DISTRICT COUNCIL OF Streaky Bay
29 Alfred Terrace, Streaky Bay SA 5680
T: (08) 8626 1001 E: dcstreaky@streakybay.sa.gov.au

INDUCTION POLICY

Policy No: **DCSB-HR-12.15**	Approved on: **26 November 2020**	Administered by: **Chief Executive Officer**
Last Reviewed: **New Policy**	Review Date **2024**	Record No: **F16/624**
Classification: **Human Resources**		

Strategic Plan link:
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1.5 – Provide a quality working environment that promotes the health of employees is family friendly and rewards effort fairly.
1.5.1 **–** Develop and implement Human Resource Strategy to address staff attraction, recruitment, retention, succession planning, skills development and career progression.

References and related Policies, Procedures and Forms:
Local Government Act 1999
Independent Commissioner Against Corruption Act 2012
Work Health and Safety Act 2012
Work Health and Safety Regulations 2012
Fair Work Act 1994 (SA)
DCSB-G-09.01 Code of Conduct for Council Members
DCSB-G-09.04 Training and Development Policy and Plan for Council Members
DCSB-HR-12.00 Performance Management Framework
DCSB-HR-12.02 Employee Code of Conduct Policy
DCSB-HR-12.05 Volunteer Policy
DCSB-HR-12.09 Performance and Development Policy
DCSB-HR-12.13 Recruitment and Selection Policy
DCSB-HS-12.05 Contractor Management Policy
DCSB-HR-PROC-12.07 Employee Code of Conduct Guidelines
DCSB-HR-PROC-12.08 Managing Unsatisfactory Performance Guideline
DCSB-HR-PROC-12.xx Performance and Development Procedure (currently under development)
DCSB-HR-PROC-12.09 Recruitment and Selection Guideline
DCSB-SM-18.00 Risk Framework
DCSB-SM-18.01 Risk Policy
Strategic Plan and related Strategic Management Plans
Corporate Plan

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1. Introduction

1.1 A strong workforce is vital to delivering Council's strategic and operational priorities.

1.2 To be successful employees and Elected Members who are new to Council, or to a new role within Council, need to have a clear understanding of expectations, priorities and responsibilities within their roles as Council employees and/or representatives.

1.3 It is important Council undertake a strategic approach to on-boarding, which starts before the first day of employment, included induction and orientation and supports new employees to become fully engaged, culturally aware and productive members of the Council team.

1.4 A new employee's first contact with their working environment is important to establishing expectations for their performance and relationship with Council. Induction provides a positive approach to managing employees and Elected Members who are new to Council and/or a role, improving the likelihood the employee/Elected Member can perform well and achieve their potential.

1.5 In the short-term effective induction supports:

- **Role clarity** – ensuring the new employee/Elected member understands their role and expectations;
- **Self-efficacy and self-confidence** – improving the likelihood a new employee/Elected Member will feel motivated and confident in doing their job well; and
- **Social integration** – maximising the opportunity for the new employee/Elected Member to feel socially comfortable and establish effective working relationships.

1.6 In addition to ensuring early adjustment, effective inductions support:

- shorter timeframes before a new employee/Elected Member can become fully productive and effective in their role;
- higher levels of engagement, commitment and role satisfaction;
- improved employee retention rates; and
- improved morale, performance and discretionary effort.

2. Overview

2.1 The District Council of Streaky Bay (the Council) is committed to providing suitable and adequate induction, information, instructions and training as necessary to ensure inductees are provided the best opportunity to understand their new role and to protect persons from risks to their health and safety arising from work carried out as part of the conduct of Council's business or undertaking.

3. Definitions

3.1 ***Extended Leave*** – where an employee has been away from the work place for six months or more as a result prolonged leave for example maternity leave, long term sick leave, secondment or leave without pay.

3.2 ***Induction*** – is the formal, structured process used to introduce new / transitioning employees and Elected Members, through the provision of information about Council, its priorities, responsibilities and work environment.

3.3 ***Orientation*** – is a transactional activity that introduces new employees to Council, their manager, director reports (where applicable), fellow employees and facilities

3.4 ***On-Boarding*** – refers to the process through which new employees and Elected Members acquire the necessary knowledge, skills and behaviours to become effective members of

Council and insiders. On-Boarding commences after the new employee/Elected Member report for their first day and continues until the new employee/Elected Member becomes fully engaged, culturally aware and a productive member of the workforce.

