



# [Staff Induction Policy]

|                                 |                      |
|---------------------------------|----------------------|
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If you would like this document in an alternative language or format, please contact Corporate Services on 01595 743069.

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## NHS Shetland Document Development Coversheet\*

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**Please record details of any changes made to the document in the table below**

| <b>Date</b> | <b>Record of changes made to document</b>  |
|-------------|--|
| Aug 2023    | New policy written to amalgamate Induction for New Employees (SDPOL002 ) and Induction Arrangements for Locum, Agency and Temporary Staff (SDPOL003)                       |
| Sept 2023   | Taken to APF for comment/suggestion regarding compliance issues around locum induction process. Suggested that locum induction info held locally and audited by staff dev. |
| Oct 2023    | Amended to reflect comments from APF.  |
| Mar 2024    | Amended to reflect changes in induction process as Staff Induction Handbook becoming e-learning module.  |
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## Contents

### Contents

|   |    |
|---|----|
| Scope.....  | 7  |
| Purpose of Induction .....                                  | 7  |
| Definitions .....   | 7  |
| 3.1 New Staff.....  | 7  |
| 3.2 Temporary Staff.....                                    | 7  |
| 3.3 Transferring Staff.....                                 | 7  |
| 3.4 Volunteer .....   | 7  |
| 3.5 Corporate Induction .....                               | 7  |
| 3.6 Local Induction .....                                   | 8  |
| Responsibilities .....                                      | 8  |
| 4.1 NHS Shetland Board .....                                | 8  |
| 4.2 Learning and Organisational Development Department..... | 8  |
| 4.3 Human Resources Services .....                          | 9  |
| 4.4 Managers .....  | 9  |
| 4.5 New Member of Staff.....                                | 9  |
| Implementation .....  | 10 |
| Corporate Induction:.....                                   | 10 |
| Local Induction: .....                                      | 10 |
| Reporting and Compliance.....                               | 11 |
| Evaluation .....  | 11 |

## **1. Scope**

The following policy outlines NHS Shetland's dedication to providing a clear and thorough induction for all staff and volunteers.

The induction process is relevant to staff new to the organisation, or to those who are transferring to a new role within the organisation.

## **2. Purpose of Induction**

Induction is the process by which an individual becomes familiar with their new role and the organisational context. Induction both introduces the day to day operation of the environment in which staff will work and provides an overview of the vision and values of the board. It provides timely opportunity for:

- ❖ Welcoming and supporting new team members to their team, department and organisation.
- ❖ Assisting new staff to adjust to their new role and working conditions so that they are able to operate safely and efficiently in the shortest possible time.
- ❖ Making clear the requirements, duties and responsibilities of their new role
- ❖ Ensuring all staff have the relevant knowledge and skills to perform their role effectively
- ❖ Emphasising and embedding the culture and values of NHS Shetland
- ❖ Improving the working lives of staff and increasing retention within the organisation.
- ❖ Informing new staff about the structure, policies, procedures and practices at a national, organisational and a local department level.

## **3. Definitions**

### **3.1. New Staff**

For the purposes of this policy the term "new staff" relates to any individual who is new to the organisation on a bank or substantive contract.

### **3.2. Temporary Staff**

Staff contracted to work for NHS Shetland through an agency and not directly employed by the organisation, or staff contracted to work for NHS Shetland on a short-term contract.

### **3.3. Transferring Staff**

A staff member who is not new to the organisation, but has moved to a new role within the organisation.

### **3.4. Volunteer**

An individual who carries out tasks and activities for NHS Shetland in an unpaid capacity. Their role must be in a supporting capacity; they are not there to cover responsibilities of paid staff.

### **3.5. Corporate Induction**

The term Corporate Induction relates to the part of the induction process which focuses on organisational aspects including values and purpose and core mandatory training of staff rather than role specific aspects.

