

Staff Induction Policy

1 Introduction

- 1.1 This policy applies to all employees and also, as appropriate, to volunteers, agency staff and governors who will all receive a tailored induction programme which will include appropriate information, training, observation, and mentoring. Safeguarding Children and Child Protection will feature prominently in every induction programme.
- 1.2 The first weeks and months are vital to the success of any appointment. The arrangements made for introducing a new employee, volunteer or governor to the duties of the post, and to the school as a whole, provide the foundation for successful and safe contribution to the school. The Induction Programme is designed to help new employees, volunteers and governors become familiar with the requirements of their position and learn about the school culture, ethos and working practices effectively and efficiently so that they become knowledgeable and confident as quickly as possible. The Induction Programme should be cross-referenced to the ECT Induction requirements and probationary periods for support staff, as appropriate.
- 1.3 The induction process will:
- Provide information and training on the school's policies and procedures
 - Provide Safeguarding training and assess its effectiveness
 - Enable the colleague to contribute to improving and developing the overall effectiveness of the school, raising pupil achievement, and meeting the needs of pupils, parents and the wider community
 - Contribute to the colleague's sense of job satisfaction and personal achievement
 - Explain the school's Code of Conduct to ensure that all staff, volunteers and governors new to the school understand what is expected of them at the school and gain support to achieve those expectations
 - Identify and address any specific training needs.

1.4 The induction programme will include:

- an induction checklist of the policies, procedures and training to be covered
- an induction timetable
- details of help and support available
- details of work shadowing, if appropriate
- a diary of induction meetings
- details of other relevant individuals with responsibility for induction e.g. the designated mentor or supervisor
- details of the probation programme (for support staff only).

2 Appendices

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Appendix 1

Management and Organisation of Induction

1. Responsibility for Induction

The Line Managers/Team Leaders are responsible for the overall management and organisation of induction of new employees, supply teachers, and agency staff and volunteers.

The Chair of Governors is responsible for the overall management and organisation of induction of Governors.

2. The person responsible for induction should:

- Make arrangements to ensure that a new member of staff, volunteer or governor is welcomed
- Ensure that immediate needs are identified **before** taking up the position where possible
- Provide, if appropriate, a tour of the school and information about facilities, answering questions and giving practical advice
- Introduce key personnel
- Ensure that an Induction Programme is provided, delivered and evaluated.

Appendix 2

The Induction Programme

Induction Programme

The person responsible for induction should ensure that an Induction Programme is provided personally, or by the line manager or mentor, or another person with delegated responsibility, which will include:

- a statement of training needs, in particular Safeguarding, online safety and Health and Safety
- a training timetable
- a checklist of the policies and procedures to be understood
- raising awareness of the importance of data protection, whenever processing personal information
- details of help and support available
- a diary of meetings
- details of other relevant individuals with responsibility for induction e.g. the designated mentor or supervisor.

Induction programmes should be tailored to specific individuals. Areas which should be considered for each category of staff are set out below. These are not intended to be exhaustive and careful consideration should be given in relation to each post and the experience of the post holder.

Supply Teachers and Agency Staff

All new supply teachers and agency staff should be given appropriate induction advice, training and resources by the Team Leader. This should include:

- Safeguarding children, child protection and Part 1 of Keeping Children Safe in Education
- Health and safety including the Asbestos Management Plan
- Fire and emergency procedures
- First aid arrangements
- Code of Conduct
- Behaviour management policy
- Whistle-blowing policy
- Relevant information from the Staff Handbook
- Relevant information on curriculum, schedules and timetables.

Teaching Staff and Teaching assistants

All new staff should be given appropriate induction advice, training and resources by the Line Manager/Team Leader. This should include:

- Safeguarding children and child protection and Part 1 of Keeping Children Safe in Education
- Online safety
- Health and safety including the Asbestos Management Plan
- Fire and emergency procedures
- First aid
- Code of Conduct
- National Curriculum documents
- Staff Handbook
- School Prospectus
- Policy documents, including School Development Plan
- Year group schemes of work
- Assessment advice, recording, reporting, resources and procedures,
- Class and set lists
- Information on whole school and year group resources, including ICT
- Timetables
- SEN information.

Administrative Staff

All new staff should be given appropriate induction advice, training and resources by the Office Manager. This should include:

- Safeguarding children and child protection and Part 1 of Keeping Children Safe in Education
- Online safety
- Health and safety including the Asbestos Management Plan
- Fire and emergency procedures
- First aid
- Code of Conduct
- Staff Handbook
- School administrative systems and procedures
- Specific job related training such as finance, for recruitment and selection administration, etc.

