THE ROYAL MARSDEN WELCOME AND ONBOARDING POLICY AND PROCEDURE

Summary

The Royal Marsden is committed to providing a supportive and robust onboarding programme to enable all new staff to settle into their roles, teams and wider organisation.

This policy sets out the framework and responsibilities for the onboarding process, which includes attendance at The Royal Marsden Welcome (previously known as Corporate Induction) and clinical induction (as appropriate); completion of e-learning and face to face mandatory and statutory training; completion of the New Staff Welcome and Onboarding Framework including the Month One Onboarding List; completion of local welcome programme and attendance to the additional onboarding events provided by the Trust. The process, where different for temporary workers, volunteers and other groups is also set out.

Each new member of staff in conjunction with their line manager is responsible for ensuring the onboarding programme is completed within three months (90 days in line with the New Staff Welcome and Onboarding Framework). This included ensuring:

- Attendance at The Royal Marsden Welcome within one month (30 day) of their first day in The Trust in the case of permanent staff. The separate timeframes for completion of the induction process for junior doctors and temporary workers are detailed in this policy.

- Complete the Clinical Induction (as required).

- Completion of the *New Staff Welcome and Onboarding Framework within 90 days of starting, including completion of the Month One Onboarding List* and required statutory and mandatory training within 30 days, as outlined in the framework.

- Completion of local welcome programme within 90 days.

The Learning and Development Department will arrange regular *Royal Marsden Welcome* and other additional onboarding events and will take responsibility for monitoring compliance in line with this policy. Directors are ultimately responsible for ensuring that staff are released to attend and complete onboarding events and the Month One Onboarding list is completed and Local Welcome Programmes are carried out appropriately.

Authoring Department:	Learning and Development	Version Number:	20
Author Title:	Head of Learning and Development	Published Date:	15/08/2019 08:46:14
Ratified By:	MTMG; TCC	Review Date:	15/08/2020 08:46:14
Uncontrolled if printed			

CONTENTS

1.   POLICY STATEMENT

1.1   The Royal Marsden NHS Foundation Trust recognises that it is important to ensure that all members of staff joining the Trust receive the best possible welcome and onboarding programme when they join the organisation. This is in line with the Trust's Risk Management Policy and our workforce strategy to attract, retain and develop the brightest and best people locally, nationally and internationally.

We recognise the importance of onboarding to the engagement, productivity and retention of new members of staff.

Our goal is that all new members of staff, through their onboarding are:

- Warmly welcomed,
- Inspired and motivated,
- Safe to practice,
- Equipped and resourced,
- Well connected

1.2   The purpose of providing an appropriate onboarding process is to help members of staff settle into their role and enable them to become fully effective member of their teams. The Trust recognises that there is a period of time when new staff members are becoming familiar with their post and the organisation, this is known as the onboarding period and formally covers the first three months. During this period new members of staff must attend The Royal Marsden Welcome and Clinical Induction as appropriate, complete mandatory and statutory e-learning and receive an appropriate Local Welcome. The full period to attend The Royal Marsden Welcome and complete mandatory and statutory e-learning process is 30 days. Staff are also strongly encouraged to attend the additional onboarding events as set out in section 2.3 below.

Authoring Department:	Learning and Development	Version Number:	20
Author Title:	Head of Learning and Development	Published Date:	15/08/2019 08:46:14
Ratified By:	MTMG; TCC	Review Date:	15/08/2020 08:46:14
Uncontrolled if printed			

Page 2 of 20

2. RESPONSIBILITIES

2.1 Director of Workforce

Overall responsibility for this policy rests with the Director of Workforce.

2.2 Mandatory Training Monitoring Group (MTMG)

The MTMG has overarching responsibility to determine the minimum content of the Royal Marsden Welcome and the New Staff Welcome and Onboarding Framework as well as required mandatory and statutory training. It will also monitor the processes set out in the policy including:

- process for booking all new permanent staff and bank workers onto Trust induction
- timescales for completion of Royal Marsden Welcome programme
- how the organisation records that all new permanent staff complete Trust induction
- Staff who do not complete their onboarding programme

For permanent staff and temporary workers:

- timescales for completion of *Month One Onboarding List*
- how the organisation records that all new staff complete *Month One Onboarding List*
- how the organisation follows up those who do not complete *Month One Onboarding List*

The Post Graduate Medical Education Team will ensure Junior Doctors are booked on to Junior Doctor Induction.

2.2.1 MTMG will receive the quarterly mandatory training and induction compliance reports and approve actions to address non-compliance issues.

2.3 Learning and Development Department

The Learning and Development Department will provide properly resourced onboarding programmes of high quality for all staff (including medical and temporary workers) attendance at which is mandatory.

The Learning and Development Department will ensure all new substantive staff working for three months or more (including those on fixed term contracts) are automatically booked onto the first available Royal Marsden Welcome and Clinical Induction (as appropriate). Recruitment will notify new staff of the requirement to attend Trust Induction events and complete local induction in their pre-employment offer of employment letter which is copied to their line manager. Learning and Development will contact new joiners to confirm induction and onboarding arrangements.