The Corporate Induction elements are as follows:

|                             |   |
|-----------------------------|---|
| Corporate Induction session | Gives opportunity for staff to meet others also beginning with the organisation and outlines vision and values of the organisation  |
| Staff Induction Handbook    | highlights key relevant information such as payroll, patient safety charter etc and a who is who of subject matter experts  |
| Core Mandatory Training     | Key training identified as relevant for ALL staff which is to be refreshed at varying intervals throughout their employment with the Board (see Core Mandatory Training Policy) |

### 3.6. Local Induction

The term Local Induction relates to the part of the induction process which focuses on the specifics of an individual's new role, responsibilities and department including role specific training.

The Local Induction elements are as follows:

|                           |  |
|---------------------------|--|
| Local Induction Programme | Identifies key information that a line manager must share with a new employee over the first four weeks of employment, including opportunity to meet key colleagues and learn the specifics of the role, as well as a review at the end of the first 3 months. |
| Role Specific Training    | Relevant training identified for the individual's specific role.   |

## 4. Responsibilities

### 4.1. NHS Shetland Board

The NHS Board is responsible for:

- Outlining and upholding the values of NHS Shetland
- Ensuring the effective implementation of the policy and responding appropriately to compliance reporting.

### 4.2. Learning and Organisational Development Department

The Learning and Organisational Development Department are responsible for:

- Providing a relevant Corporate Induction to all new staff members and volunteers which welcomes the individual to the wider organisation and outlines core organisational values.
- Producing and updating the Staff Induction handbook
- Providing access to Core Mandatory Training via TURAS Learn or otherwise.
- Maintaining the Statutory and Mandatory Training Framework
- Reporting compliance figures on Core Mandatory Training and Corporate Induction attendance.
- Providing managers with relevant information/training about staff induction.
- Supporting managers in the development of a Local Induction Programme and in identifying relevant role specific training.

#### **4.3. Human Resources Services**

The HR Services Department are responsible for:

- Providing employee with pre-employment information and checks
- Agreeing a start date with manager and employee
- Encouraging managers to create a Local Induction Programme through provision of guidance materials (maintained by Learning and Organisational Development Department)

#### **4.4. Managers**

A manager has the most important role in induction. For new and transferring staff all managers must;

- Create a positive environment for learning and ensure the new employee feels welcomed and valued
- Ensure staff are provided with the relevant information, training and support to contribute effectively to the delivery of NHS Shetland services as quickly as possible
- Cover details of information that **must** be covered on day one.
- Plan and outline a local induction programme for each new staff member
- Identify relevant role specific training
- Provide ample time and support for staff to complete the induction programme, including core and role specific training
- Support the new staff member in gaining confidence and competence for their new role through regular one to ones.
- Review induction process and progression at the end of week 1, week 4 and week 12.
- Confirm completion of relevant induction training
- Help contextualise any learning activities and how they relate to the staff member's specific role and the aims of the department
- Sign off completion of induction process

#### **4.5. New Member of Staff**

Each new member of staff must:

- Consider how to adopt NHS Shetland values into the way they work as well as the work they do.
- Create a TURAS account to access and complete the online Corporate Induction programme and all core mandatory training
- Book onto and partake in all role specific training identified by their line manager
- Put their learning into practice
- Take responsibility for their own safety and welfare and learning and development

- Evaluate their induction period with their manager and identify any areas where they may need further learning or support
- Save a copy of their completed induction checklist in their personal files
- Ensure that their induction has been completed and signed off through the TURAS application.

Each new temporary staff member must:

- Consider how to adopt NHS Shetland values into the way they work as well as the work they do.
- Complete an Induction Checklist with their line manager on their first day
- Ensure that they are aware of all relevant policies and procedures that may impact on the work they are doing.
- Take responsibility for their own safety and welfare
- Attend Corporate Induction and complete the full induction process if they are to be employed by NHS Shetland or their agency's contract is for longer than 12 weeks.

Volunteers must:

- Attend a relevant Volunteer Induction before their first day.
- Complete an Induction Checklist on their first day

## **5. Implementation**

New staff must complete both Corporate and Local Induction.

Temporary Staff should complete a Local Induction and where their contract with NHS Shetland lasts longer than 12 weeks, they should also complete a Corporate Induction.

