

# SESLHD POLICY COVER SHEET



**Health**  
South Eastern Sydney  
Local Health District

<b>NAME OF DOCUMENT</b>	Orientation and Induction - New Employees
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<b>KEY TERMS</b>	Orientation, induction, new employee, mandatory training, non-employee, e-Learning, My Health Learning
<b>SUMMARY</b>	<p>The purpose of this policy is to provide a clear outline of the orientation and induction requirements at SESLHD for employees and their managers.</p> <p>The orientation and induction process aims to enable new employees to become competent and confident in their new roles and to become a loyal and enthusiastic contributor to the organisation.</p>

**COMPLIANCE WITH THIS DOCUMENT IS MANDATORY**  
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**1. POLICY STATEMENT**

The purpose of this policy is to provide a clear outline of the orientation and induction requirements at South Eastern Sydney Local Health District (SESLHD) for both employees and their managers.

The orientation and induction process aims to enable new employees to become competent and confident in their new roles and to become a loyal and enthusiastic contributor to the organisation.

**2. AIMS**

This policy provides the framework and minimum content standards for delivery of a standardised orientation and induction program which commences as soon as the employee accepts their new position.

An effective orientation and induction framework assists a new employee to become an effective contributor to the organisation, promoting engagement and increasing employee retention rates. The orientation and induction process is considered to be a continuum rather than a single event. It occurs over a 12-month period and consists of a series of learning activities including mandatory and discretionary training which is designed to support the effective and smooth transition of a new employee into the organisation and their work role. A diagram of the Orientation and Induction Framework is detailed in Attachment 1.

**3. TARGET AUDIENCE**

Chief Executive, General Managers, Service Directors, Clinical Stream Directors, Organisational Development and Learning Unit, Workforce Services, Manager Nursing Workforce, Local Orientation Coordinators, Managers, Supervisors and Employees

**4. RESPONSIBILITIES**

**Organisational Development and Learning is responsible for:**

- Implementation, maintenance and review of the Orientation and Induction – New Employees Policy;
- Identification, development, maintenance and review of each component of the corporate orientation and induction program;
- Ensuring that the content of presentations and / or material that is delivered as part of the Phase 2 Corporate Orientation is in accordance with adult learning principles, the SESLHD 'Everyone Matters' Framework and the strategic priorities from the 'SESLHD Journey to Excellence';
- Implementation, maintenance and review of the SESLHD Orientation Checklist;
- Ensuring the learning resources used in the orientation and induction program are consistent throughout the organisation;

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- Convening appropriate groups of stakeholders and/or subject matter experts (SMEs) to review and update the content and delivery of orientation and coordinate the process for amendments;
- Evaluation of the Phase 2 Corporate Orientation session e.g. online post attendance surveys and longitudinal follow up with participants;
- Compiling and reporting on attendance and evaluations measures;
- Liaising with Local (site-based) Orientation Coordinators to facilitate the successful implementation of the orientation program;
- Providing feedback and recommendations to the SESLHD Corporate Orientation working group and District Executive Team;
- Working with the Executive Sponsor to plan, review and coordinate orientation content and activities and when required, organise steering committee meetings;
- Maintaining the SharePoint site to ensure all relevant information and resources are available to the Local Orientation Coordinators;
- Organising and confirming subject matter expert presenters and other speakers to facilitate the Phase 2 sessions held at Prince of Wales Hospital, St George Hospital and The Sutherland Hospital as required;
- Organising and confirming Stallholders to attend Phase 2 sessions as required;
- Planning, coordinating and hosting new manager networking/orientation sessions; and
- Providing feedback to the SESLHD Education and Learning Council.

**Subject Matter Experts / Content Owners**

- Service delivery areas that are responsible for provision and delivery of specific content are to ensure the information is correct and relevant;
- Any material that will be provided to new employees is to be submitted to Organisational Development and Learning for approval to ensure the formatting is standardised and the content complies with adult learning principles and the SESLHD 'Everyone Matters' framework and Journey to Excellence strategy;
- Session content is to be reviewed and updated in consultation with Organisational Development and Learning and standardised across the District;
- Service delivery managers are to ensure that members of their team that are to deliver the content are familiar with the content and any changes that are made to the content on an ongoing basis; and
- All Subject Matter Experts delivering content will be encouraged to self-assess their presentation skills and access support and professional development offered by Organisational Development and Learning. Presenters will receive feedback on their sessions from the Organisational Development and Learning team in order to support continuous improvement.