3.5 ***Performance and Development Plan*** – an agreement between the employee and their Departmental Manager/Supervisor that sets out key tasks, priorities, and agreed measures for the performance period, in addition to documented learning and development goals and plans.

4. Principles

4.1 Clarity of expectations

Induction ensures the new employee/Elected Member understands their role, priorities and all related expectations. To serve the community Elected Members and employees should have a clear line of sight between their work and the operational and/or strategic priorities of Council and their Department.

To achieve clarity of expectations, a Performance and Development Plan will be prepared for employees prior to the employee commencing their new role as per the Performance and Development Policy and Performance and Development Procedure.

In Induction Workshop for Elected Members, outlining the current Strategic Plan, Corporate Plan, outstanding projects, roles and responsibilities of Elected Members will be arranged within the first month after conclusion of a periodic election taking place.

4.2 Cultural alignment

Induction is one of a range of levers that supports a positive culture. New employees will be introduced to the Employee Code of Conduct Policy and agreed Council Values to establish a sense of norms and behaviours accepted within Council and their Department.

Elected Members will be introduced to the Code of Conduct for Council Members at their Induction Workshop to be held as per the above.

4.3 Facilitating connection

Collaboration and engagement are central to creating effective solutions together. New employees and Elected Members should be provided the opportunity to connect with and establish interpersonal relationships with key stakeholders, potential mentors and colleagues.

4.4 Commitment to compliance

It is essential new starters gain an understanding of their responsibilities as Local Government employees or Elected Members.

Employees must be provided with orientation to the work site and receive training on the basic contextual, safety, legal and policy related information relevant to the role.

Elected Members must be provided with orientation to all Council work sites, current outstanding project sites and be advised of any controversial matters currently being managed by Council staff, that will/may require Council involvement in the future.

