

Cambridge City Council



Personal Induction Pack (Staff)

Name



How to use this Induction Guide

This induction guide provides a broad range of useful information as you start your new role with Cambridge City Council. It is designed to ensure a structured and consistent approach to welcoming you to your new role and to the organisation.

You can also learn about the Council from other reading materials and learning opportunities throughout the organisation, but this resource will be helpful as you begin your journey.

Reading and using this induction guide is the beginning of your induction programme. It is important to mention that [policies](#) and procedures highlighted in this guide are summarised and that you need to refer to the original documents for full details. The documents are available on the [Council's Intranet](#), from your line manager or from [Human Resources](#). Similarly, this guide is not exhaustive so if you need further information, please speak to your line manager in the first instance.

It is important that you work closely with your line manager throughout the induction process, so you can fill out the induction checklists and action plans together. The forms will help you navigate your way through the first few weeks and months in your new role.

Why is induction important?

Employee Induction is an important component under the umbrella of your development and performance management within the Council.

You will know what you will be expected to achieve and how this links to your team and service objectives for your work area.

It ties in with your probation period, so that your progress and achievements can be monitored and recorded.

It makes good business sense, you will have the opportunity to better understand the business of the Council and where you fit – along with the purpose of your role.

It sets a standard for performance and welcomes you to the organisation, helping you to feel a part of the team.

Welcome to Cambridge City

We are delighted to welcome you to Cambridge City Council and sincerely hope that you will enjoy working with us to deliver the wide range of services that we offer to the City of Cambridge.

We have a clear vision about leading a united city: '**One Cambridge – Fair for All**' and we have a common set of values that unite us as we strive to make Cambridge a great place to live, learn and work. We also want Cambridge to be a sustainable city which is focused on reducing its carbon footprint and tackling climate change.

We are an ambitious and forward thinking Council with exciting plans for the future and we can only achieve these plans if everyone across the Council service areas works together as one and places our residents at the centre of what we do.

Each member of staff makes their own unique contribution to helping us achieve our vision and I am sure that you too will make a unique contribution to the Council and will be a great addition to our team.

We would like to offer you a very warm welcome and best wishes to you as you embark on your career with us. We hope you enjoy and thrive in your new role with Cambridge City and look forward to working with you.

"The induction information is designed to help you learn about Cambridge City Council, our policies and procedures. It is also there to help you with any queries you may have about your employment, your team or related matters. It is important that you are able to settle into your new role and area of work as easily as possible."

Our Vision and Values

The Council has a clear vision to lead a united city, 'One Cambridge – Fair for All', in which economic dynamism and prosperity are combined with social justice and equality.

It is a vision we will share and develop, working with our citizens and partner organisations.

[Cambridge City Council's Vision Statement](#)

[Cambridge City Council's Annual Statement](#)

[Cambridge City Council's Corporate Plan](#)

We will deliver our vision by working as One Council:

Sharing prosperity with all, tackling inequality and discrimination.

Transforming services to meet the needs of residents with fewer resources.

Working with partners to pool resources and deliver services better.

Listening to our staff and engaging them in service redesign.

Involving residents in decisions.

Being open, transparent, accountable and fair.

Promoting a high quality and sustainable environment.

Improving through flexibility, listening and continuing innovation.

How the Council Works

The City Council employs around 810 staff directly as well as delivering services through others who are based in our shared services and arm's length partnership arrangements. As an Investors in People employer, we are committed to developing and supporting our staff through effective leadership and continuous improvement that supports the Council's vision.

The council's turnover is c. £155 million each year. Increasing levels of partnership working, an ongoing drive for greater efficiency and a clear focus on good customer service mean that we have developed new models for service delivery, driving change and different ways of working.

We are part of the only two tier devolution deal in the country- the [Cambridgeshire and Peterborough Combined Authority](#) oversees a devolution deal worth at least £770m. The Mayor of Cambridgeshire and Peterborough was first elected in May 2017. One of the Council's key priorities is to deliver at least 500 new council houses using a grant of £70m we negotiated as part of the devolution deal to meet affordable housing need in the city.

This devolution deal is in addition to the existing City Deal partnership for Greater Cambridge (the geography of Cambridge City and South Cambridgeshire). This agreement with Central Government promises up to £500 million worth of funding over the next 15 years.