**General Managers/Service Directors are responsible for:**

- Ensuring that service managers provide relevant orientation and induction to their new employees;

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- The delivery of the Phase 2 Corporate Orientation component of the program
- The delivery of occupation specific orientation;
- Allowing the completion of Phase 1 Orientation Pathway mandatory legislated training; and
- Monitoring compliance with minimum standards.

**Third party services such as nursing and medical staffing agencies are responsible for:**

- Informing the new employee of role relevant orientation attendance requirements in the letter of offer or in their employment organisation.

**Line Manager is responsible for:**

- Informing the new employee of role relevant orientation requirements prior to starting;
- Ensuring that new employees are scheduled to attend Phase 2 Corporate Orientation on the first available program on or after their commencement of employment;
- Ensure new staff know when Phase 2 Corporate Orientation is being held and directions to locate the room on site. Completion of Phase 2 must be completed within one month of commencement;
- Ensuring that new employees complete Phase 1 via My Health Learning either before or within the first two weeks of entering the organisation;
- Organising a manual handling representative to attend the work area and complete on-the-job manual handling orientation training with the new employee or if there is no departmental contact conduct the manual handling assessment and training exercise as per support document procedure;
- Signing off and submitting the WHS and Manual Handling form to the Local Orientation Coordinator for entry into My Health Learning;
- Providing a 'buddy' for the new employee to work with;
- Ensuring the Unit Based Orientation component of the program is delivered to their employee and providing, on completion, advice of the same to the Local Orientation Coordinator for entry into My Health Learning;
- Assessing at interview any special needs that may impact upon attendance or completion of orientation, for example limited hours of employment, disability access, English literacy and discussing options with the Local Orientation Coordinator of the accommodation of these requirements;
- Ensuring that any further mandatory induction training requirements pertinent to the new employees work role are planned and booked to occur within 12 months of employment; and
- Developing a Performance Development Plan with the employee within three months of commencement.

**Local Orientation Coordinator is responsible for:**

- Ensuring the My Health Learning system is updated to record completion of both the Phase 2 Corporate Orientation session and the Unit Based Orientation;
- Administering the operational components of the program including organising / confirming orientation dates and venues and ensuring the availability of training materials;
- Modifying delivery / attendance requirements in consultation with Line Managers for employees with special needs e.g. disability access and English literacy. In the case of employees who work part time or restricted hours, viable alternatives will need to be explored to provide for their orientation for example, flexible delivery options; and
- Liaising with the local Fire Officer or any other speakers regarding additional local sessions that may follow the conclusion of Phase 2 Corporate Orientation.

**5. DEFINITIONS**

<b>Agency Staff</b>	Any person employed on a casual basis through an employment agency such as medical locum staff or nurses employed through a nursing workforce staffing agency.
<b>Consumers</b>	Consumers and/or carers are members of the public who use, or are potential users, of healthcare services. It includes patients, consumers, families, carers and other support people.
<b>Discretionary training / content</b>	Optional training or information that enhances understanding of job role and contributes to capability development.
<b>Employee</b>	Any person working or contracted to work in any capacity in South Eastern Sydney Local Health District (SESLHD) or associated organisations/facilities. For the purpose of this document, this means any person working in a casual, temporary or permanent capacity including visiting practitioners and unpaid staff such as volunteers or students.
<b>Induction</b>	Is a program of ongoing, systematic training and support for new employees into their work role. Induction programs may comprise mandatory training, discretionary training and other support strategies such as mentors and preceptors.
<b>My Health Learning</b>	NSW Health approved standard database for recording training activities. My Health Learning is the state-wide web-based Learning Management System (LMS) that delivers and tracks learning or training for NSW Health employees.
<b>Local Orientation Coordinator</b>	Person/s who are responsible for coordinating orientation for facilities within the Local Health District (LHD).
<b>Mandatory training/ content</b>	Compulsory content or training as determined by Legislation, NSW Health Directives, corporate, clinical, or local facility policy. Mandatory training may be applicable to all employees or be workgroup or discipline specific.