2.3.1 The Learning and Development Department will:

- organise the day to day running of The Royal Marsden Welcome and additional onboarding events as below:

Authoring Department:	Learning and Development	Version Number:	20
Author Title:	Head of Learning and Development	Published Date:	15/08/2019 08:46:14
Ratified By:	MTMG; TCC	Review Date:	15/08/2020 08:46:14
Uncontrolled if printed			

- o *The Royal Marsden Site Tours*: Guided tours of the Trust's two hospital sites and a tour of the community sites
- o *In your shoes sessions with the Leadership Team*: A session facilitated by members of the Leadership Team where new staff have the opportunity to talk about their experience as a new starter
- o *Because you matter*: Bite-sized workshops focused on personal development in the new starter's role

- provide details of essential e-learning modules to be completed as part of onboarding process
- manage the booking and recording processes for all onboarding events
- manage the recording of Month One Onboarding List completions for all new permanent staff
- follow up non-attendance at The Royal Marsden Welcome
- monitor recording and follow up processes set out in this policy by carrying out audits in line with best practice
- regularly review arrangements and content to ensure relevance and quality is maintained across all onboarding activities, this includes the minimum content of The Royal Marsden Welcome and Month One Onboarding List for permanent staff and temporary workers as set out in this Policy
- review this policy, in conjunction with the Mandatory Training Monitoring Group
- ensure the this policy is published on the intranet
- publish timescales for completion of onboarding activities on the Trust's intranet and disseminate information to managers
- ensure WIRED is updated with mandatory training, Royal Marsden Welcome attendance and Month One Onboarding List completions on a fortnightly basis with training completion data.

2.3.3 Compliance with onboarding and Induction Training will be monitored using the WIRED mandatory training system available on the intranet. WIRED identifies all substantive staff directly employed in relation to the specific mandatory training, including induction, that they require for their role. The system highlights compliance as green, non-compliance as red and an amber status for training which is due in three months or less.

2.3.4 **The Workforce Intelligence Team**
The Workforce Intelligence Team is responsible for supporting the running of WIRED by ensuring ESR source data is accurate and kept to date and with ad-hoc data needs that may be required to support onboarding reporting and compliance data.

2.4 Temporary Staffing Office (TSO)

2.4.1 The Temporary Staffing Office will keep a record of bank worker compliance with attendance at The Royal Marsden Welcome and mandatory training requirements in accordance with Appendix 2. This will be done via recording data received from the Learning and Development Department in HealthRoster. TSO will contact workers that not do not attend a booked Royal Marsden Welcome, and block any workers that fail to attend subsequent Welcome dates. Requesting managers will

Authoring Department:	Learning and Development	Version Number:	20
Author Title:	Head of Learning and Development	Published Date:	15/08/2019 08:46:14
Ratified By:	MTMG; TCC	Review Date:	15/08/2020 08:46:14

Uncontrolled if printed

Page 4 of 20

keep a local record of Bank workers who have been inducted into their ward/service or record local induction on HealthRoster.

2.4.2 Agencies must provide TSO with a compliance checklist which includes confirmation of mandatory training compliance. Details of compliance will be recorded on HealthRoster. Under the terms and conditions of membership on the LPP framework, agencies are responsible for ensuring that their workers are compliant with mandatory training requirements, monitor and record compliance with local induction checklists. TSO will ensure that all managers are aware of when a temporary worker is working their first shift at the Trust.

2.5 Subject Matter Experts

2.5.1 Subject matter experts are Trust employees or external contractors who have expertise in areas identified as statutory and mandatory training for inclusion in The Royal Marsden Welcome and/or Clinical Induction. They are responsible for ensuring they keep themselves updated with any changes in legislation, policy and good practice. They are responsible for the content, design and the delivery of training in their areas at onboarding/induction events and the availability of a suitable deputy

2.6 Directors

2.6.1 It is the Directors' responsibility to ensure that staff are released to attend necessary onboarding/induction activities and that local welcome programmes take place within their respective areas for all grades of staff, including medical staff, agency/bank workers and contractors. They are responsible for taking prompt management action to ensure that non-compliance is addressed. This forms part of their responsibility to manage risk within their department and create a positive experience for the new member of staff.

2.7 Manager(s)

2.7.1 Managers are responsible for ensuring that staff are supported and rostered to attend the first Royal Marsden Welcome following their start date and relevant to their staff group and complete any other statutory and mandatory training sessions and e-learning. Managers must allow the new member of staff protected time to complete the required activities listed in the Month One Onboarding List and give sufficient amounts of their time to support the new member of staff to complete those activities. Managers should determine the content of Local Welcome programmes in addition to the mandatory minimum, set out in this document and should carry out the duties listed in the *New Starter welcome and Onboarding framework* and *Managers Guide to Welcoming New Starters* both before and after the new starter's first day at work. This includes timely completion and submission of documentation to confirm Month One Onboarding List has been completed within one month (30 days) for permanent staff, 14 days for temporary workers. Managers should also keep a record locally.