Political Management

Cambridge City Council is composed of 14 wards, with three councillors elected in each ward making 42 city councillors in total. The current makeup of the City Council is:

- 29 Labour councillors
- 9 Liberal Democrat councillors
- 3 Green Party Councillors
- 1 Independent Councillor

[Political Management](#)

In addition to the traditional district council services, the City Council provides or commissions a comprehensive range of leisure and arts and community development activities. These include: swimming pools and sports facilities, an internationally renowned Folk Festival, a number of free open air events in our parks and open spaces and a range of community centres.

The council has a number of shared services with other councils and we aim to build on these and develop new shared services in future.

The following services are delivered in two or three way partnerships.

With [South Cambridgeshire District Council](#) and [Huntingdonshire District Council](#):

- 3C Building Control
- 3C ICT
- 3C Legal
- Home Improvement Agency

With [South Cambridgeshire District Council](#)

- Greater Cambridge Shared Waste Service
- Greater Cambridge Shared Internal Audit
- Greater Cambridge Planning Partnership
- Payroll

With [Huntingdonshire District Council](#)

- CCTV

Your Induction

Induction is a learning process, aimed at helping you settle into your role. It should ensure that you are motivated and supported in your efforts to do your job effectively.

Starting anywhere new can be both exciting and daunting, and throughout your induction you'll probably have many questions, as there is lots to learn and understand.

The whole process may take months to complete, as you get to know your colleagues and understand the structure of the organisation and the services we provide.

The induction process is a shared one between Cambridge City Council as an organisation, your line manager and you as the member of staff. Other colleagues, although not responsible for your induction, will also have a role to play in helping you settle into the organisation.

As an [Investors in People](#) (IIP) organisation, we work hard to ensure that our staff have access to the support and development they need to be successful in their role. This in turn helps us to deliver high quality services to the people of Cambridge.

Induction Objectives

Be able to understand where/
how you fit into the Council

Know about the structure and
services of the organisation

Be able to understand your
responsibilities as a member of
staff

Know how to find some of the
main policies and procedures

Be able to settle into your role

Roles and Responsibilities

There are three main partners in the induction process: **you, your line manager** and **Cambridge City Council**. Each has a responsibility to fulfil certain tasks.

Cambridge City Council should:

- Establish suitable systems and processes.
- Make induction materials available.
- Provide you with the necessary tools to do the job.

Your Line Manager should:

- Take responsibility for your induction.
- Monitor and support your progress.
- Help define and agree your tasks objectives.
- Schedule mandatory training requirements.

You should:

- Take full part in the induction process.
- Be committed to learning what you need to carry out your role.
- Ask for guidance and information if you find it is not forthcoming.

Your induction will be tailored to your needs and fit in with your role. However, certain matters must be covered within certain timescales. You and your manager will work together to ensure that this happens. For instance, on the first day, you should become familiarised with your working environment, your colleagues and your contract. By the end of the first week you should aim to have studied some of the background to the organisation and know where to find policy and procedure documents. Your own induction and training requirements should also be established at this stage.

At the end of the first, second and third months you should review your own progress against your agreed objectives. In the next sections, you will find a work planner, checklists for weeks 1 & 2 and probation forms for months 1, 4 & 5 which indicate topics to be covered and the time periods within which they should be completed. Please read the checklists carefully and make sure that each item can be ticked off.

The Buddy System

Why is a buddy system good practice and how does it help?

A buddy system helps build confidence for new employees as well as helping them to settle down into their new role more easily.

What is a buddy?

A buddy is a friendly face and must be approachable and easily contactable. They are someone new employees can go to with minor queries and issues that may arise when settling into a new job or organisation.

Who should be a buddy and how is a buddy chosen?

A buddy should be a colleague who is preferably at the same level in the team/ department and who knows the team/ department well. The buddy should not be the individuals' line manager. Managers should appoint a buddy who they feel will be appropriate.

What are the responsibilities of the Buddy?

The buddy is responsible for helping a new colleague with every day questions, introducing co-workers, helping with domestic matters and generally being an additional point of contact. The buddy system is not a substitute for a good work-planned induction nor is it a replacement for the usual responsibilities of the manager.

Staff Induction Journey

Day 1/ Week 1 & 2

See Section 1

Welcomed and met
by your line
manager

Induction
Programme
explained

Onsite Health &
Safety

Weeks 1 & 2
Checklists

Month 1/ 2

See Section 2

Corporate Induction
Day

Health & Safety
Awareness Training

Diversity Awareness
Training

Month 1
Probationary
Review Form

Months 3/ 6

See Section 3

Probationary
Review Forms for
months 4 & 5

Know your City

After Induction

See Section 4

Set performance
objectives or tasks

Arrange regular one
to one meetings
with your manager

Attend regular
team meetings

Annual
Performance
Review

Service specific induction, training and meetings with team/ service and other colleagues.

