Line Manager’s Induction Guide
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This Line Manager’s Induction Guide has been produced as part of the Civil Service Learning Corporate Induction offer. We understand that departments offer many different induction processes and that no ‘one size fits all’ approach will work. However, we need to provide greater consistency for all new entrants so that they have a similar induction experience. This will encourage them to contribute effectively and thrive in the Civil Service. You may therefore wish to incorporate this Guide with any documentation you provide to managers, offer it alongside any departmental guidance, or replace/introduce it as a standalone guide.

The report from the Committee of Standards in Public Life, *Ethics in Practice: Promoting Ethical Practice in Public*, highlighted the responsibility and main channel for helping deliver good induction is through the line managers of new starters, and this guide is designed to help line managers put in place more effective inductions. It outlines the role and responsibilities of the line manager when inducting a new starter, and shares tips and techniques of how to effectively carry out these responsibilities. It also provides an overview of the Corporate and Departmental Induction Expectations and how the line manager should manage the complete induction experience, as well as setting out a timeline of the first 100 days and what managers should be doing at each stage.

This Guide will help managers provide support, advice and guidance to help make the new starter feel they have a good understanding of the wider Civil Service context and ways of working. It does not focus on the transactional processes, departmental context or policies, as these are available on departmental intranets or from your HR teams. There are four drivers which make a successful induction and need to work together to create an integrated induction experience, as illustrated below:
The role of a Manager during Induction

The Civil Service has on average 16,500 new starters every year. Research tells us that we need to support new starters better and line managers have an important role to play. This section will provide you with clarity of your role during induction and helpful tips and techniques to implement your responsibilities effectively.

During induction, Line Managers should:

- Manage the induction process for the new starter (Corporate and Departmental aspects) so that it feels like a coherent and consistent induction experience.
- Ensure the new starter is fully supported, both in respect of their role but also personally.
- Provide relevant and timely information for the new starter to make sense of the Civil Service and their role.
- Conduct entry interviews, using the information gained to further improve your induction.
This Guide has a section to support each of the responsibilities listed above. To help you to put these responsibilities into action, it may be useful to consider the three different contexts:

1. **Organisational context.** It is critical for the new employee to understand the “heart and soul” of the Civil Service, including its vision, how it is viewed internally and externally, and its business challenges and opportunities.

2. **Situational context.** Set clear expectations with the new starter about his or her role and contribution. And help set the stage for success by ensuring all members of the team are informed and in alignment, so that there are no misunderstandings about what is expected from the new employee.

3. **Cultural context.** This component cannot be underestimated, but needs a significant focus. Unfortunately, cultural context is often overlooked, leading to perceptions of “I don’t think I fit in here.” The new starter needs to understand what is valued within the Civil Service, how decisions are made, how problem solving is done and what defines success. In order to do this, managers need to give an honest depiction of their culture to the new starter, both current and where we are looking to get to.

### Corporate and Departmental Induction

There are two key elements of the induction process – corporate and departmental aspects -your role as a line manager is to balance these elements and manage induction so that it feels like one coherent experience to help new starters feel supported, and get them ready to achieve the best they can for the Civil Service.
The Line Manager Guide is one element of a wider Corporate Induction offer, which is designed to create a comprehensive and consistent approach to induction in the Civil Service, and which complements departmental induction processes. In addition to this Guide, the Corporate Induction offer will consist of:

- A welcome letter to all new starters from the Head of the Civil Service, this will be sent by HR teams in Departments or by the Head of the Civil Service for Senior Civil Servant (SCS) new starters.

- An interactive induction website which new recruits can access a month before they start, and continue to use once in post. This will include content on areas such as understanding the Civil Service, how we do business, and Civil Service Reform. A link for this website will be provided through the welcome letter that is issued ahead of the start date.