2.7.2 Managers are responsible for ensuring each new member of staff is assigned a 'buddy' or 'mentor' to support their orientation in the first three months of their new

Authoring Department:	Learning and Development	Version Number:	20
Author Title:	Head of Learning and Development	Published Date:	15/08/2019 08:46:14
Ratified By:	MTMG; TCC	Review Date:	15/08/2020 08:46:14

Uncontrolled if printed

Page 5 of 20

role. Buddies provide informal support to help new starters develop their understanding of the organisation; share their experiences and are on hand for general questions. Buddies should ideally be a peer or team member who understands the team and organisation well. Managers may also assign a mentor to support new starters in their professional development during the first three months. Mentors are usually more senior colleagues with relevant professional experience and organisational knowledge.

2.7.3 Line managers should arrange a local welcome programme for each new starter which should include meetings with team members, key stakeholders outside the team, local orientation of their surroundings including all health and safety requirements, local policies and procedures and any required systems training, as well as access to systems or local drives. A template is available in Appendix 4.

2.7.4 Managers are responsible for setting interim objectives and ensuring individual review meetings take place at the end of each month during the formal onboarding period (new starters first 90 days).

2.7.5 Managers will also monitor the completion of the relevant onboarding training for staff in their area, investigate and follow-up non-compliance and ensure that their staff complete the relevant induction as a matter of urgency. Managers should refer to the mandatory training compliance reports available via the WIRED system on the intranet.

2.7.6 Manager's responsibilities are further detailed in the *Managers Guide to Onboarding New Starters*.

2.8   New Members of Staff

2.8.1 Each member of staff is responsible for attending The Royal Marsden Welcome, additional onboarding events and for taking an active part in completing the Month One Onboarding List and local welcome process. Individuals unable to attend an onboarding and/or induction event should inform their manager and the Learning and Development Department immediately to book onto the next event.
Staff should ensure they:

- attend the Royal Marsden Welcome within one month (30 days)
- complete and return *Month One Onboarding List* within one month (30 days)
- complete the New staff welcome and onboarding framework within 90 days
- complete their Local Welcome with 90 days
- participate in additional onboarding events

2.8.2 Junior doctors will automatically receive details of their induction from the Post Graduate Education Team.

Junior Doctors should contact the PGME Office if they need information about their induction.

2.8.3 Evidence of statutory of mandatory training completed within another NHS organisation will be accepted. See section 4.

Authoring Department:	Learning and Development	Version Number:	20
Author Title:	Head of Learning and Development	Published Date:	15/08/2019 08:46:14
Ratified By:	MTMG; TCC	Review Date:	15/08/2020 08:46:14
Uncontrolled if printed			

Page 6 of 20

New members of Staff responsibilities are further detailed in the *New Staff onboarding Framework.*

2.9 Bank Workers

Bank workers are responsible for ensuring that they attend the Royal Marsden Welcome, return the Local induction Checklist for Temporary Workers and complete their statutory and mandatory training.
Bank workers should return the Local induction Checklist for Temporary Workers to the TSO within 14 days of their first shift as evidence of completing an appropriate local induction.

Evidence of statutory of mandatory training completed within another NHS organisation will be accepted, see section 4.

2.10 Volunteers

The Royal Marsden Welcome is open to all volunteers but is not mandatory. All mandatory and statutory training (other than what is covered on The Royal Marsden Welcome) is achieved through the completion of the *Support Training Volunteer Workbook.*

2.10.1 The Volunteer leads are responsible for:

- issuing all new volunteers with a copy of the *Support training Volunteer Workbook* to complete
- ensuring that they update the Learning and Development Department on a monthly basis of any new volunteers in their organisation by sending an updated volunteer list with compliance status.
- contacting the Learning and Development Department to book a new volunteer onto the Royal Marsden Welcome, where required
- ensuring all volunteers within their organisations are compliant across all statutory and mandatory as outlined in the Support Training Volunteer Workbook
- following up with any noncompliance with respect to statutory and Mandatory

2.10.2 The Learning and Development Department are responsible for:

- providing the volunteer leads with sufficient copies of the Support Training Volunteer Workbook
- booking the new volunteer onto the Royal Marsden Welcome in a timely manner
- recording compliance data from the volunteer Lead onto The Learning Hub
- providing compliance data to the volunteer Leads on a monthly basis for follow up
- updating the Support Training Volunteer Workbook as required

Further information and flow chart can be found in Appendix 3.

3. THE ROYAL MARSDEN WELCOME

3.1 All permanent staff, bank workers, staff employed on fixed term contracts and contractors working in the Trust for over three months are expected to attend the Royal Marsden welcome on their first day or within 30 days. The Royal Marsden

Authoring Department:	Learning and Development	Version Number:	20
Author Title:	Head of Learning and Development	Published Date:	15/08/2019 08:46:14
Ratified By:	MTMG; TCC	Review Date:	15/08/2020 08:46:14
Uncontrolled if printed			

Page 7 of 20

welcome is held at the trust sites in Sutton and Chelsea and staff are expected to attend at, whichever site is hosting the event. If, for part-time employees, the Royal Marsden Welcome is on a non-contractual day, where possible they should still attend, time in lieu should be offered or the appropriate payment made. Bank workers will be paid for attendance at the appropriate Royal Marsden Welcome.