Your induction programme will be tailored to meet your needs and the particular role that you have within the Council so every individual will take a slightly different induction journey to the same final destination.

Your journey will include both role-specific elements (how to do your job) and general elements (who we are, what we do and where you fit in). Of course, some pieces apply to everyone and there are certain things that we have to do as a responsible employer.

Whatever route you and your manager agree, by the end you should have successfully completed your probationary period.

Section 1 – Initial Induction Day 1/ Week 1 & 2

You will meet with your manager on your first day; they will officially welcome you to Cambridge City Council, discuss your induction programme and answer any immediate questions that you may have. You will also be able to establish a working relationship together. Your manager will have prepared a personal induction programme. You will have the opportunity to discuss and agree this and throughout the induction process you will meet with your manager to review progress and make amendments as necessary.

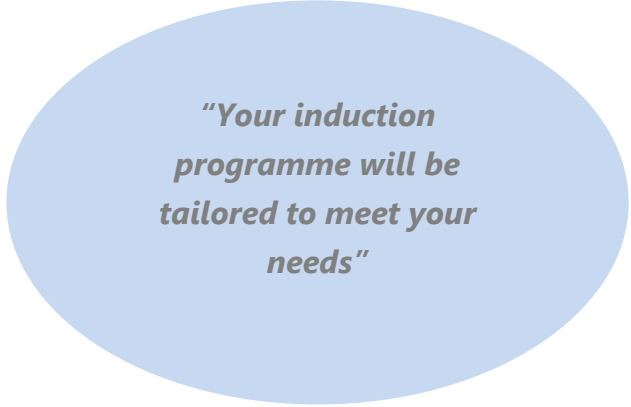
As part of your first day you will be given a guided tour of your workplace. This guide contains checklists to make sure all the main points are covered – for example fire exits/ escapes, assembly points and first aid. This process will need to be repeated at other locations in which you may spend significant time.

From your first day, the Council will support you as you get to grips with your new role. What you need to learn will depend on both the specific role you have been assigned and the skills/ knowledge you already have. Your manager and other colleagues will be on hand to explain how the Council works as well as any relevant policies and procedures you need to know.

Probation Period

New staff starting employment with the Council are required to complete a [probationary period](#) of up to 6 months. The aim of the probationary period is to confirm the suitability of a new employee.

Probationary periods do not apply to new staff that have continuous service with another local authority or existing City Council staff that transfer to a new post.



"Your induction programme will be tailored to meet your needs"

Section 2 Month 1/ 2

By the end of your first or second month you should have attended the following courses:

- Corporate Induction Day
- Health & Safety
- Diversity & Disability Awareness

There are a number of other [learning and development](#) courses which, depending on your role, should form a part of your induction. These may cover:

- Safeguarding
- Lone Working
- GDPR
- Recruitment & Selection
- Customer Care
- Specific IT/ System Courses
- [E-Learning](#)

In discussion with your line manager you can book on to these courses. Further details can be found on the [City Council Intranet](#).

Section 3 Ongoing

Throughout your induction you will need to complete a range of checklists (that cover key areas of important information), the probationary review forms and any objectives that have been agreed.

You will have the opportunity to discuss progress when you meet with your line manager and the checklists and probationary review forms should be completed as part of your probationary period.

During this stage of your induction it is important that you get to know Cambridge City Council, we have lots of information on our intranet and web page and you can also talk to your colleagues which will enable your network of contacts and support.

Section 4 After Induction

As you near the end of your induction period you and your manager will agree a set of objectives for the coming year. Your performance will be measured against your achievement of these objectives at your performance review.

As you progress through your induction you will meet with your manager on a regular basis and this will continue throughout your time at the Council.

These meetings are a key part of how the organisation manages and supports staff, where you can discuss progress, receive feedback on your performance, agree tasks for the coming period and identify any training and development needs that you may have.

What to expect

At a minimum, you will meet with your line manager on your first day then at the end of your first week and also at the end of the first, second and third months. At these stages your progress will be reviewed and you will have an opportunity to discuss any issues or give feedback to your line manager about your induction. During this time you will visit a selection of people and services and attend learning activities to help you settle into your role.

Once your induction is complete you will have regular one to one meetings with your line manager, this applies to all staff and is a core Council management activity.

