Team Lead Induction Information

Welcome to your new role. The HiFlex Physio team will endeavour to educate and support you to the best of our ability. Your success, and that of your team directly influences the overall success of HiFlex Physio.

Working together is essential. You are aware of the HiFlex Physio Mission Statement, Vision Statement and Values and these can be found on the Intranet. In every aspect, you are the one who is leading your team by example and HiFlex Physio expects you to constantly embody these principles for your team.

In this document you will find references to specific areas of responsibilities that you hold within your Centre and which will elaborate on points in your job description.

OHS

The safety of your team and clients is of primary importance, above all else. Ensure that training is undertaken as required by all staff and that their prime focus is on this.

During the Induction process is a good time to involve other staff and hold a review session.

Keep your 'eye-on-the-ball' and lead by example. Watch for hazards or unsafe work methods and keep staff informed.

Ensure you complete the Health and Safety Induction Checklist. Welcome their input and encourage it.

Leadership

A major goal of HiFlex Physio is the success and happiness of their staff. If you do not have staff that are motivated and enthused, then you do not have a successful Centre.

As we value you, we want you to value your team.

Specific training was given to you during your period of induction, but as a reminder, here are a few qualities you must embody when leading your team:

- **Always respect each team member:** They have a right as human beings to expect to be respected. If you treat your team members with respect they will usually respond and positively impact on the decision-making and care of clients.

  They will have the confidence to grow and your Centre will feel the advantages.

  People want to feel part of the business and the team. They want to know what they contribute and that it is appreciated. The confidence they gain will make them want to gain new skills, develop their capabilities and grow their careers.

- **Encourage input into decision-making:** If you encourage discussion and input regarding decisions, it will be easier to get 'buy-in' from the team regardless of whether the decision goes their way or not – as long as it is seriously considered and taken on board if appropriate.
- **Empower the team:** Empowering your team will engage them. Keep them safe by reminding them of their 'area of influence' and then support them in their decision-taking. If it goes awry, support them. Carefully use it as a learning session and help them with finding a different way to manage a similar situation next time.
- **Lead effectively:** Teams do want leadership and they want it appropriate to the situation and the individual. Acknowledge accomplishments and use your team-building days to really achieve unification and understanding.
- **Be trustworthy:** It is essential that you trust your team and they trust you. Do what you say you will do! If you are delayed, let them know and set a new date. Above all, deliver all that you say you will!

Induction

HiFlex Physio has a legal obligation to provide new staff with information about the employment contract, terms and conditions, and Health and Safety issues in the workplace. There are also many other practical issues with which you, as Team Lead, need to become familiar.

HiFlex Physio has adopted a policy of mandatory induction for new and transferring staff. On taking up any new appointment, irrespective of whether a staff member has previous service within HiFlex Physio, the new employee/ transferee should:

- Be advised of the full range of duties and performance standards required in his or her position and informed how progress will be reviewed and monitored
- Be directed towards any mandatory health and safety training/briefing required in the position
- Be encouraged to undertake any other training related to their position
- Introduced to colleagues and any other key people within the team, office, or immediate employing area
- Be provided with any other relevant information and support which will enable him or her to settle in quickly and become effective
- Have completed the induction checklist for health and safety

Induction for new staff should run alongside more formal structured review processes to assess progress during their probation periods. It is the Team Lead's responsibility to ensure that new staff receive a well planned and structured induction. Specific arrangements for Health and Safety Induction are contained within this document and the Induction Document for team members.

Induction Procedures for Team Leads

Inducting New Staff

The lack of a systematic induction gives a very poor impression of HiFlex Physio as an employer and may result in the following difficulties for new staff:

- They may feel isolated and confused, and be unaware of organisational rules and procedures
- They may struggle to reach the standards required in the job because they have received only limited assistance at the outset
- They may breach safety guidelines or procedural requirements, inadvertently endangering themselves and others
- They may lose the initial enthusiasm associated with the new job becoming cynical and disillusioned with HiFlex Physio as an employer.