<b>Manual handling contact</b>	Within each facility there are manual handling coordinators or ‘champions’ who will assist new employees with the manual handling requirements of their position.
<b>Non-paid Employee</b>	A non-paid employee is someone who works in one of the LHD facilities but is employed by a NSW Health affiliated organisation or approved employment agency. These employees are required to be fully orientated and compliant with mandatory training obligations while working within the LHD. For example HealthShare staff whilst employed by HealthShare are located in facilities within the LHD and therefore have the same orientation and mandatory training obligations as staff employed directly by the LHD.
<b>Orientation</b>	A finite activity designed to introduce a new employee to the organisation and to acquaint them with the broad governance structures, policies and processes as well as employer/employee responsibilities and expectations.
<b>Phase 1</b>	The orientation program comprises three main activities. Phase 1 requires completion of online modules in My Health Learning.
<b>Phase 2</b>	The orientation program comprises three main activities. Phase 2 is the face- to-face session held at Prince of Wales Hospital, St George Hospital and The Sutherland Hospital on a monthly basis.
<b>Phase 3</b>	The orientation program comprises three main activities. Phase 3 is the unit based induction conducted with the assistance of a supervisor, buddy and manual handling contact. It is the final stage in the Orientation program.
<b>Stallholder</b>	A SESLHD service or department or other organisation that is affiliated or associated with NSW Health that is invited to attend Phase 2 Corporate Orientation to provide information to participants in the form of a presentation during the session or as an information stall held during morning tea.
<b>Student</b>	A person undertaking work placement in an unpaid capacity for the purpose of an approved course of study, workplace assessment or work experience.
<b>Unit Based Orientation</b>	A support program which focuses on orientating a new employee to their job role. Unit Based Orientation must start on the day a new employee commences work in a unit/department.
<b>Volunteer</b>	Any person providing a service within the organisation in an unpaid capacity.

**6. PROCEDURE**

**6.1 Attendance requirements**

All components of orientation and induction are mandatory for all new employees upon commencing with the organisation (except those mentioned in section 6.1.1 below).

Ideally, orientation will commence prior to, or on, the first day of employment. If the first day of employment does not coincide with a scheduled Phase 2 session the employee must commence with the Phase 1 online component followed by the Phase 3 Unit Based Orientation. The new employee must then be scheduled to attend the first available Phase 2 session after their date of commencement.

If this is not possible, approval must be sought through the Local Orientation Coordinator (or delegate) or in the case of nursing staff the Manager Nursing Workforce to delay orientation for a new employee. Where orientation is delayed it must occur within one month of the employee's commencement date.

All new employees are to start their Unit Based Orientation on the day they commence work in that unit/department. This is mandatory for all new starters except medical staff who are orientated by the facility based Medical Workforce Unit. Orientation and induction to specific occupations or work groups must occur within one month of a new employee's commencement date. SESLHD also hosts a number of workers employed by affiliated organisations such as the Clinical Excellence Commission and HealthShare who must also comply with this policy.

Subsequent to orientation employees are required to undertake additional training identified as appropriate to the role of the employee targeting the level and type of work they will undertake as a normal part of their work role.

Managers are also encouraged to identify and assist staff to access additional training and other strategies necessary to support the new employee to work more effectively in their role. For example, interpersonal and organisational communication programs and /or human resource related programs such as recruitment and selection training. Such programs are targeted to the level and type of work the new employee will undertake in their role in the organisation.

### **6.1.1 Attendance requirements for contingent workers**

Any other individual (paid or voluntary) including those on approved work and student placements, agency and locum staff, should have access to an orientation program. Currently agency nursing staff and student facilitators use Class Marker, an online eLearning platform. Students are required to complete mandatory online modules assigned to them on My Health Learning. Contractors are required to complete assigned requirements online as directed.

