

Academies Trust

8th Floor, Angel Square,
Manchester, M60 0AG



Induction Procedure

Approved by the Trust Board on 15 May 2020
Applicable from September 2020

Table of contents:

1.0 Introduction	3
2.0 Key principles	3
3.0 Expectations	4
3.1 Performance during the Induction period	4
3.2 Conduct during the Induction period	5
3.3 Attendance during the Induction period	5
4.0 Induction	5
5.0 Progress reviews	5
6.0 Final review meeting	6
7.0 Formal Induction meeting	7
7.1 Principles	7
7.2 Notification and postponements	8
7.3 Process	8
7.4 Outcomes of the formal Induction meeting	9
7.5 Process for extended Induction period following the formal Induction meeting	9
8.0 Appeals against dismissal	10
9.0 Levels of responsibility	11
10.0 Review	11

1.0 Introduction

1.1 The Trust wants all new colleagues to be successful in their careers with us. The Induction Procedure provides a framework to help new colleagues reach the required standards of performance, conduct and attendance. During the Induction period, managers should provide the necessary information, training and support to help new colleagues settle into their role with the Trust.

1.2 This Procedure applies to all Trust colleagues.

For the avoidance of doubt, this Procedure does not apply to the following categories of colleagues:

- Colleagues on training/apprenticeship schemes where their specific training or apprenticeship agreement expressly modifies part or all this Procedure (i.e. ECTs)
- Any colleagues employed on casual contracts, or fixed term contracts of less than 6 months
- Colleagues transferring between academies or being promoted/stepping down to an alternate role.

Managers of those colleagues specifically excluded from the scope of this Procedure are encouraged to provide induction & support in the new role, and to assess and review their ability to reach the standards reasonably required of them in a similar way.

1.3 In most cases it is anticipated that the Induction period will be six months for support staff and one term for teaching staff. The Trust reserves the right to extend the Induction period in circumstances where it is considered appropriate.

1.4 The Induction Procedure is contractual, although the Trust may, at its discretion, deviate from the Induction Procedure in appropriate circumstances.

1.5 This Procedure will be applied with due consideration to the Trust's Equality, Diversity & Inclusion Policy and our co-operative values.

2.0 Key principles

2.1 Appointments will be confirmed subject to the satisfactory completion of the Induction period, and/or any extension to allow for further assessment of the colleague's ability to reach the required standards of performance, conduct and attendance.

2.2 Managers should support colleagues to help them achieve the required standards by ensuring review meetings are held at appropriate junctures to discuss progress and identify any areas where further instruction and/or training is required. For teachers, review meetings will take place in directed time, and should not be held in PPA time; cover will be provided if appropriate.

2.3 If a manager becomes concerned, during the review process, that a colleague may not be able to reach the standards reasonably required of them, consideration should be given to referring the colleague to a formal Induction meeting.

2.4 Should the Induction period or extended Induction period be interrupted by a period of sick leave (3 weeks or more during the Induction period), extended annual leave (3 weeks or more during the Induction period), other substantive period of unpaid leave, or statutory leave, such as maternity leave, paternity leave, shared parental leave, parental leave or adoption leave, it may be extended by an equivalent period to the period of sick leave or statutory leave at the Trust's discretion, to allow for the proper review of the colleague's ability to meet the standard reasonably required.

2.5 Colleagues are entitled to be accompanied or represented by a trade union representative or work colleague at the final review meeting and at formal Induction meetings. There is no right to be accompanied to informal review meetings, however, the Trust acknowledges that where there are significant concerns regarding performance this may help to expedite resolution.

2.6 The Headteacher/Principal (or Trust SLT member for central team / hub colleagues, and Heads/Principals) will chair formal Induction meetings where dismissal is a possible outcome (see also section 9).

2.7 The Chair of Governors, or panel of governors, will hear appeals against dismissal under the Induction Procedure for academy based colleagues; the Trust CEO will hear appeals for decisions taken by a Trust SLT member; the Chair of the Trust Board will hear appeals from members of the Trust SLT (see also section 9).

3.0 Expectations

3.1 Performance during the Induction period

Colleagues are expected to perform their role, as set out in the job description, to the required standards. They are also expected to behave in line with the Ways of Being Co-op. They should be provided with an induction, and training and support appropriate to the role, to help facilitate this. Concerns regarding performance should be carefully reviewed, and evidenced. Any issues relating to the performance of the colleague should be discussed with the colleague at the earliest opportunity and documented as part of the review process, and any further training or support recorded.