You will receive an [annual performance review](#) which is an opportunity to review all aspects of your work performance and plan your objectives for the coming year. This is also where any training and development needs can be discussed.

“The Council has a continuing commitment to its staff and we want people to receive appropriate support and feel valued. This will enable you to realise your full potential as a member of the organisation”

What you can expect from us

All of the staff that work with us, in whatever capacity, can expect to enter into a partnership which has at its core a clear commitment to providing the highest quality service to our customers. We therefore have high expectations of our staff who, in turn, have high expectations of the Council.

So, what does this partnership mean in practice?

It means that everyone can expect to:

- Be valued and respected by all those in the organisation
- Have their individual contribution and efforts appropriately recognised and rewarded
- Feel part of a team that makes a difference to our customers
- Be provided with opportunities to expand their skills and experience
- Receive support when needed
- Have the opportunity to contribute to the future direction of the organisation
- Have access to channels and networks that allow their voice to be heard
- Receive appropriate resources to carry out their roles

What we expect from you

Our customers have the right to expect the highest standards from Cambridge City Council. Therefore we expect our staff to:

- Demonstrate commitment to the Council by supporting its vision and values in everyday behaviour
- Work within our equal opportunities policy
- Recognise the needs of our customers as our primary concern
- Work to the highest standard, giving the best of their skills and abilities
- Work in a positive and inclusive way with everyone they come into contact with
- Be accountable for their actions, within a supportive environment
- Take part in appropriate and relevant training and development activities

Communication and Key Information

The Council has various means of communication, both within the organisation and for the public. Some examples include:

Website - which provides lots of information about the work we do as well as how to access local services and to engage with the Council. To access the site please visit www.cambridge.gov.uk

Intranet – which contains news, discussion boards, policy documents, staff directory, service details, booking systems, reporting portals, well- being information, guidance and much more. For access please click [here](#).

E-Learning System – which has over 100 courses available including IT skills, management and leadership video lessons and professional skill courses. To access the system please contact learning.development@cambridge.gov.uk

Outlook – which is the email system that enables you to access emails from any computer that has an internet connection.

Insight Newsletter – which is provided by the Council communication team for all staff. Sent out monthly, this newsletter contains useful information about what is going on in the organisation and things that you might need to do. Issues can be obtained [here](#).

Management Matters Newsletter – which is a monthly newsletter sent to all managers to keep them informed of relevant information.

Council Anywhere – has transformed the way we work through the rollout of laptops, PC upgrades and Office 365 software. We have also developed a set of principles that describe what the council will look like and how we might work differently, as an organisation, after fully embracing the opportunities enabled by Council Anywhere and digital technology. More information, including guidance and learning resources can be found [here](#).

Contact Information Sheet

Name	Contact Number	Email	Notes
Line Manager			
Buddy			
Head of Service			
Director			
Health & Safety Co-Ordinator			
First Aider(s)			
Human Resources			
Trade Union Stewards			
Designated Safeguarding Officer			
DAHA Key Contact			

Work Planner

Day and Date		
What	Where	When

Day and Date		
What	Where	When

Day and Date		
What	Where	When

Day and Date

What	Where	When

Day and Date

What	Where	When

Day and Date

What	Where	When

Induction Checklist – Day 1

Action	Completion Date	Responsibility		Notes
		Line Manager	Buddy	
Introductions: Team Section Head Buddy Key Contacts Appropriate Departmental Officers		√		
Work station/ equipment/ IT. Advise on how telephone system works, location and use of Intranet, key pages/ information.			√	
GDPR completion of e-learning module		√		
Midland HR – Employee Self Service System Self Service Training Videos are available here .		√		
Hours of work and time recording		√		
Storage of Personal Property		√		
Location of: Toilets Drinks Facilities Kitchen Meeting Rooms Hot Desks Staff Notice Boards			√	

Cycle Facilities				
Breaks and Lunchtime Cover		√		
Lone Working Arrangements		√		
Financial Performance Indicators, Complaints Monitoring		√		
If access to the Council's Financial Management System, TechnologyOne, is required; complete the User Request Form .		√		
ID/ Access Badge		√		
Smoking Policy		√		
Access Codes e.g. door entry			√	
Fire Evacuation Procedure: Alarms Exits Notices Assembly Points Fire Fighting Equipment Bomb Warning Procedure		√		
First Aid: Room/ Kit Notices Accident Reporting		√		
Issue of any specific uniform or equipment: (please list)		√		