Volunteers should complete a Volunteer Corporate Induction and a Local Induction.

### **5.1. Corporate Induction:**

Corporate Induction includes 3 parts:

A Corporate Induction session which will be hosted by the Learning and Organisational Development Department which explores values, staff responsibilities to these and the organisation's responsibilities to the staff member.

A Staff Induction Handbook which will be hosted on TURAS and cover key induction details.

Core Mandatory Training which is identified and reviewed by the Statutory and Mandatory Training Group and learning activities hosted on TURAS.

Volunteer Corporate induction consists of completion of a Volunteer Induction module on TURAS, or a session hosted by the Learning and Organisational Development Department which covers the content of the Volunteer Induction module in the context of the volunteering position.

### **5.2. Local Induction:**

Managers should ensure that a comprehensive induction plan is created for all new employees including temporary employees and volunteers. The induction plan should ensure that all relevant information is provided to the new staff member for them to perform their role safely and to a high standard. The Learning and Organisational Development Department will support managers in their writing of a relevant induction plan.

Some examples of induction plans are provided as an appendix to this policy.

All induction plans MUST include reference to:

1. Introduction to key colleagues and the building including facilities (kitchen, toilets, changing room etc and relevant uniforms)
2. Hours of work/breaks/holidays etc
3. A clear outline of their role and responsibilities
4. Fire plans, procedures and responsibilities
5. Health and Safety including personal and organisational responsibilities and the recording of incidents and near misses
6. Infection Control including hand hygiene
7. Information Governance including confidentiality and social media policy
8. Public Protection information including details of the public protection nurse specialist
9. Communication including complaints and patient feedback and who to speak to if they incur any problems

For those employed for more than 3 months:

A clear outline of the induction plan including role specific training required and meetings with key contacts.

Regular one to ones with line manager and/or reviewer/buddy.

Details of relevant policies and procedures.

An end of induction review including signing off the Corporate Induction Programme on TURAS and the contextualisation of core mandatory training to ensure that their staff member understands how to put the learning into practice in their specific role.

For transferring staff:

All staff transferring from one post to another within NHS Shetland still require a Local Induction. This should be tailored to the individual role, but should involve a clear outline of their new role and duties, checking that they are fully compliant with all core training requirements and identifying any role specific training that may be required. Transferring staff should have regular one to ones with their manager to ensure that they are being supported to meet the requirements of their new role.

## **6. Reporting and Compliance**

It is the responsibility of both the staff member and their manager to ensure that the staff member has completed the relevant parts of induction and that this can be evidenced on request.

The Learning and Organisational Development Department will provide compliance figures relating to Corporate Induction and Core Mandatory training to the board, Subject Matter Experts and Staff Governance Committee on request.

## **7. Evaluation**

The induction process should be reviewed and evaluated by the staff member through their end of induction review with their line manager, highlighting specifically any information or training they feel they are missing which will hinder them from performing their role in order that these



WELCOME

# Staff Induction Programme

(Version 4)

A very warm welcome to NHS Shetland!

As you will see in the following pages there are a range of topics that you will discuss or be shown to help you understand and settle into NHS Shetland and your new role.

This checklist is designed to ensure that you are provided with all relevant information and support through your induction period. It outlines things your manager should tell you about your role, opportunity to meet colleagues and become familiar with your working environment, as well as policies and procedures you will need to be familiar with and relevant training you should complete - this may be formal training, or may be work shadowing or working alongside a buddy.

Reviewing your progress and having regular feedback sessions with your line manager is important to settling in to your new role. This pack also outlines when you should expect to meet with your line manager from day one to 3 months. After this, regular sessions with your line manager are encouraged through our development review process.

Once you have completed this induction programme, please keep a copy in your personal file, or upload a copy to your personal portfolio on TURAS.

If you have any questions, please don't hesitate to talk with your line manager, or reach out to us at the Learning and Organisational Development Team ([shet.staffdevelopment@nhs.scot](mailto:shet.staffdevelopment@nhs.scot))

We look forward to meeting you at your Corporate Induction, and to working with you.