- Additional support for new entrants to the SCS, including:
  1. networking events which will be arranged on a quarterly basis and newly hired SCS will receive invitations from CSL,
  2. a guide on norms and culture which will be hosted on the CSL portal,
  3. 1-1 buddying support for Deputy Directors and Directors available through their department
  4. coaching arrangements for Directors-General and Permanent Secretaries available through the Cabinet Office Permanent Secretary Appointments Team.
Departmental induction will enable new starters to understand the requirements of their role, how to effectively deliver and how this contributes to the Department’s vision and priorities. Departments have flexibility to deliver their induction processes as deemed most effective. However, in order to provide a level of consistency, the following expectations for departments are set out as a minimum threshold that should be achieved for all new starters:

- **IT and other work equipment available from Day 1;**
- **Induction planning meeting with manager;**
- **Role and objective-setting meeting with manager;**
- **Provide departmental context and priorities;**
- **Introduction meetings arranged with key contacts, wider team and colleagues; and**
- **Review induction activities when making probation decision.**

The Departmental Expectations can be built on or enhanced further, check with your HR team to understand what Departmental Induction involves.

**How can line managers support the Corporate and Departmental Inductions?**

Line managers need to be fully aware of both the Corporate and Departmental Induction offers and manage the process for their new starter. Managers may find it helpful to:

- **Review what the new starter will get from the corporate induction - see Annex 1 for the welcome letter and visit the website - then ask yourself:**
1. What linkages are there with the information on the website and the new starter’s role and how can these be explored further during the induction process?

2. How much prior exposure or experience has the new starter had of the Civil Service? Use this information to consider what the new starter needs for their induction.

3. What opportunities are there to bring the website materials to life for the new starter? Options to consider: arranging to observe a Select Committee, attending relevant departmental meetings, meeting colleagues who regularly work with ministers, showing or working through good examples of briefings and submissions, etc.

4. What can I do to ensure that the new starter can build a picture of how the Civil Service works in practice? Think about what they will be doing in their role but also any dependencies of their work. Consider how you could give insight from a manifesto commitment through to public service delivery - this is a great way of showing the unique elements of the Civil Service, how decisions are made and value added.

5. People tend to remember stories so share your experiences of the Civil Service - what challenges did you encounter and how did you overcome them? Think of colleagues who may also have useful perspectives to share with your new starter and arrange 1-1 meetings.

Become familiar with your departmental induction process:

1. View the intranet or speak to HR for departmental guidance on inducting new starters and consider how you will put this in place?

2. Think about how the Departmental Expectations will be put into practice? Seek advice from HR, if needed.

3. Consider what you need in place before the new starter arrives - this could be initiating security checks, setting IT requests, arranging introductory meetings with relevant individuals. These are important factors in setting people up to succeed and feel valued.

4. Think about how your team/directorate can help.

5. Talk to colleague/s who have recently started within the Department - what can you learn and implement from them to make your new starter’s induction experience feel excellent?
Tips and Techniques

There are a number of things line managers should do ahead of new starters joining the Civil Service. Research shows us that most new starters decide if they want to work long term in a new organisation in the first few months and that 50% are more likely to fail if they do not have an induction plan.

Getting ready for new starters will make a big difference to the induction experience, their ability to hit the ground running and their initial perception of the organisation. Here are some helpful tips for you to consider:

Start before they start - don’t wait until your new starter’s first day on the job. There are four important actions that the line manager can take to ensure successful on boarding:

1. **Take care of administrative issues.** Show that you are prepared for his or her arrival, with the tools and resources needed to get started.

2. **Make a formal announcement.** An internal, formal announcement from yourself provides a nice entrée and demonstrates confidence and support in the new starter.

3. **Jumpstart relationship-building.** Help the new starter to begin building key relationships by scheduling stakeholder meetings.

4. **Prepare the team for the new starter’s arrival** - make sure the team understands the role and objectives set out for the new starter.

Best practice tells us that these critical actions need to be taken by the line manager to ensure successful integration:

1. **Develop, implement and manage an induction plan** - see Annex 2 for a template. Research shows that if there isn’t a plan, there is a 50 percent chance of failure.

2. **Facilitate introductions with senior leaders who model the right culture** - it is important to expose the new starter to others who embody the culture.

3. **Help the new starter achieve early wins** - identify ways the new starter can make quick, meaningful contributions. Look for opportunities to add value with key stakeholders in other functional areas as a way to build credibility and trust.
4. **Provide feedback** - constructive feedback is critical to the new starter’s success. Ensure new starters have role clarity and understand what is expected of them. Know where you want them to be in 30-60–90 days to one year and then support this through regular meetings, helpful feedback based on objective evidence. This dialogue enables the manager and new starter to assess progress, provide targeted development and ensure the induction is on track.