Explain procedure for booking leave and sickness notification . Reference to Policy and system in which to use.		√		
Explain Employee Assistance Programme		√		
Health & Safety First Working Day Induction and Work Station Assessment		√		
Personal Details and Information		√		
Corporate Telephone Standards and Email and Acceptable Use Policy and Email, Internet and Social Media Guide		√		
Gifts/ Hospitality				
Explanation of Job Description and Duties within the Role		√		
Safeguarding: Policy Reporting Procedure/s Designated Officer		√		
Domestic Abuse: Policy Support for Staff		√		
Environmental Awareness Training		√		
SMART Working		√		

Stationery Supplies and Ordering			√	
ICT Queries/ Reporting			√	
Business Support and the Portal			√	
Facilities Helpdesk			√	
Staff Directory/ Structure Charts			√	
Logos/ Templates/ Branding			√	
Departmental Drives/ Systems/ Databases			√	
Claim Forms/ Payroll Processes			√	

Signed (Employee):	Date:
Signed (Buddy):	Date:
Signed (Line Manager):	Date:

Induction Checklist – 2 Weeks

Action	Completion Date	Notes
Book Probationary Review Meetings		
Assess IT Training Required		
3C ICT Raising Requests Teams Group Induction		
Review Immediate Training Requirements		
Medium Term Objectives		

Formulate Training Plan		
Council Structure and Objectives		
Services Structure and Objectives		
Service Plans		

Corporate approach to Projects and Governance – meet with Corporate Programme Office if in a Project Delivery role.		
Customer Care/ Complaints Monitoring		
Procurement		
The Council: Structure/ Departments Corporate Strategy Corporate Values Council Anywhere Digital Transformation principles Finance		
Confidential Reporting Policy		
Individual Training Plan		

Signed (Employee):	Date:
Signed (Line Manager):	Date:

Health & Safety First Working Day Induction

This form must be completed immediately by the employee's manager (or other designated inductor), on the very first working day, for every employee. After completion, please send the completed form to recruitment@cambridge.gov.uk so that this can be placed upon the employee's personal file. A copy should be retained by the new member of staff and the line manager for their records.

Employee's Name:	Start Date:
Department:	Division:
Contract: Permanent/ Fixed Term/ Temporary Agency Worker	Line Manager:

Temporary Agency Workers – 'Day One Right'	Tick if relevant/ where completed
a) Shown where to find information about relevant vacancies within the organisation (either hard copy or electronically, via the Intranet). b) Access to shared facilities and amenities (e.g. kitchen/ rest rooms)	
<i>Temporary Agency Workers sourced via Comensura will be issued with this document and asked to submit it to their line manager on the first working day. This form should be kept for a period of 3 years by the line manager. The Temporary Agency Worker will require a signed copy for their agency.</i>	

1. Please specify which of the following publications have been issued. Copies are downloadable from the Corporate Health & Safety Intranet site.	
Publication	Issued (√)
Cambridge City Council Health & Safety Handbook (to be issued to all permanent/ fixed term/ temporary staff)	At H&S Induction
HSE Short Guide to Manual Handling (to be issued to all permanent/ fixed term/ temporary staff)	
Asbestos	
Control of Substances Hazardous to Health (COSHH)	
Hand Arm Vibration	
Work & the Risk of Infectious Diseases	
Working at Height	

Other (please specify): e.g. stress, lone working, road risk policy

2. **Do you use any Display Screen Equipment as part of your work?** Yes No

(If yes you will be asked to complete online DSE Training & Assessment. You should receive an email within 30 days. If you have any immediate concerns then speak to your line manager and contact DSE@cambridge.gov.uk. Managers with agency staff expected to stay more than 4 weeks should request an assessment via DSE@cambridge.gov.uk)

3. **Has the accident, hazards and employee protection procedure been explained to you as well as how to access the register and relevant forms?** Yes No

4. **Does this post fall into any of the following categories:**

	Yes	No
Lone Working General Risk		
Lone Working Higher Risk		
Noise (<i>working in noisy environments</i>)		
Hand Arm Vibration (<i>using vibrating tools or equipment</i>)		
Manual Handling (<i>work involves some lifting, pulling, pushing or carrying</i>)		

5. **Is a Hepatitis B inoculation required or advised for this post?** Yes No

Inoculation letter requested from HR? Yes No

6. **Will the employee be driving a CCC Vehicle?** Yes No

(If yes, complete HSF023 Driver Declaration Form)

7. **Will the employee be driving their own Vehicle for work?** Yes No

(If yes, complete the HSF023 Driver Declaration Form and ensure authorisation given to use own vehicle)

8. **Has the employee had the necessary actions to be taken in the event of a fire or other** Yes No

Emergency explained to them and been shown the locations of the emergency exits, assembly

Point and any firefighting and first aid equipment at their work location?