Whereas an effective induction can:

- Help staff become effective quickly
- Improve motivation and develop performance
- Develop the reputation of HiFlex Physio as an excellent employer

HiFlex Physio Context and Big Picture

Given the size and reputation of HiFlex Physio it is imperative that new staff are made to feel part of the wider organisation, and that they can see how their contribution relates to the bigger picture. Every new employee should be provided with a background to HiFlex Physio referring to:

- Its mission and strategic plans
- Its core activities and business
- Its structure and organisation
- Major policies and procedures
- A little of its history

HiFlex Physio' central half day induction program must give an overview of these issues. Staff can also be directed towards a wide range of useful information on the HiFlex Physio website.

It is imperative that new staff are provided with information outlining procedures related to their employment at HiFlex Physio. These include:

- Terms and conditions of employment (issued with the offer letter)
- HiFlex Physio Equal Opportunities Policy (issued as part of the new starter induction)
- HiFlex Physio Health and Safety Policy (issued as part of the new starter induction pack)
- Disciplinary and Grievance Procedures
- HiFlex Physio Policy on Bullying, Harassment and Discrimination
- Information about arrangements for employee representation (trade union membership and employee representatives)
- The Performance and Development Review scheme
- General standards relevant to the specific HiFlex Physio Centre and/or to their job

The above documents should be made available to the new staff member, and an opportunity for them to discuss these documents should be provided during the first week in the post or soon thereafter.

Details of other procedures should also be supplied preferably before, or just after, he or she starts work. These might include:

- Additional Health and Safety information
- Security information
- Relevant codes of professional practice
- How to get an email account

The Team Lead is best placed to discuss most of these issues, which are summarised below:

- Local organisational chart
- Local Health and Safety arrangements including School level policies and procedures
- Access to the facilities of the area and whom to contact about such matters (for example: stationary, photocopying, expense claims)
- Dress code
- Formal communication methods (email groups, committees – their constitution and their membership – team briefs (when/where), other local meetings, and access to senior staff in the area)
- Informal communication methods (coffee breaks, social events, use of common room)
- Working hours (core hours, norms and expectations, overtime procedures, lunch and other breaks, differences in the working hours of different staff groups and rostering)
- No smoking policy

- Sickness/absence procedures and who to notify in the event of sickness/absence
- Personal use of the internet, email and the telephone in conjunction with relevant policy
- Policy on Staff Development and Training, and Performance and Development Review.

Some Centres may wish to produce a local guide, adapting the provisions of this document for new staff. This could be based around the same types of information that might be included in a welcome pack.

Informing a new member of staff about the requirements of his/her post should be carried out by the Team Lead. It is imperative that new members of staff understand:

- Key priorities in their job
- General standards of performance required
- Specific objectives and targets

A starting point for this is spending time talking through the job description with the new member of staff, initially identifying areas of priority, and areas for development. It is unlikely that a new member of staff will have experience of all aspects of their new role, so any development needs should be identified, along with means of addressing them. A 'job-related development program' should be put together for each new member of staff taking account of the individual's experience, skills, and development needs. This program should include all currently identified training and development needs, how they are going to be addressed, by whom, and when. Sometimes sections will have specific arrangements for/requirements of all staff in certain jobs, e.g. provision of mandatory Health and Safety training.

In addition, the Centre Manager may wish to agree to a set of medium term specific objectives that will inform the work of the new employee over a period of, say, six months. This should integrate with plans to review progress as part of probation and is the starting point for putting in place individual arrangements for the Performance and Development Review process.

An induction plan is a list of activities, information, and people to whom the new employee needs to have access during the initial period in the post. Preparing a plan prior to the arrival of the new member of staff is a useful means of considering all the areas in which an employee needs induction, and how this will be undertaken. A copy of the plan should be given to new staff on arrival or pre-start.

On the HiFlex Physio website under the Documents/Human Resource tab is a template that should be used, called Team Member Induction Checklist, as well as a Health and Safety Induction Checklist.