

Planning an induction programme

You should plan a worker's induction before they start.

Your organisation might already have an induction programme you can follow.

You should tailor an induction plan to the new worker. For example, someone starting their first job might need a more detailed induction than someone with experience.

You should take into account where the person will be working. For example someone might work from home or in a different location to the rest of the team.

Making an induction plan

Making an induction plan will help you to:

- run an effective induction process
- make sure everything is covered
- spread out activities so the worker is not overwhelmed

You should consider:

- the number of people who need an induction and their roles – a group induction might work
- what needs to be covered
- who should be involved
- how to fit any induction tasks or training around other work activities and shift patterns
- whether a worker needs any [reasonable adjustments](#)
- whether induction activities will be done in person, online or a mix of both

You could also consider assigning a mentor or 'buddy'. This can be someone else in the team who supports the new worker to settle in.

To help you make an induction plan, you can adapt our [induction checklist template](#).

Sending an induction pack

You should send the new worker important information before their first day.

It's up to you how you send this. For example, to the worker's home address or by email.

An induction pack should include information about the role and the organisation. For example, you could include:

- what to expect on the first day
- practical information – for example dress code, building access and security, kitchen facilities, parking

- how to collect or receive equipment – including if someone will be working from home
- a staff handbook, if there is one
- information about the organisation – for example history, strategy and values
- the new worker's [written statement of employment particulars](#) – if this was not sent with the job offer letter

Planning a group induction

If more than one person is starting in the same role, you could do their inductions together.

Group inductions are a good way to:

- make sure workers have a consistent experience of induction
- give workers the chance to meet each other and build relationships

For example, you could:

- invite them to the same meetings
- arrange for them to do training together

On the first day

The first day should focus on making a worker feel welcome and completing essential tasks. For example:

- dealing with important information – for example bank details, National Insurance number and P45
- talking through health and safety requirements
- making sure they can access the tools and equipment they need

Avoid giving too much information on the first day. This could be overwhelming.

Meeting the team

The worker should ideally meet their manager on their first day. And their mentor or buddy, if they have one.

They should also meet the team they'll be working with. This can either be on their first day or during the first few days or weeks.

Health and safety

All employers have a legal responsibility for the health and safety of workers. This includes new starters.

On a worker's first day, you should talk with them about:

- your organisation's health and safety policy
- any health and safety training or risk assessments they need to complete during their induction
- how to report a health and safety issue or risk
- what to do if there's an accident or emergency
- anything specific to their workplace – for example the fire safety and evacuation process
- anything specific to working from home, where relevant – for example checking they have a safe space to work in

[Find out more about health and safety at work](#)

After the first day

After the first day, the rest of an induction programme should include:

- introducing the worker to people in the wider organisation
- explaining their role and how it fits within the organisation
- more information about the organisation – for example aims and values
- explaining what's expected of them
- carrying out work tasks relevant to the role
- training
- reviewing how things are going

You should also explain your organisation's policies and ways of working. For example:

- absence
- discipline and grievance
- pay and expenses
- equipment and IT
- data protection
- bullying and discrimination
- support available – for example mental health support, staff networks, support for neurodivergent workers

Training

During an induction, a worker might need training to learn how to do parts of their role.

Training might include:

- learning how to use IT software or new systems
- customer service skills
- how to do tasks specific to the role
- mandatory training that all workers in your organisation do – for example health and safety

Training could include formal training or shadowing more experienced workers.

You should support the worker to put their training into practice. For example, someone more experienced could support them with work tasks.

Reviewing how an induction is going

It's important for a manager to review how someone's induction is going.

You should:

- talk with the worker regularly
- give them regular feedback about how they're doing
- listen to them and answer their questions
- give guidance on anything they need to improve

When the worker has some experience of the role, you should arrange a review meeting. You should talk with them about:

- how they're finding the role and the organisation
- areas where they're doing well

- any further training they might need
- any questions or concerns they have

If there's a problem with a worker's performance

If a worker is not performing to the expected standard, you should talk with them. This can be a good time to review their induction programme and arrange more training or support.

[Find out more about performance management](#)

Contact the Acas helpline

If you have any questions about inductions, you can [contact the Acas helpline](#).

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