9. Has the employee been shown, and discussed, all necessary Health & Safety Risk Assessments relevant to the job?

Yes

No

Please detail the assessments discussed:

10. Has the employee been shown or instructed how to carry out the task involved and limitations (e.g. not to handle needles, dangerous machinery, manual handling, chemicals, asbestos or to work at height etc)?

Yes

No

Please detail the work limitations (and ensure that any relevant training courses have been booked):

Health & Safety Training

Details of previous relevant training and experience:

Dates and times of all training courses are available on the Corporate H&S Intranet [site](#).

All Health & Safety Training should be booked using the Self-Service System. For staff who do not have access to email or the Intranet, a course booking form should be completed and submitted to Learning & Development in HR at the Guildhall.

Course	Target Audience	Requested (√)
Corporate Health & Safety Induction	This mandatory course is for all staff except temporary agency workers. It is delivered as part of the Corporate Induction process. This induction includes fire and wellbeing and basic manual handling.	√
Asbestos	Essential for all staff who may be exposed to, or work with, asbestos.	
COSHH	Essential for all staff who may work with or be exposed to hazardous substances such as chemicals.	
HAVS	Essential for all staff who use vibration tools and equipment such as power tools, concrete breakers and hedge trimmers.	
IOSH Managing Safely	This is recommended for managers but especially those who: <ul style="list-style-type: none"> - Have responsibility for working with hazardous plant, equipment, chemicals or working environment (e.g. construction) - Manage a project that has a significant element of health and safety This course may also be recommended for some supervisors and team leaders.	
Manual Handling Workshop	Essential for all staff who undertake manual handling beyond general occasional small lifting tasks e.g. officer worker moving small files.	
Working at Height	Essential for all staff who may have to work either above or below floor level e.g. using ladders.	
Work related infections	Essential for all those who work with higher risk groups, or areas where they may be exposed to work related infections such as blood, biological hazards and sharps.	

Personal Protective Equipment (PPE) Checklist

I confirm that I have been issued with the following protective clothing where appropriate to my work activity and employment area (*ensure all PPE meets the BS standard appropriate for the task*).

Item	Tick ✓		Tick ✓
Safety Boots		Ear Plugs	
Safety Shoes		Dust Mask (FFP1)	
Safety Helmet: Visor Ear Defenders		Dust/ Mist/ Fume Mask (FFP2)	
Ballistic side panel trousers		Asbestos Work Mask (FFP3)	
High visibility vest		Full, ½ face or other mask (state type):	
High visibility padded jacket		Welding masks	
High visibility PVCU waterproofs		Full face visor	
High visibility Gore-Tex waterproofs		Rigger gloves	
Safety goggles		Latex/ medical gloves	
Safety glasses		Needle protection gloves	
Ear defenders		Safety harness	
Other (please state			

Non PPE Council Work Clothing (e.g. trousers, shirt, sweatshirt, jacket etc)

All issued protective clothing and equipment is for use at work and you, the employee, is responsible for that clothing. Any loss, defects or faults with that clothing, or the need for additional PPE should be brought to the attention of your manager immediately.

Signed (Employee):	Date:
Signed (Line Manager):	Date:

Probationary Review Forms

The probationary review forms should be used in conjunction with the [Probation Policy](#) and a copy of the completed documents should be returned to Human Resources (recruitment@cambridge.gov.uk) at the end of the probation period.

Employee's Name:	Section:
Manager:	Start Date:
Date of 1 month review:	Date of 4 month review:
(If necessary) Date of 5 month review:	Probation Period 6 month end date:
(If applicable) Probation extended for:	New Probationary end date:
Review meeting dates for extension of probation period:	
Outcome of probation period:	
Other changes/ actions:	

Month 1 – Probationary Review Meeting Form

Employees should complete their comments and pass the completed form to their manager at least two days before the probationary meeting.