3.2   In the exceptional circumstance that a new member of staff is unable to attend on the initial date (e.g. due to sickness) then the new staff member must make arrangements with their manager to attend the next event. Attendance at The Royal Marsden Welcome will be monitored and staff must attend within one month (30 days) of joining.

3.3   The Trust offers a range of Induction events targeted at different staff groups. The following table outlines these events and who should attend.

Induction/ onboarding Session	Mandatory for…	Minimum Frequency	Recommended	Timeframe for attendance	How informed of date
The Royal Marsden Welcome	All staff except Junior Doctors	12 per year		On the first date after joining (normally within 1 month) and within 60 days of joining.	Notification of date via email from L&D Department
Clinical Induction	Hospital or community nurses, allied health professional, healthcare assistant, healthcare support worker. Patient-facing pharmacy staff or ancillary staff; Porters (relevant sessions only).	12 per year		As soon as possible and within 2 months (60 days) of joining	Notification of date via email from L&D Department
The Royal Marsden site tours		4 per year per site	All staff except (except temporary workers and Junior Doctors)	Within three months (90 days) of joining the trust	Notification of date via email from L&D Department
In your shoes sessions….. with the Leadership Department		4 per year per site	All staff except (except temporary workers and Junior Doctors)	Within three months (90 days) of joining the trust	Notification of date via email from L&D Department
Because you matter		4 per year per site	All staff except (except	Within three months (90	Notification of date via email

Authoring Department:	Learning and Development	Version Number:	20
Author Title:	Head of Learning and Development	Published Date:	15/08/2019 08:46:14
Ratified By:	MTMG; TCC	Review Date:	15/08/2020 08:46:14

			temporary workers and Junior Doctors)	days) of joining the trust	from L&D Department
Junior Doctors' Induction	All Junior Doctors	To coincide with rotations		F2s, ST1s and ST2s on first day of joining (or within 1 month) ST3-7s as soon as possible and within 2 months of joining.	Notification of date in letter from PGME Office.
Additional Induction sessions: Care Certificate	Healthcare Support Workers (eg HCA's) who do not hold a valid Care Certificate gained at another organisation	12 per year		Staff undertaking the Cavendish Care Certificate will normally commence employment on their The Royal Marsden Welcome date.	Notification of date via email from L&D Department
Manager's Induction	Managers with people management responsibilities	6 per year (bi-monthly)		Within 3 months of taking up new management role external or internal transfer)	By invitation only; informed by letter

All staff must also complete the mandatory and statutory training outlined in the new staff welcome and onboarding frame work. This includes Information Governance and Equality and Diversity training via e-learning and additionally some staff groups will have other relevant mandatory training (MT) topics to complete via e-learning. These topics are itemised on the Month One Onboarding Checklist and on WIRED (the Trust MT compliance reporting system). Line managers are responsible for ensuring staff have allocated time to complete mandatory e-learning.

3.4   The Learning and Development Department will publish the dates of The Royal Marsden Welcome and other onboarding events on The Learning Hub. Information about Junior Doctor's induction is available on The Learning Hub.

3.5   The Learning and Development Department will allocate new starters onto the next available Royal Marsden Welcome date/s and record appropriate details on The Learning Hub.

3.6   The Learning and Development Department will confirm bookings with the new starter (via their personal e-mail if prior to joining) which will be copied to the line manager.

Authoring Department:	Learning and Development	Version Number:	20
Author Title:	Head of Learning and Development	Published Date:	15/08/2019 08:46:14
Ratified By:	MTMG; TCC	Review Date:	15/08/2020 08:46:14
Uncontrolled if printed			

3.7 The Learning and Development Department will record attendance from signature sheets onto The Learning Hub, monitor attendance and produce quarterly induction compliance reports. The PGME Office will record attendance at Junior Doctor's Induction on The Learning Hub.

3.8 The Learning and Development Department will follow up non-attendance by informing the manager and the staff member and rebooking staff onto the next Induction event. The PGME Office will follow up non-attendance at Junior Doctor's Induction.

3.9 In the case of persistent non-attendance (outside of the 30 day period) the Learning and Development Department will inform the relevant Service Manager/Head of Department or Director and request that the matter be investigated and appropriate management taken to resolve the matter. Access to other education, learning and development activities may be withheld until the required onboarding/induction training has been completed. The PGME Office will follow up cases of persistent non-attendance at Junior Doctor's Induction.

3.10 Where it has not been possible to release staff to undertake any aspects of the onboarding activities for operational reasons and staff have made reasonable effort to attend The Royal Marsden Welcome within the required period, access to other learning and development opportunities should not be withheld. Managers should escalate operational issues which prevent attendance at onboarding/induction training to the appropriate Director. Junior Doctors who are encountering difficulties in attending Induction should contact the PGME Office.

3.11 The Mandatory Training Manager will review minimum content of The Royal Marsden Welcome programme annually. The current minimum content is listed in Appendix 1.

4. RECOGNITION OF MANDATORY TRAINING RECEIVED IN OTHER TRUSTS

4.1 If a new member of staff joins the Trust from within the NHS, they may have previously completed relevant mandatory training. To avoid duplication of training the Trust will accept evidence of attendance at relevant mandatory training completed within and NHS organisation provided that:

➢ Training was completed within an NHS organisation that has signed up to the Core Skills Training Framework.