Volunteer coordinators must ensure compliance with NSW Health policy directive PD2011\_033 Volunteers – Engaging, Supporting and Managing Volunteers Section 3.1.1 What will we do? A workbook has been developed to support volunteers to complete the core mandatory training requirements in situations where the volunteers may not have access to equivalent online modules in My Health Learning due to access or capability of using a computer.

Any additional content will be determined according to the role of the individual with the organisation

### 6.2 MANDATORY MINIMUM CONTENT STANDARDS FOR ORIENTATION AND INDUCTION

#### 6.2.1 Content areas of orientation

Orientation is divided into the following four content areas:

**Phase 1: Orientation Pathway:** The online modules in My Health Learning focuses on the mandatory training components of orientation and introduces the new employee to the organisation.

**Phase 2: Corporate Orientation:** This face-to-face component focuses on welcoming the new employee to the organisation, providing them with contextual information about the organisation, and informing them about positive workplace behaviours and employee support services.

**Phase 3: Unit Based Orientation:** This component focuses on local work environment and safe operating procedures and practices. It involves the completion of a WHS inductee checklist within the first fortnight of employment and culminates in the development of a Performance Development Plan at the three month mark.

**Occupation Specific Orientation:** Some occupations have specific orientation needs in addition to those incorporated in the orientation program. These additional needs may be in the context of work environment, location and /or legislation. Some examples of these may include Radiation Safety training for those exposed to radiation, further child protection training for frontline workers, food handling, CPR and so forth. Employees within these disciplines are best placed to identify this information with their managers.

Five themes run through orientation, moving in a cascade from a broad corporate governance focus to local application.

- Corporate citizenship
- Governance and communication
- Information management
- Safe practice and environment
- Employee wellbeing

#### 6.2.2 Content areas of induction

Induction is divided into the following three content areas:

**Mandatory Legislated Training:** legislated training appropriate to the role of the employee. While much of this training is universal, it is acknowledged that some work



roles require more extensive mandatory training which targets the type of work the employee will undertake as a normal part of their work role. For example: Child Protection, Manual Handling and Infection Control.

**Corporate Training:** targeted to the level and type of work the new employee will undertake. Includes training required by the organisation commonly around behavioural expectations, organisational values, human resource practices, ethics and accountability.

**Role Specific Training:** includes induction level training programs designed to enhance interpersonal and organisational communication capabilities. Aimed at three broad work groups: frontline administrative and support staff; clinicians and managers.

Some training activities are available through Organisational Development and Learning and can be found in the My Health Learning catalogue.

**6.3 Method of delivery**

The online component of orientation is hosted by an external platform provider (My Health Learning) and is available on the intranet and internet. New employees are encouraged to complete this training before their first day at work where possible. This allows new employees to not only understand their requirements on commencement but also allows a more effective training environment where the participant can take breaks from the training and complete it over a period of time.

New employees who do not have a computer at home or who use an incompatible computer may gain access to on-site computer by arrangement with their Line Manager or the Local Orientation Coordinator.

There is also an online program for non-employees working on site (Class Marker). Their supervisor is required to ensure completion.

Responsibility for the delivery of the Phase 2 content will rest with Organisational Development and Learning. The content delivered in orientation sessions throughout SESLHD is standardised to ensure compliance to legislative requirements and consistency of the program across the LHD.

There are a number of smaller support services located within SESLHD that host their own face-to-face orientation programs, however, they may use SESLHD’s systems for the purposes of accessing mandatory legislated training programs as well as any necessary occupation specific training. SESLHD is to ensure these services are included in the scheduling of all mandatory training associated with orientation and induction.

**6.4 Orientation, induction and managing for performance**

All employees will be advised at the commencement of employment of the requirements for participation in the Managing for Performance process. This process is integral to

orientation and induction to the organisation. The Managing for Performance procedure SESLHDP/415 is in place to ensure that employees are provided with clear expectations of what is expected of them in their roles, their responsibilities and the expectations of their performance within that role. The Managing for Performance process encompasses the annual Performance Development Plan through which managers and employees work together to identify performance goals, development goals and planning related to career development.