5. **Assign a buddy** - assigning a buddy for a new starter is highly important in the onboarding process. A buddy can play a key role in ensuring successful integration by acting as a guide and influencer. This helps the new starter understand the Civil Service. Think of a good role model who will work well with the new starter.

6. **Direct the new starter to resources** - ensuring the new starter knows where to find key information and resources, as well as how to access them can help decrease the time needed to induct and increase the time taken to contribute to the organisation.

7. **Provide development for the steepest learning curves** - determine what skills and competencies are most critical to bringing the new starter to a point where they are demonstrating full competence in role quicker. Once identified, provide development in those areas as part of the induction process. This could be from CSL or from work based learning.

8. **Communicate the culture** - many new starters are not aware of the informal rules that guide behaviour until one is broken. Avoid unnecessary missteps by clearly communicating organisational norms. Annex 2 provides you with a template for an induction plan, this can be customised to your department’s needs.

**Conducting Entry Interviews**

Exit interviews are common practice in most organizations. It is a great way to collect information about how the things can do things better using the experiences of those who are leaving. But why not get that information before the employee is about to leave? Or ideally, why not get it early on in an employee’s tenure, so you can use the information to improve their experience and productivity, catch issues early, and get the fresh perspective.
With this in mind we have a short entry interview you should use with your new starter about one month to six weeks of them being in post. You should capture and review the information,


thinking about how any issues raised can be addressed and consider how you can further improve the induction experience for the new starter. Your HR team may find this information useful for cross-department analysis, please check with HR if the entry interview should be returned to them as well. Remember that this information is personal information and should not be shared more widely. Please see annex 3 for a template of the entry interview.
Annex 1 – Welcome Letter

Dear Colleague

WELCOME TO THE CIVIL SERVICE

As Head of the Civil Service it gives me great pleasure to welcome you to our organisation. The skills, dedication and enthusiasm that our staff bring to the important work we do is the foundation the Civil Service is built on. Our organisation is the backbone of the nation, supporting the government of the day to deliver public service that touches people’s lives in every way: education, health, welfare, security, transport, environment, finances and much more besides. You are now an integral part of that.

The governance of the UK has changed markedly over the past fifteen years. Outside of England, devolved governments now have responsibility for most public services in Scotland, Wales and Northern Ireland. As civil servants, we play a crucial part in facilitating the effective inter-governmental working between administrations that our citizens expect.

We are a large, diverse and inclusive organisation. Our day jobs range from delivering services directly to the public or managing projects, to developing policy or advising Government Ministers. With over 400,000 civil servants working in a number of departments and agencies, that list is by no means exhaustive. Across the Civil Service we are passionate about making a meaningful difference to the lives of citizens and to the success of the United Kingdom.

You join us at an exciting time. The Civil Service is a long-standing institution with robust and enduring professional values of integrity, honesty, objectivity and impartiality that govern how we operate. We take great pride in our successes and, like any organisation, we always want to test ourselves to learn, innovate and improve. As we know that everything we do is paid for by our fellow citizens we continually strive to improve the value for money of public services. Over the last few years, the Civil Service has embarked on a journey of deep reform. We are transforming the way we work as an organisation and improving the skills of all civil servants to deliver those services.

None of this is possible without the hard work and commitment of our people. Supporting you not only to do your job to the best of your ability, but unlocking the growth and progression that is right for you, is of the utmost importance to us. The Civil Service offers so many opportunities for developing your skills, knowledge and experience: now you have joined us, we expect you to take advantage of those opportunities.
To support you as you join the organisation we have designed an induction website – www.civilserviceinduction.uk – that will give you a good understanding of the Civil Service: its past, current and future context; how it works; the reform agenda; and what is expected of civil servants. We do not want to overwhelm you with facts, so feel free to dip in and out of the website. You will need the following login details to access the site (username – civilservant; password – welcome) and will be prompted to select the appropriate role level to ensure you get the necessary support.

Getting settled in your new role is the first step. Alongside familiarising yourself with your new team and department, we know that understanding the context and values of the Civil Service at large is an important part of giving you the best possible start. A range of corporate induction activities is readily available to support you from day one. Visit the induction website for more information on this.