Cleaning/Caretaking/Kitchen Staff

All new staff should be given appropriate induction advice, training and resources by the Line Manager. This should include:

- Safeguarding children and child protection and Part 1 of Keeping Children Safe in Education
- Online safety
- Health and safety including the Asbestos Management Plan
- Fire and emergency procedures
- First aid
- Code of Conduct
- Staff Handbook
- Specific job related training such as manual handling, use of ladders, kitchen safety etc.

Midday and Cover Supervisors

All new staff should be given appropriate induction advice, training and resources by the Line Manager. This should include:

- Safeguarding children and children protection and Part 1 of Keeping Children Safe in Education
- Online safety
- Health and safety including the Asbestos Management Plan
- Fire and emergency procedures
- First aid
- Code of Conduct
- Staff Handbook
- Specific job related training including behaviour management

Volunteers

All new volunteers should be given appropriate induction advice, training and resources by Line Managers/Team Leaders. This should include:

- Safeguarding children and child protection and Part 1 of Keeping Children Safe in Education
- Online safety
- Health and safety including the Asbestos Management Plan
- Fire and emergency procedures
- First aid
- Code of Conduct

Governors

All new *Governors* should be given appropriate induction advice, training and resources by the Headteacher/Chair of *Governors/Governance Professional*.

This should include:

- Safeguarding children and child protection and Part 1 of Keeping Children Safe in Education
- Online safety
- Health and safety including the Asbestos Management Plan
- Fire and emergency procedures
- First aid
- *Governors Code of Conduct*
- Current relevant school information, policy documents and School Development Plan data
- School Prospectus including staffing, Ofsted and school performance data
- DfE information on the role of governor
- *Governing Body Policy documents*
- Dates and times of whole governing body and sub committee meetings
- Access and information of previous governing body minutes
- Latest Annual Report and school newsletters
- Information and access to governor training courses.
- Information and access to the governor secure area on the schools website
- Log in details for Governor Hub

Appendix 3 General Induction Checklist

(This should be adapted to the requirements of the specific post and postholder)

Name _____ Start Date _____

Name of Senior Colleague/Mentor _____

Induction Element	Tick on completion	Notes
Day One		
Meet member of staff responsible for their induction		
Introduction to Senior Colleague/Mentor		
Tour work area and introduction to work colleagues and work area		
Location of facilities - toilets etc		
Hours of work - including details of flexi-time arrangements, if applicable		
Arrangements for breaks and lunch		
Telephone System and arrangements for personal calls and use of personal mobiles		
ICT and Resources familiarisation -filtering and monitoring systems and processes of the organisation		
Health and Safety aspects relating to individual's work environment: Importance of reading and adhering to the school's Health & Safety Policy including the Asbestos Management Plan		

During First Week		
Planned meetings with key people		
Personal programme and planned introduction to duties of post - agreed with the person responsible for their induction.		
Meet with the person responsible for their induction at the end of the first week, review progress and agree training and development needs		



Identify development needs and agree on means of meeting		
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End of First Month		
Meet with the person responsible for their induction and review progress. Agree action plan to deal with outstanding items		
End of Three Months		
Meet with the person responsible for their induction to determine whether Induction Programme is complete or if there are still outstanding items.		
Agree an action plan to deal with any outstanding items		
If Induction Programme is complete, discuss possible courses of action in relation to future development of the job role		
Identify development needs and agree means of meeting		
Policies and Procedures		
Health and Safety including the Asbestos Management Plan. This will include: Provision of or reference to the location of the school policy. Information and training in relation to the employee's responsibilities		
Fire and emergency procedures: This will include: What to do if fire alarm sounds Location of fire action and other fire notices, location of fire fighting equipment, means of raising the alarm including the position of fire alarm points (i.e., break glass units), fire evacuation procedure and means of escape, fire assembly points, times of fire alarm sounder tests, and any other relevant information. Relevant staff member responsible for Health & safety within school and who to report any		