➢ Evidence of training accepted are; 'certificates or attendance' or electronic information from ESR transferred via the Information Authority Transfer (IAT) process or a signed Mandatory Training Declaration Form (Medical staff only).

➢ Training must have three months or more before expiry (i.e. before refresher training is due) in line with the Trust Training Needs Analysis (TNA).

4.2 It is the staff member's responsibility to ensure that appropriate evidence of training completion is provided to the Learning and Development Department in order to be exempt from mandatory training sessions as part of their onboarding period (such as topics delivered on the Clinical Induction and via e-learning). Bank staff should

Authoring Department:	Learning and Development	Version Number:	20
Author Title:	Head of Learning and Development	Published Date:	15/08/2019 08:46:14
Ratified By:	MTMG; TCC	Review Date:	15/08/2020 08:46:14

Uncontrolled if printed

Page 10 of 20

provide this when registering on the Bank to TSO. Evidence includes certificates of attendance and training records with Trust identifier (e.g. equivalent to Trust WIRED system). Bank workers should complete the Mandatory Declaration Form to confirm information regarding prior learning. This is sent out to all new Bank workers and communicated at Bank registration sessions.

4.3   Staff will need to familiarise themselves with local aspects e.g. Trust policies and procedures for subjects where training has not been received within the Trust. This should be documented as part of the onboarding process in line with this policy.

5.   E-LEARNING

5.1   Completion of e-learning modules is an essential part of the induction and onboarding process. E-learning materials have been developed to meet the mandatory and statutory training needs identified for the Trust. These can be accessed through The Leaning Hub and will be recorded against each individual's employee training record.

5.2   Specific e-learning topics required as part of onboarding are listed on the *Month One Onboarding List with the New Staff Welcome and Onboarding Framework.*

5.3   Protected time should be scheduled to enable staff time to complete the relevant e-leaning as part of the onboarding process.

6.   MONTH ONE ONBOARDING LIST AND LOCAL INDUCTION CHECKLISTS

6.1   Permanent Staff

6.1.1   All permanent staff, staff employed on fixed term contracts and contractors working in the Trust for more than three months **must complete an approved local induction checklist within one month (30 days) of joining**. The templates for different staff groups are included in section 10.

6.1.2   Junior Doctors should complete the Junior Doctors Departmental Local Induction checklist within one month of joining. A copy of completed checklists should be returned to the Post Graduate Medical Education Coordinator.

6.1.3   The new starter's manager is responsible for determining what needs to be covered in the individual's local welcome. The templates list the minimum content to be covered as part of the local welcome process. Additional items will need to be included depending on the role and where the new member of staff is working. ***The Month One Onboarding List* is suitable for all permanent and fixed termed staff groups.**

6.1.4   *The Month One Onboarding List* must be signed by staff member and the manager on completion and kept locally. The manager or designated supervisor must send an email confirming completion to onboarding@rmh.nhs.uk within **30 days** of the new employee's start date. The manager is responsible for keeping a record of activity.

Authoring Department:	Learning and Development	Version Number:	20
Author Title:	Head of Learning and Development	Published Date:	15/08/2019 08:46:14
Ratified By:	MTMG; TCC	Review Date:	15/08/2020 08:46:14
Uncontrolled if printed			

Page 11 of 20

6.1.5 Where staff have made reasonable effort to complete a local induction within the 30 day timeframe, access to other learning and development opportunities should not be withheld. Managers should escalate operational issues which prevent completion of local induction to the appropriate Director and Assistant Director of Workforce Development.

6.1.6 Overall compliance rates will be reported via WIRED fortnightly and quarterly to MTMG. Compliance will also be included in the quarterly Mandatory Training Report to the Integrated Governance and Risk Management Committee (IGRM).

6.2 Temporary Workers

6.2.1 **Temporary workers** (bank, agency, medical locums) will normally be working for the Trust for less than three months. The line manager is responsible for determining what should be included in the individual's local induction, but it should at least include those items identified in the Local Induction Checklist for Temporary Workers. Evidence of statutory or mandatory training completed within another NHS organisation will be accepted. See section 4.

6.2.2 **Bank workers** are required to complete an appropriate local induction in conjunction with the line managers. The **Local Induction Checklist for Temporary Workers will be issued to new registrants and must be returned to the TSO within 14 days of the first shift** being worked in the Trust.

6.2.3 **Agency workers** are required to complete the **Local Induction Checklist for Temporary Workers with their nominated supervisor and return it to their Agency within 14 days of their first shift. The Agency must record this and confirm with the TSO as an update to a workers compliance checklist.**

6.2.4 **Medical Locums** are required to complete the local Induction Checklist for Medical Locums, which is supported by the 'doctors induction pack' accessible electronically. Completed checklists must be returned to the Rota Coordinators on their first shift where it will be scanned onto a central record for audit purposes.

6.2.5 Failure to complete local induction checklists within 14 days of the first shift being worked may result in the temporary worker being blocked from doing additional shifts in the service.