To keep up to date with all the latest news across the Civil Service I would also encourage you to visit the Civil Service Leaders’ blog and to read Civil Service Quarterly on a regular basis. You can also follow me on Twitter at @HeadUKCivServ.

I wish you every success in your new job with us and future career.

Yours sincerely

Sir Jeremy Heywood
Cabinet Secretary and Head of the Civil Service
# Annex 2 – Induction Plan Template

By the end of the first day

<table>
<thead>
<tr>
<th>Activity</th>
<th>Signed by staff</th>
<th>Signed by manager</th>
</tr>
</thead>
</table>
| Hold an induction planning meeting with your new employee to:  
• Discuss key learning covered on the Corporate Induction website.  
• Discuss departmental vision and priorities.  
• Understand the role of the team.  
• Outline their role, responsibilities, level of authority and work priorities. |                  |                   |
| Check that there are no matters outstanding from the recruitment process, for example, all pre-employment checks have been completed. |                  |                   |
| Discuss the terms and conditions of employment ensuring you cover:  
• Key employee policies - probation, health and safety, etc.  
• Explain the Code of Conduct.  
• Provide log in details, equipment, pass, etc. |                  |                   |
| Show the new employee where the basic amenities are, for example, lavatories, cloakrooms, tea/coffee making facilities and eating area. |                  |                   |
| Introduce the new employee to everyone in the setting, explaining who they are and what their role is. |                  |                   |

By the end of the first week

<table>
<thead>
<tr>
<th>Activity</th>
<th>Signed by staff</th>
<th>Signed by manager</th>
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<tbody>
<tr>
<td>Hold a scoping meeting to discuss objectives and what success in the role looks like.</td>
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<tr>
<td>Arrange a range of introductory meetings with the immediate team and counter-signing manager.</td>
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<tr>
<td>Provide copies of policies and procedures, and any relevant checklists.</td>
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<tr>
<td>Encourage the new employee to start working on the ‘your next steps’ section of the Corporate Induction website.</td>
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<tr>
<td>Assign a buddy and arrange a first meeting.</td>
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</tbody>
</table>

First month to six weeks

<table>
<thead>
<tr>
<th>Activity</th>
<th>Signed by staff</th>
<th>Signed by manager</th>
</tr>
</thead>
</table>
| Hold an Entry Interview with your new employee to discuss:  
• How they feel in their role.  
• Any learning needs they may have.  
• Check their progress and whether they have experienced difficulties.  
• Check the effectiveness of CSL Corporate induction – link to L2 and L3 Surveys [http://www.smartsurvey.co.uk/s/CorporateInduction2/](http://www.smartsurvey.co.uk/s/CorporateInduction2/)  
[http://www.smartsurvey.co.uk/s/CorporateInduction3/](http://www.smartsurvey.co.uk/s/CorporateInduction3/) |                  |                   |
| Plan regular meetings to discuss progress and challenges. |                  |                   |
| Ensure your new employee has met with relevant people in their directorate and those whom they will be working with (for example, stakeholders, contacts in other departments, etc). |                  |                   |

By the end of three months

<table>
<thead>
<tr>
<th>Activity</th>
<th>Signed by staff</th>
<th>Signed by manager</th>
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</thead>
<tbody>
<tr>
<td>Your new employee should have completed their induction and discussed how they are meeting the capability needed for their role.</td>
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</tbody>
</table>
**Annex 3 – Entry Interview**

<table>
<thead>
<tr>
<th>Entry Interview</th>
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<tbody>
<tr>
<td><strong>Employee’s Name:</strong></td>
</tr>
<tr>
<td><strong>Date Entry Interview conducted:</strong></td>
</tr>
<tr>
<td><strong>Line Manager’s Name:</strong></td>
</tr>
</tbody>
</table>
| Did your role turn out to be as you expected it would be when you were being hired? How did the reality differ from your expectations when you first joined us?  
Response: |
| What improvements could be made to the way you were inducted?  
Response: |
| Please complete the CSL survey at  [www.smartsurvey.co.uk](http://www.smartsurvey.co.uk) |
| What areas would you like additional development or help with?  
Response: |
| Are you getting enough feedback? Are you clear on what’s expected of you and how you’re doing?  
Response: |
| Are there any obstacles that make doing your job more difficult?  
Response: |
| Do you have any other comments or feedback on your time within the Civil Service?  
Response: |