5. Induction Considerations and Elements – Council Employees

5.1 Considerations concerning the path required for employee induction are outlined in Figure 1 below.

5.2 The Elements Required of Induction are included in Table 1 below.

Figure 1: Considerations for Induction

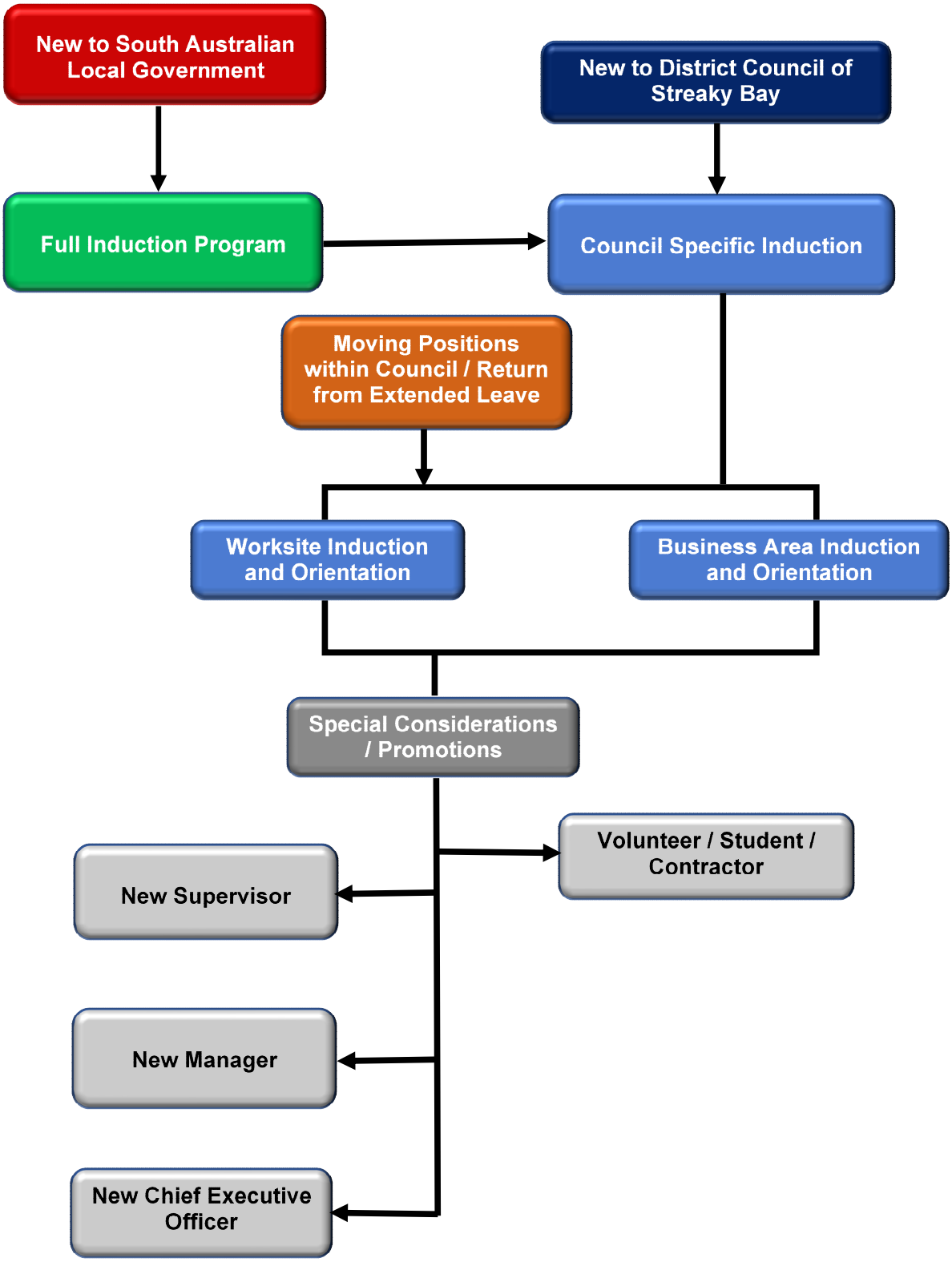

New to South Australian Local Government
New to District Council of Streaky Bay
Full Induction Program
Council Specific Induction
Moving Positions within Council / Return from Extended Leave
Worksite Induction and Orientation
Business Area Induction and Orientation
Special Considerations / Promotions
Volunteer / Student / Contractor
New Supervisor
New Manager
New Chief Executive Officer

Table 1: Elements of Induction

Considerations	Elements
New to South Australian Local Government	All new employees who have not served Local Government previously will complete the Full Induction Program. The Full Induction Program shall be completed within 30 days of commencement. New employees will complete the following: • Overview of the purpose and functions of Local Government in South Australia; • Understanding of the *Local Government Act 1999*; • Current priorities for Local Government in South Australia; • Public Officer responsibilities under the *Independent Commissioner Against Corruption Act 2012*; and • Over-arching understanding of Work Health and Safety obligations for Local Government and how self-insurance works in South Australia. • Discussion of relevant Award(s) relating to Local Government position(s) – this discussion will depend on the level at which a new employee will enter the organisation • "Local Government and You" or equivalent LGA Introductory training where available
New to District Council of Streaky Bay • **Council Specific** • **Business Area** • **Worksite**	**Agency Specific** As a minimum, a Council specific induction shall include an orientation session delivered through face-to-face, online and information pack modalities. Information which must be discussed include: • Confirmation of understanding of Local Government role as per the above; • Council's Strategic Plan and Corporate Plan, including visions, values, priorities, context and remit of Council; • Organisational structure and charts; • Policies, guidelines and procedures that are implemented across the whole of Council (i.e. human resources, work health and safety, procurement, risk management etc). • Enterprise Bargaining Agreement (EBA) relating to the area of employment (note new managers will require both EBA's where they are managing employee who will work under both EBA's)
	Business Area Induction and Orientation As a minimum, the new employee's business area shall provide new employees with: • Relevant information regarding reporting relationships; • Delegations relevant to the role; • Policies, procedures, guidelines etc that are specific to the business area including implementation practices; • An understanding of current projects, initiatives etc that relate to the business area and how they relate to the role: • Information regarding their specific role and responsibilities; • Information regarding Council Performance and Development Planning to establish a plan within 90 days of commencement in the role. • Introduction to peers, direct reports, supervisors, Senior Managers and the Chief Executive Officer.
	Worksite Induction and Orientation