Employees are to be provided with feedback on their performance and receive support and coaching throughout the Managing for Performance process. During this process, it is expected that any mandatory and discretionary training requirements will be identified for each employee (including new employees). These requirements are to be recorded on a Performance Development Plan.

### 6.5 Recognition of prior learning (RPL)

Any employee, transferring from another role within SESLHD, or whose separation from SESLHD is less than 12 months may be exempt from attending Phase 2 of the orientation program. The employee's line manager must complete SESLHD Form F079 Exemption from Corporate Orientation and submit to the Local Orientation Coordinator for entry into the employee's My Health Learning record.

It should be noted that Phase 1 (online) has a pre-assessment section where an employee's knowledge of mandatory legislated training is assessed. On completion of this assessment employees will only be required to complete those content areas in which they are not yet competent. Therefore no exemption will be granted for Phase 1.

### 6.6 Governance

#### 6.6.1 Compliance monitoring

- **Attendance** is to be recorded and tracked using My Health Learning by the following staff:
  - Local Orientation Coordinator
  - Organisational Development and Learning
- **Induction checklists** serve as a record of completion of relevant components of orientation and induction and should be kept on the employee's personnel file at department level.

#### 6.6.2 Evaluating the orientation and induction programs

- A review of the content should take place on an annual basis to ensure the content is up to date and relevant;
- A biennial review of the whole program is to be conducted to ensure the program reflects the changing needs of the organisation.

**7. REFERENCES**

**Legislative**

- Children Legislation Amendment (Wood Inquiry Recommendations) Act 2009
- Community Relations Commission and Principles of Multiculturalism Act 2000
- Freedom of Information Act 1989
- Government Information (Public Access) Act 2009 (NSW)
- Health Administration Act, 1982
- Health Records and Information Privacy Act 2002
- NSW Children and Young Persons (Care and Protection) Act 1998
- Privacy and Personal Information Protection Act 1998
- Public Sector Employment and Management Act 2002
- State Records Act 1998
- Waste Avoidance and Resource Recovery Act 2001 (NSW)
- Waste Recycling and Processing Corporation Act 2001 (NSW)
- Work Health and Safety Act 2011
- Work Health and Safety Regulations 2011

**External references**

- [PD2005\\_319 Aboriginal and Torres Strait Islander Peoples - Preferred Terminology to be Used](#)
- [PD2012\\_042 Aboriginal and Torres Strait Islander Origin - Recording of Patients and Clients](#)
- [PD2018\\_034 Breastfeeding in NSW - Promotion, Protection and Support](#)
- [PD2018\\_016 Prevention and Management of Workplace Bullying in NSW Health](#)
- [PD2016\\_045 Employee Assistance Programs](#)
- [PD2010\\_024 Fire Safety in Health Care Facilities](#)
- [PD2020\\_020 Incident Management Policy](#)
- [PD2017\\_013 Infection Prevention and Control Policy](#)
- [PD2015\\_049 NSW Health Code of Conduct](#)
- [PD2015\\_001 Preventing and Managing Violence in the NSW Health Workplace - A Zero Tolerance Approach](#)
- [PD2018\\_013 Work Health and Safety: Better Practices Procedures](#)
- [PD2017\\_043 Violence Prevention and Management Training Framework for NSW Health Organisations](#)
- [PD2017\\_026 Clinical and Related Waste Management Health Service](#)
- [PD2015\\_001 Preventing and Managing Violence in the NSW Health Workplace – A zero Tolerance Approach](#)
- [PD2009\\_057 Records Management – Department of Health](#)
- [NSW Health Policy and Standards for Security Risk Management In NSW Health Agencies June 2013](#)
- [National Safety and Quality Health Service Standards – Clinical Governance Standard](#)

- [NSW Health Sector Industrial Awards](#)