# 1. Employee Induction Plan and Checklist

|                                   |  |                        |  |
|-----------------------------------|--|------------------------|--|
| Job title                         |  | Department             |  |
| Employee name                     |  | Base location          |  |
| Line manager name                 |  | Line manager job title |  |
| Buddy name                        |  |                        |  |
| Start date                        |  |                        |  |
| 1 <sup>st</sup> month review date |  |                        |  |
| 3 <sup>rd</sup> month review date |  |                        |  |

2.

|  |                  |
|--|------------------|
| <b>Corporate Induction – within first two weeks</b>  | <b>Completed</b> |
| 1. Introduce Turas, relevant areas and how to access training required   |                  |
| 2. Ensure new employee accesses Corporate Induction, core mandatory e-learning and completes these within <b>first four weeks</b> of start date  |                  |
| <b>Local Induction – to be completed within 3 months</b>   |                  |
| <b>First Day</b>   | <b>Completed</b> |
| 1. Introduction to colleagues and key contacts, as appropriate   |                  |
| 2. Tour of department and local amenities (toilets, canteen, staff room)   |                  |
| 3. Discuss emergency arrangements for Fire Safety including alarms, exits and assembly point   |                  |
| 4. Discuss emergency arrangements for First Aid including names and locations of First Aiders  |                  |
| 5. Discuss and provide details of the management structure and key relationships   |                  |
| 6. Outline and explain department aims, objectives and key activities  |                  |
| 7. Discuss job role and how it supports departmental objectives – including tasks, duties, and responsibilities  |                  |
| 8. Arrange staff ID badge – employee to provide photo identity   |                  |
| 9. Issue staff uniform (if appropriate), including any personal protective equipment is issued. Ensure new employee is familiar with the use of any specific equipment as well as details of laundering, replacement, and repair etc. as appropriate |                  |
| 10. Discuss Induction Plan, go over job description and outline what the first 3 months will look like   |                  |
| 11. Agree work priorities for week one and agree review arrangements - identify/discuss key dates within Induction Plan  |                  |
| 12. Explain Core and Role Mandatory training requirements, how to access training and where, and set dates for completion ( <b>section 2.0</b> )   |                  |
| 13. Identify any job-specific health, safety and security information and instruction needed by the new employee to carry out their tasks without risk – identify dates for completion   |                  |
| <b>By the end of the first week</b>  | <b>Completed</b> |
| 1. Explain purpose of role and outline general re-occurring tasks  |                  |
| 2. Explain the following in relation to job role and impact upon role:   |                  |
| General Data Protection Regulations / Patient Confidentiality policies explained   |                  |
| Respecting each other (Dignity at Work and Whistleblowing policies explained)  |                  |

|   |  |
|---|--|
| Health and Safety policies, including Datix, risk registers and individual responsibilities   |  |
| Safe systems of work applicable to job role including relevant risk assessments, e.g. Lone Working, Display Screen Equipment, Occupational Road Risk  |  |
| 3. Identify relevant policies and procedures, where these can be located and provide opportunity to read through and ask questions  |  |
| 4. Identify and explain sources of information including, intranet, newsletters, notice boards, web sites etc.  |  |
| 5. Review first week in post and agree next steps as per Induction Plan. Agree date for first review meeting in the upcoming month and ensure employee is aware of the PDP and review process |  |

| <b>By end of the first month</b>   | <b>Completed</b> |
|--|------------------|
| 3. Discuss effective team working and ways of working within their new team(s)   |                  |
| 4. Check-in with buddy on progress. Make any changes/adjustments to Induction Plan as required   |                  |
| 5. Reflect upon and review understanding of role within the department and the standards expected - provide guidance on any areas requiring further information/explanation  |                  |
| 6. Review progress on statutory and mandatory training and discuss the application of learning to the workplace  |                  |
| 7. Review progress with reading relevant policies and guidance. Provide any support or explanation as required   |                  |
| 8. Identify any training or developmental needs and support the production of Personal Development Plan (PDP). Discuss PDPR process and roles and responsibilities of line manager and employee + role of recording in Turas appraisal |                  |
| 9. Introduce to key colleagues out-with direct area of work and relevant subject matter experts  |                  |

| <b>By the end of third month</b>   | <b>Completed</b> |
|--|------------------|
| Undertake Personal Development Planning meeting  |                  |
| All aspects outlined above have been completed   |                  |
| (If new start has management responsibilities they must meet with the Learning and Organisational Development Team for a managers induction) |                  |

10.