6.2.6 The Service Manager Rota Coordinators will conduct a sample audit of completed Local Induction Checklists on an annual basis.

6.2.7 **Individuals working on an Honorary Contract**

6.2.7.1 The 'Sponsoring Officer' is responsible for determining what needs to be covered as part of the individual's induction according to their role in line with the Trust TNA; this may include attendance at relevant trust onboarding and induction event/s if the person is working in the Trust for longer than three months and completion of relevant e-learning modules such as Information Governance.

Authoring Department:	Learning and Development	Version Number:	20
Author Title:	Head of Learning and Development	Published Date:	15/08/2019 08:46:14
Ratified By:	MTMG; TCC	Review Date:	15/08/2020 08:46:14
Uncontrolled if printed			

Page 12 of 20

6.2.7.2. Local induction must be completed within one month using the **Generic Local Induction Checklist**, suitable for the majority of honorary staff groups including Consultants.

Evidence of statutory of mandatory training completed within another NHS organisation will be accepted. It is the staff member's responsibility to ensure that appropriate evidence of training completion is provided as part of the on-boarding process in order to be exempt from clinical induction or mandatory training sessions. Evidence includes certificates of attendance and training records with Trust identifier (e.g. equivalent to Trust WIRED system). Further details are outlined in the Honorary Contracts Policy. Honorary contractors should complete the Mandatory Declaration Form to confirm information regarding prior learning. This is sent out to all new Honorary Contractors as part of the joining paperwork. See section 4.

6.2.7.3 The 'Sponsoring Officer' is responsible for keeping a local record of induction for audit purposes.

6.3 The Royal Marsden Welcome and Clinical Induction for Bank Workers

6.3.1 Bank workers will be informed that completion of The Royal Marsden Welcome and Clinical Induction is requirement of registration and they will allocated to the next available induction when they are ready to be placed on the bank register, and are available for work. Bank workers will be expected to complete the appropriate Clinical Induction sessions and they will be reimbursed for their time for any classroom based training. The process for ensuring Bank workers attend the appropriate induction and onboarding events is outlined in Appendix 2.

6.3.2 The Local Induction Checklist for Temporary staff will be issued to new registrants as part of their engagement paperwork.

6.3.3 TSO will record bank workers' attendance based on sign in sheets. Failure to complete The Royal Marsden Welcome and/or Clinical Induction within 60 days of first shift, will result in the bank worker being blocked from working. Requesting managers are responsible for ensuring that new temporary workers to their service receive a local induction in line with the agreed process.

7. MONITORING

7.1 Documented processes in this policy include minimum content requirements for Corporate and Local Induction for substantive staff and temporary workers and are reviewed annually.

7.2 Arrangements for booking, recording and reporting on attendance at induction and completion of local welcome programme are also documented in this policy.

7.3 Compliance with The Royal Marsden Welcome for substantive staff is monitored using the WIRED mandatory training system available on the intranet which is updated fortnightly. The system highlights compliance as green and non-compliance as red.

Authoring Department:	Learning and Development	Version Number:	20
Author Title:	Head of Learning and Development	Published Date:	15/08/2019 08:46:14
Ratified By:	MTMG; TCC	Review Date:	15/08/2020 08:46:14

Uncontrolled if printed

Page 13 of 20

7.4 In line with responsibilities set out in this policy, Managers are responsible for checking staff have completed relevant onboarding and mandatory training within the appropriate timescale and taking action to manage non-compliance.

7.5 If a new starter does not attend the appropriate Royal Marsden Welcome within the 30 day timeframe, the matter will be escalated to the Senior Manager for that area in order that they take appropriate management action to address non-attendance.

7.6 The Learning and Development Department will provide quarterly monitoring reports to the MTMG detailing compliance rates for permanent staff.

7.7 Temporary Staff Office will provide induction monitoring reports for bank workers.

7.8 The Learning and Development Department will produce an annual Mandatory Training and Induction Report which will be presented to MTMG. The annual report will include audits of processes for ensuring staff complete the relevant Trust and local inductions and following up those who fail to attend to complete within the policy timescales as set out in this policy.

7.9 The Learning and Development Department will carry out audits to ensure processes for booking, recording and reporting onboarding /induction activities set out in this policy are being followed and present findings and recommendations to MTMG for approval.

7.10 MTMG will monitor adherence to this policy.

7.11 MTMG will review quarterly summary compliance reports, approve associated action plans and monitor that agreed steps have been implemented as a result of monitoring activities.

7.12 Summary reports detailing overall compliance rates and agreed actions to address exception issues will be reported to the Integrated Governance and Risk Management Committee (IGRM) and the Workforce and Education Committee.

8. REVIEW OF THIS POLICY

This policy will be reviewed annually in line with the Trust Document Control Policy.