In respect of performance for teachers, as with the Trust's Performance Management Policy, we *"will start from the premise that all teachers are meeting the Teachers Standards and they will be assessed as meeting the standards unless clear, compelling written evidence to the contrary is provided."*

3.2 Conduct during the Induction period

Colleagues are expected to adhere to the Trust's Colleague Code of Conduct. Any minor issues relating to the conduct of the colleague should be discussed with the colleague as part of the review process. Where concerns about the conduct of a colleague are considered by their manager to be more than minor, a formal Induction meeting can be convened immediately and before any review or final review meeting. Although concerns in respect of a colleague's conduct will be managed through the Induction procedure, the Allegations of Abuse Against Staff Policy and Disciplinary Procedure should also be referenced to ensure colleagues are treated fairly and consistently, and referrals to external bodies are made if appropriate.

3.3 Attendance during the Induction period

Colleagues are expected to attend work regularly, and punctually. The reporting and recording of absence should take place in the same way as with any other colleague, and return to work meetings must be completed and recorded.

Poor attendance during the Induction period may constitute a failure to perform to the required standards and could prompt the final review to be brought forward. Although poor attendance will be managed through the Induction Procedure, the Supporting Attendance Procedure should be referenced to ensure, where appropriate, that members of staff are supported to remain in work wherever possible or upon their return to work following a period of absence. Reasonable adjustments will be made for any colleagues with a disability.

4.0 Induction

4.1 Managers should ensure that all colleagues receive an effective induction to their new role, commencing within the first week of their employment. The induction should have regard to the individual and their role, and cover the Trust's policies and procedures and the operational requirements of the new colleague's role [*see Induction Toolkit / 1.1 - Induction Checklist*].

4.2 The manager should make the colleague aware of the Induction Procedure and explain that, whilst all efforts and practical help will be made to support them during their Induction period if, following this support they are unable to meet the required standards, it is likely to result in their employment with the Trust being brought to an end.

5.0 Progress reviews

5.1 In addition to the induction meeting, the following meetings should be scheduled (*each academy should determine their own process for arranging these*):

- A first review meeting (approximately one month after starting for support staff; mid-way through the first half term for teaching staff);

- A second review meeting (approximately 3-months for support staff; just before or just after the half term break for teaching staff);
- A final review meeting (before the 6-months' anniversary for support staff; before the end of the first term for teaching staff) - see section 6.0.

Example (teaching staff). Colleagues start working for the Trust on 01 September. Their first review meeting would be scheduled late September, their second review meeting at the start of November, and their final review meeting in mid-December.

5.2 During the colleague's Induction period, other one-to-one meetings may also take place to 'check in' on progress.

5.3 The review meetings should be a two-way open discussion, and are an opportunity to:

- discuss how the colleague is settling in and getting on, what's going well and any areas of concern
- review the colleague's ability to demonstrate that they will meet the standards of performance and behaviour reasonably expected of them
- set out any improvements to performance, conduct or attendance that are required
- discuss any additional training or support that will be provided or is requested to help the colleague reach the required standards
- seek feedback from the colleague (who will have a "fresh pair of eyes") about what they think of the academy, and how they believe it can improve.

5.4 A summary of the main points of discussion at each review meeting, and any items for action, should be recorded by the manager completing the Colleague Progress Record. A copy of this should be provided to the member of staff, and they will have the opportunity to add their comments.

6.0 Final review meeting

6.1 The purpose of the final review meeting is to discuss, and hopefully confirm, the colleague's ability to meet the standards reasonably required during the Induction period.

6.2 The meeting will normally take place at least 15 working days before the end of the Induction period, or as soon as possible thereafter, but in any event before the colleague reaches the end of their Induction period, unless an extension of the Induction period has already been given at the discretion of the Trust under paragraph 2.4 or other exceptional circumstances.

The final review meeting may be brought forward and held earlier than the end of the Induction period in exceptional cases where time & opportunity to improve with appropriate support has been given, but

- performance, attendance or conduct continues to be unsatisfactory, and is unlikely to improve with further time and support, and

- this is causing a serious detriment to either pupils/students' learning outcomes, or to the Academy's / Trust's operations.

6.3 The colleague should be provided, in writing, with at least 5 working days' notice of their final review meeting and informed of their right to be accompanied by a trade union official or work colleague. They should also be provided with copies of any documentation to be discussed.

6.4 At the final review meeting the manager should:

- discuss the colleague's progress towards the standards required of them;
- if applicable, provide examples where the standard has not been reached; and
- review support and training provided during the Induction period.

The member of staff will be able to provide their own documentation and explain, refute or comment on the information provided.