## 11. 2.0 Stat/Man training – Core and Role Specific

Add as per the requirements for the role

| <b>Course</b>            | <b>Delivery Method</b> | <b>Date completed</b> |
|--------------------------|------------------------|-----------------------|
| Staff Induction Handbook | eLearning              |                       |

|  |                         |  |
|--|-------------------------|--|
| Corporate Induction (staff new to organisation)                                | Face to face or virtual |  |
| Fire Safety  | eLearning               |  |
| Child and Adult Protection – It’s Everyone’s Job                               | eLearning               |  |
| Counter fraud services   | eLearning               |  |
| Information Governance: Safe Information Handling                              | eLearning               |  |
| Valuing Feedback and Complaints 1: value of feedback                           | eLearning               |  |
| Violence and Aggression Awareness  | eLearning               |  |
| Preventing hazards in the workplace module 1 : principles of health and safety | eLearning               |  |
| Introduction to equality, diversity and human rights                           | eLearning               |  |
| Role Specific – Manager to complete this section for employee                  |                         |  |
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## 12. 3.0 Organisational and Local policies and procedures

Please use this section to detail relevant policies, procedures, guidelines, and protocols, which the employee should become familiar with.

| Relevant Policy | Date completed |
|-----------------|----------------|
|                 |                |
|                 |                |
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### 13. 4. Local Induction Review

|   |  |      |  |
|---|--|------|--|
| <p>14. End of the first month</p> <p><b>At this review:</b></p> <ul style="list-style-type: none"> <li>Line Manager to ensure employee has completed Corporate Induction (Workshop and Online Portal)</li> <li>Line Manager to ensure employee has completed all Core Mandatory eLearning</li> <li>Discuss initial experience within the department – any highlights or challenges in the first week</li> <li>Discuss any concerns or feedback</li> <li>Agree preliminary objectives for the next 2 months</li> </ul> |  |      |  |
| <p><b>Core Mandatory Training</b></p> <p>Have you completed all of you core mandatory eLearning – <b>Yes / No</b></p> <p>If not, has provision been made for any outstanding training to be completed – <b>Yes / No</b></p> <p>Please detail any core mandatory eLearning outstanding in the section below</p>  |  |      |  |
| <p><b>Reflection on progress and summary of discussion:</b></p>   |  |      |  |
| <p><b>Actions required/support needed:</b></p>  |  |      |  |
| Employee's signature  |  | Date |  |
| Manager's signature   |  | Date |  |

|  |  |      |  |
|--|--|------|--|
| <p>15. End of induction</p> <p><b>At this review:</b></p> <ul style="list-style-type: none"> <li>Line Manager to ensure employee has completed the induction process</li> <li>Line Manager to ensure employee has completed the Local Induction signed off on Turas Learn</li> <li>Summarise achievements and overall performance during the first three months</li> <li>Line Manager and employee to carry out initial development review process and agree personal development plan for first 12 months in post - in line with appropriate framework</li> </ul> |  |      |  |
| <p><b>Core and Role Mandatory Training</b></p> <p>Review any outstanding actions from 2-week meeting. At this point all Core training should be complete.</p>  |  |      |  |
| <p><b>Reflection of progress and summary of discussion:</b></p>  |  |      |  |
| <p><b>Any new or additional actions required, or support needed:</b></p>   |  |      |  |
| Employee's signature   |  | Date |  |
| Manager's signature  |  | Date |  |



Temporary Staff Induction Programme

A very warm welcome to NHS Shetland! Thanks for coming to work with us.