	As a minimum the new employee's Manager or Supervisor should familiarise new employees with: • Their physical worksite, including office layout, floor maps, ICT resources (desktop, printers, phones, intranet, network folders etc), telephone listing and useful phone numbers and facilities (bathrooms and kitchen); • Introduction to other Council worksites including their physical location and any relevant restrictions to entry; • Work health and safety provisions and requirements at that workplace.
Moving Positions within Council or Returning from Extended Leave	Employees moving to a position in a different Department within Council need only undertake the Worksite Orientation and Business Area Induction and Orientation described above.
Special Considerations	In addition to whether the employee is new to the Local Government Sector or new to the District Council of Streaky Bay, there are other special considerations that must be made during the planning and implementation of an induction process for a new starter. A new starter may be a volunteer, student or contractor rather than a new employee and as such different conditions apply and are described below. A new employee may be new to supervising, new to management or may be a new Chief Executive. Each situation required special consideration as detailed below.
Volunteer / Student / Contractor	Whilst a volunteer/student/contractor is not an employee, their induction is still important to ensure they are productive in a short time and that they feel welcome, safe and enabled to undertake their role. Discussions shall occur around Council expectations of them in their role; however they do not participate in Council's Performance and Development Planning system. Staff supervising these people shall: • Identify the level of induction and orientation the volunteer/student/contractor is to receive – taking into account the length of service, relevance to the position and duties, level of responsibility and according to the nature and degree of the risks associated with the particular tasks of the position; • Ensure that relevant induction and orientation information is provided to the volunteer/student/contractor and relevant checklists are completed and recorded.
New Supervisor	The Departmental Manager should ensure employees and new employees who are also new to supervisory roles are: • Provided with information on relevant policies and procedures for which they now hold responsibility; • Delegations relevant to the role; • Made aware of performance management and development processes for which they may be responsible, and establish a new Performance and Development Plan within 90 days of commencement in the role • Introduction to their team and any direct reports; • Connect the new supervisor to any mandatory training associated with the role and make them aware of leadership and management development opportunities available through Council or externally.
New Manager	The Chief Executive Officer shall ensure that new Managers are:

	• Provided with information on relevant policies and procedures for which they now hold responsibility; • Delegations relevant to the role; • Provided with any Ministerial or State and Federal Government Contact that may be important to the role; • Provided a list and written outline of all outstanding/ongoing projects the New Manager will take responsibility for including up to date budget information regarding the project(s) • Made aware of Performance Management and Development processes for which they will be responsible, and establish a new Performance and Development Plan within 90 days of commencement in the role • Introduction to their team/direct reports • Connected to any mandatory training associated with the role and make them aware of leadership and management development opportunities available through Council or externally.
Chief Executive Officer (CEO)	The Mayor should ensure the new Chief Executive Officer is: • Provided a copy of the Delegations Manual; • Provide a copy of the relevant Awards and Enterprise Bargaining Agreements • Provide a list of all outstanding and current projects including up to date budget information for each project; • Current budget information including current budget position • Provide an introduction to the CEO of the Local Government Association (operation and key staff); • Provide an introduction to all other CEO's on the Eyre Peninsula; • Made aware of Performance Management and Development processes for which they will be responsible, and establish a new Performance and Development Plan within 90 days of commencement in the role • Introduction to their Management Team