6.5 The manager will either:

- agree the successful completion of the Induction period and confirm the colleague into post, if they have reached the required standards; or
- decide that a formal Induction meeting (see 7.0) should take place, if the colleague has not reached the required standard (in which case, the Induction period should be extended to enable this to take place); or
- decide to extend the Induction period by one, two or three months (for support staff) or half a term or one term (for teaching staff), if the evidence indicates that the colleague may reach the required standard with further period of training and/or support. The length of any extension is at the Trust's discretion. At the end of this period the colleague will either be confirmed into post if they have reached the required standard or referred to a formal Induction meeting.

6.6 It is recommended that HR advice is sought at an early stage if the likely outcome of the final review meeting is either an extension of the Induction period or moving to a formal Induction meeting.

6.7 There is no right of appeal under the Induction Procedure until the outcome of the formal Induction meeting is confirmed.

7.0 Formal Induction meeting

7.1 Principles

If the colleague has not reached the required standards during the Induction period, then a formal Induction meeting will be convened.

The purpose of the meeting is to discuss the colleague's ability to meet the standards reasonably required during the Induction period or extended Induction period, and whether or not their employment with the Trust should continue or be terminated.

The formal Induction meeting will be chaired by the Headteacher/Principal/Trust SLT member as appropriate (see also section 9).

The colleague will be notified of the details of the formal Induction meeting in writing and provided with copies of any documents that will be discussed or any witnesses that might be called at least 10 working days before the meeting. The colleague should submit any documents they wish to refer to or names of witnesses they might wish to call no later than 5 working days prior to the meeting.

The colleague may be accompanied by a Trade Union representative or work colleague. An HR colleague may also be present to provide procedural advice.

7.2 Notification and postponements

Colleagues should be notified in advance of their final review, formal Induction meeting or appeal meeting (see relevant sections). The minimum specified period of notice (5 working days for final review and 10 working days for formal meetings and appeals), should be given.

Colleagues are expected to take all reasonable steps to attend meetings under the Induction Procedure. A colleague who cannot attend a meeting should inform their manager in advance whenever possible and provide an explanation as to why they cannot attend. The meeting may be postponed, and the colleague may propose another date, if it is reasonable and is not normally more than 5 working days after the date originally proposed. This may be extended in special circumstances by mutual agreement. The colleague will be able to provide documentation for the meeting.

Where a colleague fails to attend a meeting held without good reason the meeting may be held in their absence.

7.3 Process

At the formal Induction meeting:

- the colleague's manager should set out their concerns, and any supporting evidence, that the colleague has not achieved the required standards. They should explain what has been done to provide training and support to help the colleague meet the required standards, and may call witnesses if appropriate. The Chair (see 7.1 and section 9) may ask questions of the manager and any witness(es), and provide the colleague with an opportunity to question the manager and any witness(es).

- the colleague will be provided with an opportunity to explain where they feel they have achieved the required standards, and to put forward any extenuating circumstances where standards have not been met. They may provide documentation and may call witnesses if appropriate. The Chair may ask questions of the colleague and any witness(es), and provide the manager with an opportunity to question the colleague and any witness(es).
- The Chair will then ask both parties to provide a summary of their information.
- The meeting will then close so that the Chair can consider all of the information and make their decision.
- The Chair will ensure that a written decision is provided to the colleague within 3 working days of the meeting, along with notification of the right to appeal.

7.4 Outcomes of the formal Induction meeting

The Chair may decide on one of the following outcomes:

- the colleague has reached the required standards and they should be confirmed in post;
- the colleague is close to having met the required standards and the Induction period may be extended by a further period of one, two or three months (support staff) / half a term or one term (teaching staff);
- the colleague has failed to meet the required standards and their employment will be terminated.

Where a decision is made by the Chair to terminate employment, the letter should inform the colleague of the date of their dismissal, whether they will be required to work their notice period or be paid in lieu of notice, and also of their right to appeal against this decision.

7.5 Process for extended Induction period following the formal Induction meeting

Where a decision is made to extend the Induction period, a revised action plan should be put in place by the manager incorporating any recommendations from the Chair and in discussion with the colleague and a copy should be given to them within five working days of the Chair's decision. The colleague should be notified of the review and monitoring arrangements during this extended Induction period.

Before the end of the extended Induction period, the manager will consider and make a recommendation back to the Chair as to whether:

- a further formal Induction meeting needs to be held as, in the opinion of the manager, the colleague has not yet met the required standards; or
- the colleague has reached the required standards, and can be confirmed in post.

If a further formal Induction meeting is required, the process above will be repeated, and the Headteacher/Principal/Trust SLT may decide one of the following outcomes:

- the colleague has reached the required standards and should be confirmed in post;

- the colleague has failed to meet the required standards and their employment will be terminated.

8.0 Appeals against dismissal

8.1 Any appeal against dismissal must be made in writing within 10 working days of receiving the written decision of the Headteacher/Principal/Trust SLT member. Appeals should be submitted to the Chair of Governors (academy-based colleagues) / Trust CEO (central team).