<p>concerns to.</p> <p>Further training may be necessary depending upon the responsibilities of the post holder</p>		
<p>First Aid Arrangements This will include: location of first aid provisions, location of notices bearing details of qualified First Aiders, means of obtaining first aid assistance, any other relevant information. recording of any incidents/ location of relevant paperwork Further training may be necessary depending upon the responsibilities of the post holder policy on providing medicine and first aid for pupils relevant staff members who are to be made aware of the incident</p>		
<p>Policy and procedures relating to Safeguarding Children and Child Protection. This will include Safeguarding policy and Part 1 of Keeping Children Safe in Education and whistleblowing Awareness of Designated Safeguarding Lead within the organization and other designated safeguarding people. Awareness training to be set with the Headteacher</p>		
<p>Policy and procedures relating to Behaviour Management</p>		
<p>Policy relating to online safety</p>		
<p>Policy and procedures relating to Sickness Absence Management</p>		
<p>Policy and procedures relating to Leave of Absence</p>		
<p>Policy and procedures relating to Appraisal/Performance Management</p>		
<p>Bullying & Harassment Policy & Grievance Procedure</p>		
<p>Whistleblowing Policy</p>		

Appendix 4 Probation procedure for support staff

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1 Introduction

- 1.1 This procedure is non contractual and for guidance only. It applies to all new support staff employed by the academy regardless of their permanent, fixed-term, full- or part-time status.
- 1.2 The procedure does not apply to teaching staff.
- 1.3 The probation period is for six months from the start date of employment (and may, in exceptional circumstances such as disability related illness, be extended by up to 10 weeks).
- 1.4 The purpose of the probation period is to enable an assessment to be made regarding a probationer's suitability for the job for which they have been employed. The probationer must, during the probation period, demonstrate their suitability for the post.
- 1.5 The probation procedure provides a consistent and fair framework for:
- 1.5.1 monitoring and reviewing the performance of new staff in relation to:
 - Quality of work and understanding of role
 - Attitudes and motivation
 - Conduct and Attendance
 - Compliance with all policies and procedures particularly those relating to safeguarding and promoting the welfare of children and young people
 - Health and safety
 - 1.5.2 providing formal feedback and opportunity for discussion
 - 1.5.3 dealing with inadequate performance and misconduct issues
- 1.6 Probationers who are within their probation period are not subject to the formal capability and disciplinary procedures and sickness absence procedures. If issues of conduct, poor performance or sickness arise during the probation period, the probation procedure will normally be used to address such matters.

2. Diversity and Equalities Considerations

- 2.1 The Probation Procedure will be operated in accordance with the school's Equality and Diversity Policy. The impact of the procedure will be monitored and analysed by race, sex, disability and age.

3. The Procedure

3.1 The line manager should, in normal circumstances conduct a total of 3 formal reviews with the probationer. Reviews should take the form of a confidential meeting between the line manager and probationer, in which there is opportunity for two-way discussion.

3.2 **The First Review:** On completion of 4 weeks service.

The purpose of this meeting is for the line manager to evaluate the probationer's performance and discuss any key issues with the probationer. If improvements in performance are required, there should be a discussion about how to make the necessary improvements, including appropriate management support/training.

Upon completion of this review meeting, the line manager should complete Form A (Appendix 1). This should then be signed by the line manager and the probationer. A copy should be given to the individual and a copy saved on the probationer's personnel file.

3.3 **The Second Review:** On completion of 3 months service.

The purpose of this meeting is to review the probationer's performance over the first 3 months. Where the previous review indicated that improvements in performance were required, the second review meeting should be used to consider the extent of any improvement that may have taken place.

Where the probationer has not met the required standards, s/he will be informed that continued failure to meet those standards will result in dismissal.

Upon completion of this meeting, the line manager should complete Form B (Appendix 2). This should be signed by the line manager and the probationer, and a copy should be given to the individual and a copy saved on the probationer's personnel file.

3.4 **The Final Review:** On completion of 5 months service.

Prior to the final review meeting, which normally takes place after the probationer has completed 5 months service, the line manager should consider whether:

3.4.1 The probationer's appointment should be confirmed,

3.4.2 The probationary period should be extended because there are exceptional circumstances,

3.4.3 The probationer will be dismissed with statutory or contractual notice, whichever is the greater.

- 3.5 Where a dismissal is a possible outcome of the review meeting, the following preparation will be undertaken by the line manager:
- 3.5.1 The probationer will be written to with details of the date, time and purpose of the review meeting
 - 3.5.2 The letter will state reasons why the performance has been unsatisfactory to date
 - 3.5.3 The probationer will be notified in writing of their right to be accompanied at the meeting by a workplace colleague
 - 3.5.4 Where a dismissal may result, the probationer will be notified of this in writing and arrangements made for the Headteacher to conduct the meeting.
- 3.6 Upon completion of the final review meeting, if the probationer has passed the probationary period then the line manager will complete Form C (Appendix 3). This will be signed by the line manager and the probationer. The form should be placed on the probationer's personnel file with a copy provided to the individual.
- 3.7 If a recommendation is made by the line manager to dismiss, there will be a formal meeting with the Headteacher at which the Headteacher and the probationer, who may be accompanied by a trade union representative or a workplace colleague, will have the opportunity to state his/her case, before any decision is made by the Headteacher concerning his/her employment. The Headteacher will write to the individual confirming the decision. There is right of appeal against a decision to terminate employment. Any appeal will be heard by two governors and the probationer will have the right to be accompanied by a trade union representative or workplace colleague.

4. Disciplinary Issues Arising During the Probation Period

- 4.1 The academy's Disciplinary Policy does not apply to probationers. Instead, the following procedure will apply where issues of alleged misconduct arise during the probation period.
- 4.2 Where allegations have been made against a probationer, a management investigation will be conducted into the matter. In cases of alleged serious misconduct, the Headteacher will normally suspend the probationer pending an investigation and any subsequent hearing. If, as a result of this investigation, there is found to be a case to answer, the probationer will be invited to a meeting with the line manager or other nominated member of the management team. The purpose of this meeting is for the manager to consider the allegations, question the probationer (and any witnesses if relevant) and reach a decision based on the balance of probability. As a result of this meeting, the manager may:

- 4.2.1 Find that the allegations are unsubstantiated and that no further action is necessary.
 - 4.2.2 Issue an oral, written or final written warning. There is no right of appeal against a warning issued during the probationary period
 - 4.2.3 Recommend to the Headteacher that the probationer is dismissed.
- 4.3 If the manager decides to recommend to the Headteacher that the probationer is dismissed then the following preparation will be undertaken by the manager:
- 4.3.1 The probationer will be written to with details of the date, time and purpose of the disciplinary hearing.
 - 4.3.2 A copy of the investigation report will be enclosed.
 - 4.3.3 The probationer will be notified in writing of their right to be accompanied at the hearing by a workplace colleague or a trade union representative.
- 4.4 If the Headteacher decides to dismiss there will be right of appeal to a panel of 2 governors against the decision to terminate the probationary period early on the grounds of repeated misconduct or gross misconduct. Any appeal must be lodged within 5 working days of receipt of the decision letter and must state the reasons for the appeal. In cases where gross misconduct has been substantiated dismissal may be summary; i.e. dismissal without notice and pay in lieu of notice.
- 4.5 For some non-exhaustive examples of misconduct and gross misconduct, please refer to the school's Disciplinary Rules.

Annex 1

PROBATION PERIOD - FORM A

This form should be completed by the probationer's line manager after the probationer has completed 4 weeks service. The original should be placed on the probationer's personal file, and a copy given to the probationer.

FIRST REVIEW

Probationer's name _____ Start date _____

Job title _____

Date of review meeting _____

Line Manager's Name and job title _____

Line Manager's comments; _____

How does the probationer feel s/he has performed against each element of the job description?

Are there any training or continuing development needs the probationer wishes to have met during the coming probation period?

Are there any other topics the probationer wanted to discuss during the meeting?

Further induction to be provided: _____

Progress required before next review: _____

Probationer's comments:

Signed (Line Manager) _____ Signed (Probationer) _____

Dated _____

Date of second review meeting _____

Annex 2

PROBATION PERIOD - FORM B

This form should be completed by the probationer's line manager after the probationer has completed 3 months service. This should be signed by the line manager and the probationer, and the original placed on the personal file with a copy to the individual.

SECOND REVIEW

Probationer's name _____ Start date _____

Job title _____

Date of review meeting _____

Line Manager's Name and job title _____

Line Manager's comments; _____

How Does the probationer feel s/he has performed against each element of the job description? Are there any training or continuing development needs the probationer wishes to have met during the coming probation period? Are there any other topics the probationer wanted to discuss during the meeting?

Further induction to be provided: _____

Progress required before next review: _____

Probationer's comments: _____

Signed (Line Manager) _____ Signed (Probationer) _____

Dated _____

Date of final review meeting _____

Annex 3

PROBATION PERIOD - FORM C

This form should be completed by the probationer's line manager after the probationer has completed 5 months service. Where the probationer may be dismissed a further meeting, in addition to the final review, must be convened in accordance with paragraph 3.5 of the probation procedure.