This checklist is designed to ensure that you are provided with all relevant information and support needed to allow you to carry out your role safely, and to help you feel prepared for the work you will be doing.

If you have any questions, please don't hesitate to talk with your line manager, or reach out to us at the Learning and Organisational Development Team ([shet.staffdevelopment@nhs.scot](mailto:shet.staffdevelopment@nhs.scot))

|                   |  |               |  |
|-------------------|--|---------------|--|
| Employee Name     |  | Department    |  |
| Job Title         |  | Base location |  |
| Line manager name |  | Start Date    |  |

| Topic to be Covered   | Completed |
|---|-----------|
| 1. Introduction to key colleagues and the building including facilities (kitchen, toilets, changing room etc and relevant uniforms) |           |
| 2. Hours of work/breaks etc   |           |
| 3. A clear outline of role and responsibilities   |           |
| 4. Fire plans, procedures and responsibilities  |           |
| 5. Health and Safety including personal and organisational responsibilities and the recording of incidents and near misses          |           |
| 6. Infection Control including hand hygiene   |           |
| 7. Information Governance including confidentiality and social media policy   |           |
| 8. Public Protection information, including the details of Public Protection Nurse and/or Duty Social Worker                        |           |
| 9. Communication including complaints and patient feedback and who to speak to if any problems occur                                |           |

## Appendix 03 – Sample Volunteer Induction Programme



# Volunteer Induction Programme

A very warm welcome to NHS Shetland! Thanks so much for coming to support our work!

This checklist is designed to ensure that you are provided with all relevant information and support needed to allow you to carry out your volunteering role safely, find the right support when needed and to help you feel prepared for the work you will be doing.

If you have any questions, please don't hesitate to talk to your volunteer co-ordinator, or reach out to us at the Learning and Organisational Development Team([shet.staffdevelopment@nhs.scot](mailto:shet.staffdevelopment@nhs.scot))

|                        |  |               |  |
|------------------------|--|---------------|--|
| Volunteer Name         |  | Department    |  |
| Volunteering Role      |  | Base location |  |
| Volunteer Co-Ordinator |  | Start Date    |  |

| Topic to be Covered  | Completed |
|--|-----------|
| 1. Introduction to key staff members and the building including facilities (kitchen, toilets etc)                          |           |
| 2. Volunteering hours/breaks etc   |           |
| 3. A clear outline of role and responsibilities  |           |
| 4. Fire plans, procedures and responsibilities   |           |
| 5. Health and Safety including personal and organisational responsibilities and the recording of incidents and near misses |           |
| 6. Infection Control including hand hygiene  |           |
| 7. Information Governance including confidentiality and social media policy  |           |

|  |  |
|--|--|
| 8. Public Protection information, including the details of Public Protection Nurse and/or Duty Social Worker |  |
| 9. Communication including complaints and patient feedback and who to speak to if any problems occur         |  |

**Appendix 03 – Rapid Impact Checklist**

| <b>Rapid Impact Checklist: Summary Sheet</b>  |  |
|---|--|
| <p><b>Positive Impacts (Note the groups affected)</b></p> <p>Staff – key link between retention/engagement/absence with a well done induction</p> <p>Patients – focus on values through induction places patient care at the centre of the induction process</p>  | <p><b>Negative Impacts (Note the groups affected)</b></p> <p>Managers – places heavy responsibility on managers for overseeing the whole induction process and recording and evidencing the completion of the induction.</p> |
| <p>Additional Information and Evidence Required</p>   |  |
| <p>Recommendations</p> <p>Ensure that Corporate Induction information is provided in relevant formats considering accessibility issues for those with dyslexia, deafness, sight issues etc</p>  |  |
| <p><b>From the outcome of the RIC, have negative impacts been identified for race or other equality groups? Has a full EQIA process been recommended? If not, why not?</b></p> <p>No full EQIA required for this policy – though may be required for specific pieces of work used to implement the policy</p> |  |

Signature(s) of Level One  
Impact Assessor(s)

Jenny Coleman  
Training Advisor NHS Shetland

Date: 17/10/2023