8.2 Colleagues must specify in writing the grounds on which they wish to appeal. The appeal meeting will only consider those grounds of appeal which are submitted.

8.3 The Chair of Governors or a panel of governors will hear appeals against dismissal under the Induction Procedure for academy based colleagues; the Trust CEO will hear appeals for decisions taken by a Trust SLT member; the Chair of the Trust Board will hear appeals from members of the Trust SLT (see section 9).

8.4 Appeals will be arranged without unreasonable delay and within 20 working days of receipt of the appeal request wherever possible.

8.5 The aim of the appeal meeting will be to:

- Review the reasonableness of the decision to dismiss the colleague;
- Review that the Induction process has been correctly followed
- Review the level of support provided to the colleague.

8.6 Potential outcomes of the appeal meeting are:

- Reinstatement of the colleague subject to a further Induction period, of a period to be determined by the decision maker (as outlined at 8.3), to allow for further review of the colleague's ability to meet the required standards;
- Reinstatement of the colleague and confirmation of them in post; or
- Upholding the original decision to dismiss the colleague.

8.7 Where a colleague is reinstated their employment with the Trust will be treated as continuous, and any unpaid salary will be made good in the next available pay-run.

8.8 The outcome of the appeal should be confirmed in writing to the colleague within five working days, giving the reasons for the decision.

8.9 The colleague has no further right of appeal.

8.10 Where a colleague is reinstated with an extension to their Induction period, a new or revised action plan should be put in place with input from members of the appeal panel. The colleague should be notified of the review and monitoring arrangements during this extension period.

At the conclusion of the extension period (or earlier if appropriate) the person(s) conducting the original appeal meeting will reconsider evidence from both parties on progress either in writing or at a formal meeting.

At this stage the Appeal Chair may decide on one of the following outcomes:

- the colleague has reached the required standards and they should be confirmed in post;
- the colleague has failed to meet the required standards and their employment will be terminated.

9.0 Levels of responsibility

	Induction review meetings	Formal induction meeting	Appeal against dismissal
Headteacher / Principal	Chief Education Officer	Trust CEO	Chair of the Trust Board
Academy staff	Line manager / designated induction supervisor. This may be the Headteacher / Principal / Head of School.	Headteacher / Principal / Head of School	Chair of Governors, or panel of 3 governors <i>[joint decision of Chief Education Officer & Chair of Governors as to which]</i>
Trust CEO	Chair of the Trust Board, or designate	Chair of the Trust Board, or designate	Panel of 3 from the Trust Board
Trust SLT	Trust CEO	Trust CEO	Chair of the Trust Board
Other central team / hub staff	Line manager This may be a member of the Trust SLT	Trust SLT member, or their designate	Trust CEO

10.0 Review

The operation of the Induction Procedure, including an equality impact assessment, will be reviewed after two years. This will include the number of colleagues who have been successful, and those who have left, to review the support provided.

Induction: Colleague Progress Review

Full Name:				
Job Title:				
Department:				
Start date:				
End date of Induction Period:				
Date of Induction Review Meeting:				
Induction Stage: <i>(circle as appropriate)</i>	<table style="width: 100%; text-align: center;"> <tr> <td>Review 1</td> <td>Review 2</td> <td>Final Review</td> </tr> </table>	Review 1	Review 2	Final Review
Review 1	Review 2	Final Review		

Please tick the appropriate box that best describes the colleague's job performance against each category. Please give examples in the comments box where acceptable/poor have been ticked:

	Meets required standards	Does not meet required standards	Comments
Performance against job role / Teacher Standards			

Attendance and Punctuality			
Conduct			
Ways of Being Co-op			
Overall Performance			

Give details of any action, support or training to help the colleague achieve the required standards / targets if applicable:

--

Give details outlining ways of being more Co-op

Colleague’s comments on the process and support provided:

Induction Recommendation (final review only)	
Has the colleague passed Induction? <i>please tick</i>	Yes [] No []
If 'NO', should the Induction period be extended? <i>please tick</i>	Yes [] No [] N/A []

<p>If 'YES' was answered for the Induction period to be extended, please indicate length of extension:</p>	
<p>If 'NO' was answered for any of the above questions, please detail why:</p>	
<p>Colleague</p> <p>Signed:</p> <p>Date:</p>	<p>Manager</p> <p>Signed:</p> <p>Date:</p>

Note: It is expected that documented progress review meetings will take place in line with the Trust's Induction Procedure. Other 1-2-1 supervision meetings may be held between the review meetings. Further progress review meetings may take place if the Induction period is extended - this form may be adapted accordingly.