FINAL REVIEW

Probationer's name _____ Start date _____

Job title _____

Line Manager's Name and job title _____

Date of review meeting _____

Line Manager's comments; _____

Appointment confirmed

Probation is extended *if, exceptionally, probation is extended then an account of the concerns and a support plan for the extension period will be attached to this form.*

Recommendation to the Headteacher that probationer is dismissed *an account of the concerns and reasons for recommending dismissal is to be attached to this form.*

Probationer's comments: _____

Signed (Line Manager) _____

Signed (Probationer) _____

Annex 4 - TEMPLATE LETTER CONFIRMATION OF SATISFACTORY COMPLETION OF PROBATIONARY PERIOD

[ON CISAT HEADED NOTEPAPER]

[private and confidential]

[ADDRESSEE]

[ADDRESS LINE 1]

[ADDRESS LINE 2]

[POSTCODE]

[DATE]

Dear

Confirmation of satisfactory completion of Probationary Period

As you will know, your appointment as a is subject to satisfactory completion of a six-month probationary period.

I am pleased to confirm that, based on the recommendation of your line manager; you have now successfully completed your probationary period.

I would like to congratulate you and wish you every success in your future employment with us.

Yours sincerely

Headteacher

cc: Line Manager

Annex 5 – TEMPLATE LETTER EXTENSION OF PROBATIONARY PERIOD

[ON HEADED CISAT NOTEPAPER]

[private and confidential]

[ADDRESSEE]

[ADDRESS LINE 1]

[ADDRESS LINE 2]

[POSTCODE]

[DATE]

Dear

Extension of Probationary Period for the post of

I am writing to confirm the outcome of our final review meeting held on

At the meeting I explained my concerns about satisfactory completion of your probationary period and I drew your attention to a number of specific issues which are summarised on your review form. The decision I have made is that your probationary period will be extended by xxxxx weeks to [date] to afford you an opportunity to reach the required standard of competence in your role as xxxxxxxxxxxxxx. The areas for improvement are identified on your Probation Period - Form C - Final Review and the accompanying report

A further meeting will be held on xxxxx to review your progress against the area(s) identified for improvement.

I hope that this period of extension will enable you to demonstrate your suitability for employment across all performance areas. You should be aware that failure to achieve a satisfactory improvement by the end of the extension period is likely to result in the termination of your employment.

I would urge you to make the most of this opportunity to address the concerns that have been raised. If you have any questions arising from this letter, please contact me as soon as possible.

Yours sincerely

Line Manager

Annex 6 - TEMPLATE LETTER - TERMINATION OF EMPLOYMENT HEARING [EPM advice should be taken before adapting this letter and sending to an employee as this may not be appropriate in some circumstances].

[ON HEADED NOTEPAPER OF EMPLOYER]

[private and confidential]

[ADDRESSEE]

[ADDRESS LINE 1]

[ADDRESS LINE 2]

[POSTCODE]

[DATE]

[CONSIDER HOW TO BE SENT TO THE EMPLOYEE
BY HAND/RECORDED DELIVERY/SPECIAL DELIVERY AND COPY FIRST CLASS POST]

Dear [EMPLOYEE'S NAME],

Probationary Period - Hearing to Consider Termination of Employment

Following your completion of x months service at [SCHOOL], a hearing has been arranged on [DATE] at [TIME] in [PLACE] to discuss the outcome of your probationary period. I will recommend to the [Headteacher/Principal] that your employment is terminated because you have not completed your probationary period satisfactorily.

The summary of the reasons why your performance has been unsatisfactory is outlined in enclosed report.

In addition, copies of the following documents are enclosed and will be referred to at the hearing.

- 1 Induction Plan
- 2 Probation Period - Form A - First Review
- 3 Probation Period - Form B - Second Review
- 4 Probation Period - Form C - Third Review

You may be accompanied by a workplace colleague or a trade union representative at the hearing. If the decision is to terminate your employment, then you will have the right to appeal the decision to the Governors.

The Headteacher has the authority to terminate your employment or, if she believes the circumstances are exceptional, to extend your probationary period as specified in the school's procedure, or to confirm your appointment.

Please confirm your attendance on receipt of this letter and do not hesitate to contact me should you have any questions in relation to its contents.

Yours sincerely,

[NAME of line manager]