6. Induction Considerations and Elements – Elected Members

6.1 Considerations concerning the path required for Elected Member induction are outlined in Figure 2 below.

6.2 The Elements Required of Induction are included in Table 2 below.

Figure 2 – Induction Considerations – Elected Members

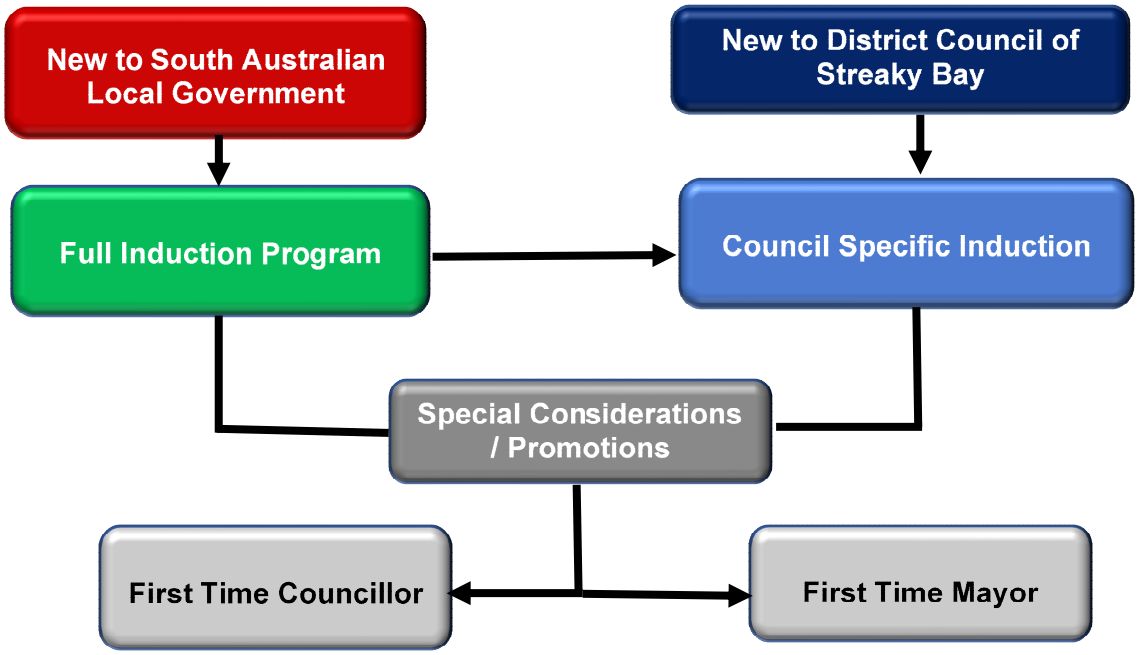


Table 2 – Induction Elements – Elected Members

Considerations	Elements
New to South Australian Local Government	All new Elected Members who have not served previously in Local Government in South Australia should complete the Full Induction Program. The Full Induction Program should be completed within 30 days of commencement. New Elected Members will complete the following: • Overview of the purpose and functions of Local Government in South Australia; • Understanding of the *Local Government Act 1999*; • Current policy priorities for Local Government in South Australia; • Role of Elected Members in South Australia • Governance Policy Overview
New to District Council of Streaky Bay	Where Elected Members have served as Elected Members previously, but not in Streaky Bay, then information specific to the District Council of Streaky Bay should be provided.: • Confirmation of understanding of Local Government role as per the above; • Council's Strategic Plan and Corporate Plan, including visions, values, priorities, context and remit of Council; • A list of Council's operational plans that inform the Corporate Plan • Organisational structure and charts; • Policies, and procedures relevant to the Elected Body in its role in the District Council of Streaky Bay
Special Considerations	In addition to whether the Elected Member is new to the Local Government Sector or new to the District Council of Streaky Bay, there are other special considerations that must be made during the planning and implementation of an induction process for a new starter.

	Each situation required special consideration as detailed below. Where a Councillor is a returning member their requirements to undertake mandatory training are reduced as per the Training and Development Policy and Plan for Council Members.
First Time Councillor	Where an Elected Member has not served as a Councillor specific consideration should be given to ensuring they understand fully their role as an Elected Member and their role as a member of Council. In this case both the provisions of New to South Australian Government and New to District Council of Streaky Bay apply. • Enrolment in mandatory training as per the requirements of the Training and Development Policy and Plan for Council Members • Introduction to all outstanding projects and planned projects as per the current Strategic Plan and Corporate Plan, including information with what a Councillors role in each of the projects shall be • A list of Council's operational plans that inform the Corporate Plan • Responsibilities of Council related to all Strategic Management Plans (such as the Disability Inclusion and Access Plan, Stormwater Management Plan etc) • Orientation of Council's worksites including introduction to staff where possible. • Introduction and workshop with the Leadership Team to provide Councillors with an understanding of each Team members role within Council
First Time Mayor	A first time Mayor may have already served as an Elected Member, in which case the Mayor's induction will not have to include the information provided above for a First Time Councillor. If however the Mayor is both a First Time Councillor and first Time Mayor, they will have to undertake the above training plus be provided the information noted below by the Chief Executive Officer: • The Mayor's role in managing the CEO; • The CEO's current Key Performance Indicators and previous Performance Review information; • Introduction to other Mayors on the Eyre Peninsula for support and guidance; • Introduction to the CEO and President of the Local Government Association • Introduction to the Executive Officer and President of the Eyre Peninsula Local Government Association • Introduction to the Chair of the Regional Assessment Panel • One on One meetings with each of the Senior Management as a meet and greet and role clarification session

7. Roles and Responsibilities

7.1 Mayor is expected to:

7.1.1 induct a new CEO if required; and
7.1.2 actively assist in the induction of new Elected Members where required.