9. LINKED DOCUMENTS

Mandatory Training Policy

Trust Mandatory Training Needs Analysis (TNA)

Honorary Contracts Policy and Procedure

New Staff Welcome and Onboarding Framework

Mangers Guide to Welcome and Onboarding New Staff

Support Training Volunteer Workbook

Authoring Department:	Learning and Development	Version Number:	20
Author Title:	Head of Learning and Development	Published Date:	15/08/2019 08:46:14
Ratified By:	MTMG; TCC	Review Date:	15/08/2020 08:46:14
Uncontrolled if printed			

Page 14 of 20

10. **LINKS TO INDUCTION AND ONBOARDING CHECKLISTS** (available on the intranet)

New Staff Welcome and Onboarding framework

Managers Guide to Onboarding New Starters

Generic Local Induction Checklist

Temporary Workers Local Induction Checklist

Junior Doctors Local Induction Checklist

Medical Locum Local Induction Checklist

APPENDIX 1

Minimum Content of The Royal Marsden Welcome

Attendance at The Royal Marsden Welcome is a requirement for all new staff regardless of role, grade or location of work.

As a minimum The Royal Marsden Welcome will include:

- o An introduction to the Trust's values

- o The Trust's organisational structure and strategic priorities

- o Expectations and responsibilities in relation to key Trust policies for:
    - Fire
    - Information Governance
    - Safeguarding Children and Adults (at level 1 for non-clinical staff)
    - Unions/Staff Side
    - Employment Partnership
    - Areas such as Risk and Security are covered in the New Staff Welcome and Onboarding Framework which is issued to new starters in their new starter letter
    - Infection Control (at level 2 for clinical staff)

- o Next steps to enable staff to complete the necessary elements of their *Month One Onboarding List* within one month, complete e-learning and face to face statutory and mandatory training as set out in New staff welcome and onboarding framework plus separate role specific mandatory training and three months for other aspects of the *New Staff Welcome and Onboarding Framework*.

Clinical and Care Certificate inductions follow on from The Royal Marsden Welcome.

The Trust TNA document sets out the specific mandatory training requirements relating to their staff group and role.

Authoring Department:	Learning and Development	Version Number:	20
Author Title:	Head of Learning and Development	Published Date:	15/08/2019 08:46:14
Ratified By:	MTMG; TCC	Review Date:	15/08/2020 08:46:14
Uncontrolled if printed			

Page 16 of 20

APPENDIX 2

Process for ensuring Bank workers attend the appropriate Trust Induction with the policy timeframe (30 days)

- New recruit registers on the Trust Bank

- The Recruitment team enters details of new recruit onto central spreadsheet and book onto next Royal Marsden Welcome event

- The Learning and Development Department checks central spreadsheet weekly and confirm new recruits onto the next available appropriate The Royal Marsden Welcome

- The Learning and Development Department confirms date and venue with new recruit

- Bank worker attends appropriate Royal Marsden Welcome

- Central spreadsheet is updated – the Learning and Development Department update central training record and TSO update central bank staff monitoring system (BSMS) with attendance data

- If Bank worker does not attend, the Learning and Development Department update central spreadsheet and follows up non-attendance with TSO booking the next welcome event

- The Learning and Development Department confirms new Welcome date and venue with Bank worker

- Bank worker attends The Royal Marsden Welcome

- If bank member does not attend The Royal Marsden Welcome for a second time (within 60 days), TSO will suspend any further bookings for work, this will be marked and tracked on their database

Process for ensuring Bank, agency and medical locum workers undertake a Local Induction within the policy timeframe (14 days)

- Temporary Worker registers with the Trust Bank

- Bank Worker Local Induction Checklist is sent out to bank member with Terms and Conditions – instructions state that bank member should complete local induction on first shift and return to TSO within 14 days

- Bank worker completes local induction on first shift and returns to TSO

- TSO record completion on HealthRoster

- If Bank worker does not return local induction checklist with 14 days from first shift, TSO will suspend any further bookings for work

- If Bank worker requests to work again and has not returned the local induction checklist within the 14 day timeframe (with good reason), the Bank member will be given one further opportunity to work and complete the local induction checklist

