of the training and review learning following attendance, to identify how to implement learning in the workplace.
- Staff book themselves onto the identified courses using [Iris](#).
- We are working to secure an e-learning provider that can offer us a more comprehensive range of engaging online courses.

Mandatory training following induction

Currently, only the following courses are deemed mandatory following induction and during Probation:

Specialism	Training course
Young People & Families	Child Protection
Learning Disabilities	Personal Care
Learning Disabilities	MCA and DoLS

Mandatory training following induction is under review by L&D and SLT.

Probation

- Line managers should ensure that all induction activities are completed prior to a new starter passing Probation:
 - Induction training sessions
 - E-learning courses
 - Policies
 - Additional learning needs identified during Probation.

Managers training

Beyond what is detailed above, induction and wider training for new Team Leaders and Contract Managers is under review.

Managers would be expected to annually attend one of the Safeguarding Adults for Managers conference-style training days, which are run quarterly and booked through Iris.

Look Ahead is an accredited centre with the Institute of Leadership and Management (ILM), and runs programmes at levels 2, 3 and 5. As part of Talent Development, there are opportunities to participate in a leadership and management programme; this is driven by the performance review process.

Using Look Ahead systems

System	Purpose	Learning Activity	Key Contacts
CX	Housing management	Training; book through CX team User guides	Cx@lookahead.org.uk
CIMS	Customer information	User guides and FAQs	Performance@lookahead.org.uk
RIVO Safeguard	Incidents and accidents, including safeguarding and health & safety	User guides	quality@lookahead.org.uk
Quality Management System	Organisational quality auditing system	Resources	quality@lookahead.org.uk
Concur	Invoices and expenses	Training; book through Iris	L&D@lookahead.org.uk

If you have any queries that cannot be resolved with this guide, please email L&D@lookahead.org.uk.