**Internal references**

- [SESLHDPD/265 Emergency Management](#)
- [SESLHDPD/267 Fraud and Corruption Prevention Strategy](#)
- [SESLHDPR/415 Managing for Performance](#)
- [SESLHDPD/196 Records Management Policy](#)
- [SESLHDPD/266 Reporting Policy \(internal and External Channels\)](#)
- [Safety When Working Offsite Handbook – Practical Guidance for Workers, Managers and Others Involved in Working Offsite](#)
- [WHS – Working Off Site Risk Management Procedure SESLHDPR/230](#)

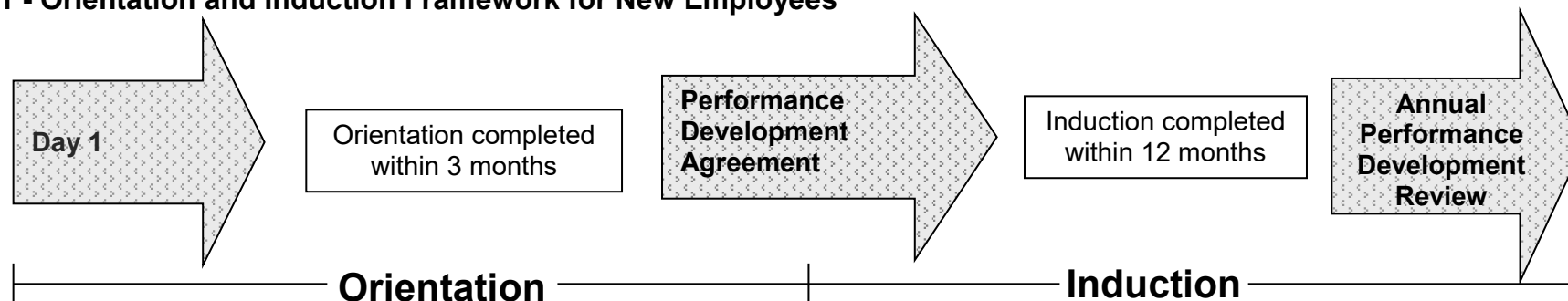
**8. REVISION & APPROVAL HISTORY**



Date	Revision No	Author and Approval
April 2002	0	IAHS Learning and Development Unit
Nov 2004	1	Revised September 2004 Learning and Development Unit, approved for release by the Area Policy and Procedure Committee
March 2006 – Dec 2006	Draft 1 -8	Former IAHS Policy revised and reviewed by SESIAHS Orientation Policy Working Party - amendments made to policy to include Performance Development and Mandatory Training requirements
April 2006	9	Louise Fullerton, Learning and Development Consultant, Organisational Learning Unit.
April 2012	10	Former SESIAHS Policy revised and reviewed by Nina Lord, Orientation and Mandatory Training Coordinator, Learning and Development Unit, SESLHD/ISLHD
August 2012	11	Endorsed by Peggy Pollock Acting Director Workforce Services SESLHD
September 2015	12	Reviewed and minor changes made by Learning and Development Unit.
October 2015	13	Minor changes incorporated from feedback from Orientation Working Group members – Sharon White and Karen Tuqiri (Nursing and Midwifery Practice & Workforce Unit), and Louise Johnson (Principle Consultant, Workforce Services)
July 2017	14	Minor changes incorporated from changes to the delivery of Phase 2 Corporate Orientation format, updates to titles and policy links.
August 2020	15	Minor changes to responsibilities around the delivery of Phase 2, update to department names, update of policy and associated links.

## Orientation and induction – new employees

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### Attachment 1 - Orientation and Induction Framework for New Employees



Timeframe	Commencement of Employment	First Day in Workplace	First Month	First 12 months of employment		
<b>Activity</b> Key:  Mandatory Content  Discretionary Training	<b>SESLHD Corporate Orientation</b>	<b>Unit Based Orientation</b>	<b>Occupation Specific Orientation</b>	<b>Mandatory Legislated Training</b>	<b>Corporate Training</b>	<b>Introduction to Work Role</b>
Responsibility for content	Organisational Development and Learning	Local Unit	Occupation Subject Matter Experts	Subject Matter Experts	Organisational Development and Learning	Various
Responsibility for delivery	General Managers	Immediate Supervisor	Occupation Specific Training Providers	Mandatory Training Educators	Internal and external providers	Various