7.2 Elected Members are expected to:

7.2.1 actively participate in required Induction Workshops; and
7.2.2 adhere to the requirements of the Elected Member Training Policy.

7.3 Chief Executive Officer will:

7.3.1 ensure an induction and orientation process is conducted for all employees;
7.3.2 deliver and manage the Elected Members induction workshop and orientation process;
7.3.3 ensure sufficient resources are available to support induction and orientation within Council; and
7.3.4 promote and play a visible role in demonstrating commitment to the effective induction, orientation and full on-boarding of employees and Elected Members..

7.4 Department Managers will:
7.4.1 provide/deliver appropriate induction and orientation resources for new employees and their supervisors to use;
7.4.2 regularly review and update induction and orientation materials to reflect/include any changes/priorities within the agency;
7.4.3 ensure direct reports are appropriately encouraged and supported to provide induction and orientation to new employees; and
7.4.4 regularly evaluate induction and orientation processes and continuously improve as required.

7.5 Departmental Managers and Supervisors will

7.5.1 ensure all new employees undertake the induction process and participate in any orientation program irrespective of the level or type of employment (i.e. volunteer, casual, temporary, ongoing, contractor etc)
7.5.2 determine the depth of induction and orientation required for volunteers/students/contractors, with specific emphasis on Risk Management
7.5.3 ensure the induction process is planned for prior to the employee commencing a new role
7.5.4 actively manage the probation period of new employees as per the Recruitment and Selection Policy, to ensure the employee has the support and tools required to be successful in the role
7.5.5 in the event an employee is not performing to the expected standard during the probation period, implement a performance management and improvement plan as per the Managing Poor Performance Guideline
7.5.6 ensure induction and orientation is completed and recorded on the employee's Personnel File as per the current records management policies and maintained as per the current General Disposal Schedule
7.5.7 assist in identifying gaps in induction and orientation through, but not limited to, employee feedback, evaluation forms, workforce training and assessment activities and risk management activities

7.6 Employees

7.6.1 New Employees are required to:

- participate in all induction requirements in a timely manner;
- review and familiarise themselves with the information provided to them, such as induction manuals or online resources;
- provide feedback to enable review and evaluation of the induction process; and
- maintain a record of their induction participation for the purpose of reporting

7.6.2 Existing Employees are required to:

- (where appropriate) attend relevant induction and orientation when changing roles and / or locations; and

- Welcome new employees into the Council, workplace and team and provide relevant peer support.

8. Evaluation and Reporting

8.1 The CEO's Executive Assistant will be responsible for monitoring compliance with this policy and reporting to the CEO regarding any non-compliances.

8.2 The CEO will monitor participation of employees in induction programs and look to identify and address barriers to participation if the need arises.

8.3 Feedback will be collected by the Executive Assistant in order to evaluate the process and recommend improvement options for the process where necessary.

9. Records

9.1 Recording of all information relating to the induction will be maintained and kept by relevant departmental staff.

9.2 All records must be kept in accordance with Council's Records Management Guidelines, including the Elected Members Records Management Policy, and destroyed as per the current General Disposal Schedule.

10. Review and Evaluation

This policy will be evaluated and reviewed at least every 4 years as per Council's Governance Policy (currently under development).

11. Further Information

This policy will be available for inspection at Council's principal office as listed below during ordinary business hours and available to be downloaded, free of charge, from the Council's website at www.streakybay.sa.gov.au.

District Council of Streaky Bay
29 Alfred Terrace
Streaky Bay SA 5680

Ph: 8626 1001
Email: dcstreaky@streakybay.sa.gov.au

12. Version Information

Version	Date Endorsed	By	Summary of Changes
V1.0	26 November 2020	Council	New Policy