- Bank worker completes local induction checklist and returns to TSO

- TSO update their database

- If Bank worker does not return local induction checklist again, TSO will stop any further bookings for work, this will be marked and tracked on their database
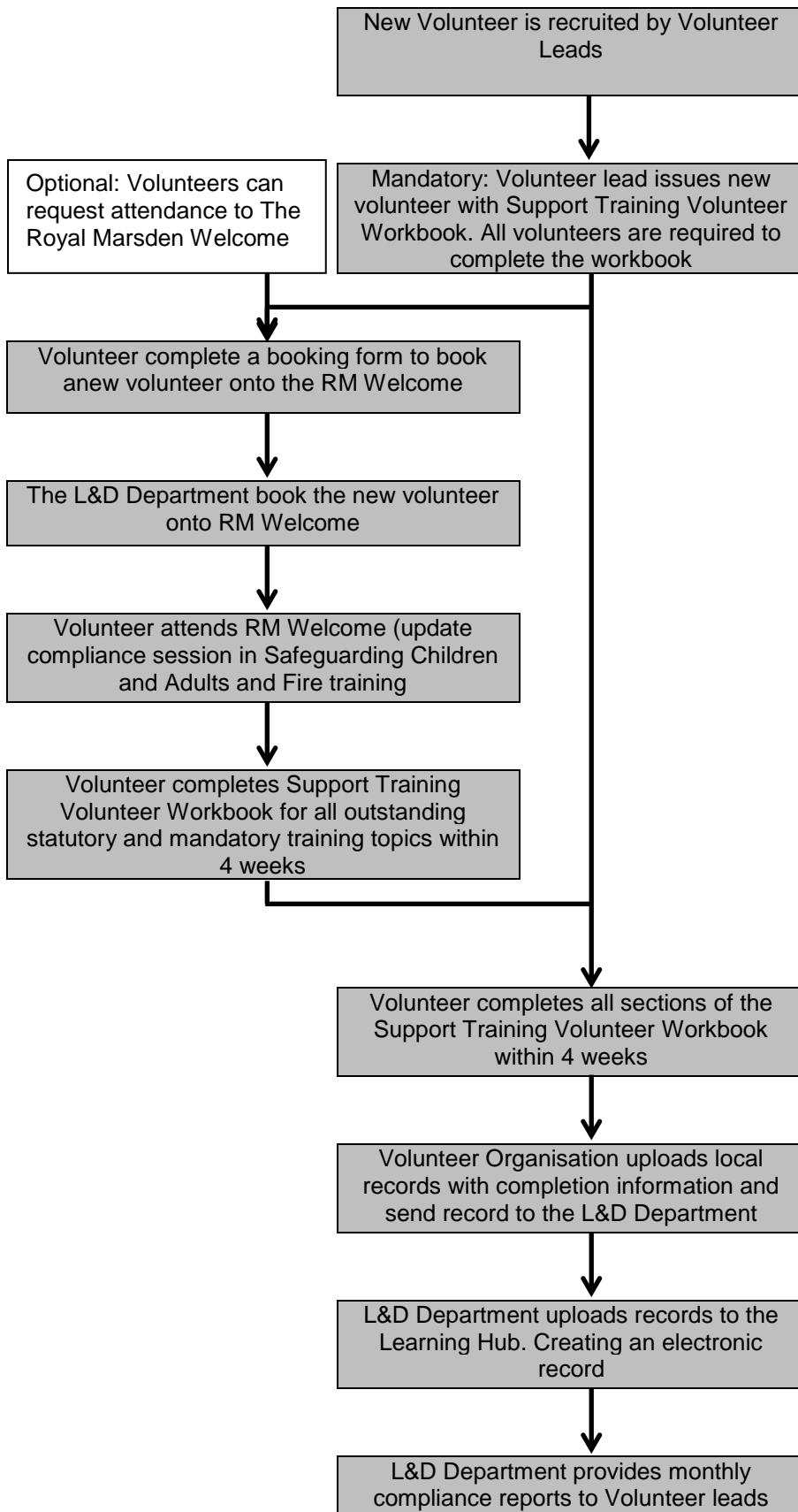
Monitoring

- TSO will provide quarterly monitoring reports detailing the numbers of bank workers compliant with the 60 day attendance at The Royal Marsden Welcome and 14 day local induction policy requirements

APPENDIX 3

Onboarding and compliance process for Volunteers

New Volunteer is recruited by Volunteer Leads

↓

Optional: Volunteers can request attendance to The Royal Marsden Welcome

Mandatory: Volunteer lead issues new volunteer with Support Training Volunteer Workbook. All volunteers are required to complete the workbook

↓

Volunteer complete a booking form to book anew volunteer onto the RM Welcome

↓

The L&D Department book the new volunteer onto RM Welcome

↓

Volunteer attends RM Welcome (update compliance session in Safeguarding Children and Adults and Fire training

↓

Volunteer completes Support Training Volunteer Workbook for all outstanding statutory and mandatory training topics within 4 weeks

↓

Volunteer completes all sections of the Support Training Volunteer Workbook within 4 weeks

↓

Volunteer Organisation uploads local records with completion information and send record to the L&D Department

↓

L&D Department uploads records to the Learning Hub. Creating an electronic record

↓

L&D Department provides monthly compliance reports to Volunteer leads

Authoring Department:	Learning and Development	Version Number:	20
Author Title:	Head of Learning and Development	Published Date:	15/08/2019 08:46:14
Ratified By:	MTMG; TCC	Review Date:	15/08/2020 08:46:14
Uncontrolled if printed			

APPENDIX 4   **Local welcome programme template**

In addition to The Royal Marsden Welcome managers should create a local welcome programme to fulfil additional information giving and onboarding requirements. The template below is provided as a guide and managers should amend as required.

Date	Time	Subject	Detail
		An introduction to the division and team	• Team structure/Divisional structure • Leadership Team • How the team and division works and who does what • Day in the life of key people
		Patient/ customer expectation	• Who are our patients/customers • What do they expect
		Staff support and development	• Reiteration of Trust messages around development, wellbeing and benefits • Specific team messages
		Communication	• Division business plan priorities • Communication approaches
		Local policies and procedures	• Local policy training
		Systems training	• Systems training

Meetings with key stakeholders

Date	Subject	Timing	Location

Authoring Department:	Learning and Development	Version Number:	20
Author Title:	Head of Learning and Development	Published Date:	15/08/2019 08:46:14
Ratified By:	MTMG; TCC	Review Date:	15/08/2020 08:46:14
Uncontrolled if printed				