No.	Questions	Employee Comments	Manager Comments
1	Thinking about your job description and objectives, do you feel clear about what is expected of you?		
2	Are you clear about the competencies that apply to your post and what they mean in practical terms?		
3	Do you have any concerns at this stage regarding the job? Have you experienced any problems?		
4	What further support or learning might you require in order to help you achieve your full potential?		
5	How is your induction progressing? a) Are there any gaps (e.g. people you still need to meet)? b) Are there items on the		

	<p>induction plan that you would like to revisit?</p> <p>c) Have you had access to Council Policies?</p> <p>d) Can you access the Intranet (if applicable to your role)?</p> <p>e) Have you received health & safety training/ briefing?</p>		
6	How do you feel you are working within the immediate work team?		
7	In general, how do you feel you are performing in your role?		
Other Matters			
<p>We are an equal opportunities employer, this section is designed to explore any practical matters that relate to joining Cambridge City Council. Please indicate any non-work matters that may be having an impact on your ability to do the job, as your manager may be able to organise practical support.</p> <p>Are you aware of the support available to you in helping settle into the role/ team/organisation? (Possible areas of discussion include: PAM Assist, Flexible Working, Family Friendly Policies, Learning & Development)</p>			

Employee Overall Comments:

Manager Overall Comments:

Action Required/ Agreed	By Whom	Date to be Completed

Signed by Employee: _____ **Date:** _____

Signed by Manager: _____ **Date:** _____

Month 4 – Probationary Review Meeting Form

Employees should complete their comments and pass the completed form to their manager at least two days before the probationary meeting.

No.	Questions	Employee Comments	Manager Comments
1	<p>What have been the main achievements at this stage?</p> <p><i>(Discuss and record evidence of performance against objectives and competencies. Also record any areas within the job description, objectives or competencies where the employee has not yet had an opportunity to display their abilities yet)</i></p>		
2	<p>Are there any outstanding concerns or problems since the previous review meeting?</p> <p><i>(Manager should probe reasons underlying concerns and problems)</i></p>		
3	<p>Do you have any outstanding needs for support and development since the first review meeting?</p>		
4	<p>In general, how do you feel you are performing in your role?</p>		

Note any agreed actions going forward. If concerns have been raised about performance, or training is still outstanding the employee should not be confirmed in post at this stage. Where the probation period is continuing, set out clear expectations, targets for performance and details of any further support offered.

Action/ Standard Expected/ Required	Any support required by the Manager	Date to be Completed (usually the date of the 5 month review)
Signed by Employee:	Date:	
Signed by Manager:	Date:	

Month 4 – Confirmation in Post (Sign Off)

I recommend that the employee be confirmed in post:

Signed by Employee:

Date:

Signed by Manager:

Date:

Or

I recommend that there is a further review meeting held after the employee has been in post for five months. I have advised the employee that failure to meet the required standards may lead to dismissal. The areas of concern and expectations for improvements have been clearly set out above.

Signed by Manager:

Date:

I have been informed by my manager that failure to achieve the required standards set out above may result in my employment being terminated under the terms of my probation period.

Signed by Employee:

Date:

Month 5 – Probationary Review Meeting Form

Only required if concerns have been noted at the 4 month review.

No.	Questions	Employee Comments	Manager Comments
1	<p>What progress has been made with the Action Plan agreed at the 4 month review meeting??</p> <p><i>(Managers should provide comment and evidence on whether the required standards have been achieved.)</i></p>		

Month 5 – Confirmation in Post (Sign Off)

I recommend that the employee be confirmed in post:	
Signed by Employee:	Date:
Signed by Manager:	Date:

Or

I am unable to recommend that the employee be confirmed in post (Manager to consult HR Business Partner).	
Signed by Manager:	Date:
I have been informed by my manager that failure to achieve the required standards set out above may result in my employment being terminated under the terms of my probation period. This document is signed as an agreed record of the meeting.	
Signed by Employee:	Date:

Competency Framework

Our competency framework is important to the Council and it is seen as a vital part of what makes us successful. The framework will help staff to work collaboratively as *'One Council'* in support of corporate objectives as well as contributing towards operational plans and policies. It will also encourage and support the way we engage and communicate with each other to ensure that the Council is providing innovative customer focused services to agreed standards.

Staff Competencies

Shaping the Future

- Demonstrate a positive willingness to adopt new ways of working and to display a flexible and adaptable attitude to work.
- Seek innovative approaches to work; embrace new technology and take responsibility to improve future ways of working.
- Encourage and support change; display personal flexibility and adaptable attitude to change.
- Work collaboratively with colleagues, partners and shared services.

Building the Workforce of the Future

- Be proactive, improving own personal performance and demonstrate responsibility for own learning, development and progression.
- Take responsibility for own actions and decisions, actively seek to address issues and concerns, handling setbacks constructively.
- Communicate clearly and honestly using language in a wide variety of situations meeting the needs of the audience and demands of the situation.
- Actively participate and co-operate in team working, acknowledge and express appreciation of the views, concerns and feelings of others.



Driving Delivery

- Be aware of the Council's Vision, Corporate Plan and priorities for the future and understand how these impact on own service and role.
- Understand the commercial and financial environment in which we operate and look to make improvements to the effectiveness and efficiency of service delivery.
- Drive self and others to deliver outcomes and meet deadlines; take initiative and make things happen, to deliver the best outcome.
- Consider the use of resources, and where able, to reduce the effects on the environment and climate change.
- Deliver outcomes, meet deadlines and objectives and take initiative to make things happen.



Customer & Community Focus

- Treat internal and external customers consistently and fairly; actively taking ownership for customer satisfaction.
- Seek ways to improve accessibility and availability of services for our customers and the community, utilising new technologies where appropriate.
- Promote our values and challenge stereotypes and discrimination.



Personal Skills Audit

This City Council is striving to improve the core skills and knowledge of all staff and ensure appropriate staff induction and development. The personal skills audit is a means of achieving a consistent approach. It is aimed primarily at new staff but is also of use to existing staff.

The skills covered by the audit are our competencies that are essential for all staff in the Council. Therefore if a staff member has no prior experience, or no recent relevant training and no knowledge of an area, it is necessary for development to take place and this should be built into the personal development plan of the staff member. For each specific post there are likely to be other areas key to that post- these are not covered by this audit and should be identified in the course of induction.

The responsibility for ensuring the audit takes place and the identified learning is actioned remains with the staff member being audited and their line manager.

The Audit should be used to inform a discussion between managers and their staff. It is important to the induction of new staff and also supportive of promoting continuous professional development for individuals.

Amongst the staff population there will be a range of skills and experience. A 'one size fits all' approach to learning will not meet the needs of the business.

Modern learning methods offer a range of learning solutions. This can include workshops, knowledge and skills based training seminars, e-learning, briefings or even college.

All staff will continue to attend Corporate Induction which supplements departmental and role induction.

Audit of Essential Skills and Knowledge

Managers should evidence knowledge or experience against each of the competencies and identify where appropriate learning is required.

Core Skills and Knowledge Area	Previous Learning and/ or Experience	Level of Confidence or Experience Very Confident Confident/ Know where to ask for assistance Lack Confidence/ Experience	Learning Need Yes/ No
<p>Shaping the Future</p> <ul style="list-style-type: none"> ▪ Demonstrate a positive willingness to adopt new ways of working and to display a flexible and adaptable attitude to work ▪ Seek innovative approaches to work; embrace new technology and take responsibility to improve future ways of working ▪ Encourage and support change; display personal flexibility and adaptable attitude to change ▪ Work collaboratively with colleagues, partners and shared services 			
<p>Building the Workforce of the Future</p> <ul style="list-style-type: none"> ▪ Be proactive, improving own personal performance and demonstrate responsibility for own learning, development and progression. ▪ Take responsibility for own actions and decisions, actively seek to address issues and concerns, handling setbacks constructively 			

<ul style="list-style-type: none"> ▪ Communicate clearly and honestly using appropriate language in a wide variety of situations meeting the needs of the audience and demands of the situation ▪ Actively participate and co-operate in team working, acknowledge and express appreciation of the views, concerns and feelings of others 			
<p>Driving Delivery</p> <ul style="list-style-type: none"> ▪ Be aware of the Council's Vision, Corporate Plan and priorities for the future and understand how these impact on own service and role ▪ Understand the commercial and financial environment in which we operate and look to make improvements to the effectiveness and efficiency of service delivery ▪ Drive self and others to deliver outcomes and meet deadlines; take initiative and make things happen to deliver the best outcome ▪ Consider the use of resources, and where able, to reduce the effects on the environment and climate change 			
<p>Customer and Community Focus</p> <ul style="list-style-type: none"> ▪ Treat internal and external customers respectfully, consistently and fairly; actively taking ownership for customer satisfaction ▪ Seek way to improve accessibility and availability of services for our customers and 			

<p>the community, utilising new technologies where appropriate</p> <ul style="list-style-type: none">▪ Promote our values and challenge stereotypes and discrimination			
<p>Organisational Knowledge</p> <ul style="list-style-type: none">▪ Freedom of Information▪ GDPR▪ Risk Management▪ Procurement▪ Performance Reviews▪ Dealing with Staff Matters▪ Health & Safety▪ ICT			
<p>Any other key areas specific to the post</p>			