INDUCTION & INTEGRATION PROGRAMME

AMENDMENT HISTORY

VERSION	DATE	AMENDMENT HISTORY
D1	Jan 14	Addition of branding and formatting changes in line with Policy for Development of Policies.
V1	Feb 14	Approved by Rem Com.
RC/XX/034/V1	Dec 14	Unique reference number added prior to publication
V2	May 17	Reviewed by Director of OD and HR

REVIEWERS
This document has been reviewed by:

NAME	DATE	TITLE/RESPONSIBILITY	VERSION
Steph Cartwright	28.1.14	HR Lead	D1
Julia Dixon	28.1.14	Staff Side Lead	D1
Alice McGee	24 May 2017	Head of HR & OD	V2
Stephanie Cartwright	24 May 2017	Director of OD & HR	V2
Staff Forum	5 June 2017		V2

APPROVALS
This document has been approved by:

NAME	DATE	VERSION
Remuneration Committee	28 February 2014	V1
Remuneration & HR Committee	7 June 2017	V2

N.B: the version of this policy posted on the intranet must be a PDF copy of the approved version.

DOCUMENT STATUS
This is a controlled document. Whilst this document may be printed, the electronic version posted on the intranet is the controlled copy. Any printed copies of the document are not controlled.

RELATED DOCUMENTS
These documents will provide additional information.

Contents

1.0   Policy Overview

1.1   Purpose

The purpose of the Dudley CCG Induction and Integration programme is to provide all new employees with the key information they require to successfully integrate into our organisation and assist in the understanding of our values and culture. In addition to this induction all new starters will be provided with a staff handbook which details how the CCG works on a day to day basis.

The Induction and Integration Programme takes place over a six month period, and will be implemented through a programme of guided learning promoting our values and culture and the sharing of knowledge and experience, through one to one meetings.

The programme further provides new employees with guidance around how to prepare for review meetings and value based personal development and objective setting review.

1.2   Who this policy applies to

This guide is for all new employees in Dudley CCG, and also to support employees returning from long term absence, secondments, career breaks and maternity leave or have been successful in a different role within Dudley CCG.

1.3   Key principles

The Dudley CCG Induction and Integration Programme is designed to communicate a consistent theme and message to new employees, illustrating the values and culture of Dudley CCG and encouraging an 'open to all' approach to management and the senior leadership team.

It is the responsibility of the recruiting manager to meet with a new starter on their first day and go through the Induction and Integration Programme. Where this is not possible this responsibility should be delegated to their deputy. No new starter should start in the organisation without receiving this plan and having a meeting at the start of the first day.

2.0   About Us

Our CCG – Introducing Dudley CCG

2.1   From 1 April 2013 we were authorised as an organisation for the commissioning (buying and monitoring) of healthcare for approximately 315,000 registered patients.

2.2   As the local leader of the NHS, our job is to continually improve the services we commission for patients, improving their quality and performance, while achieving the very best value for the tax payer. We further aim to improve the general health of everyone in the local area, working with colleagues in Public Health to reduce health inequalities.

2.3   We will achieve improvements by commissioning the highest quality, evidence-based services and we will place patients at the centre of our decision-making. With GPs now in the driving seat of NHS commissioning, we believe we can bring about real improvements in the health of our population and people's experience of services.

2.4   Our Vision is:

"to promote good health and ensure high quality health services for the people of Dudley"

Our Team Values

2.5   Dudley CCG has a set of team values that all staff aim to follow. They are:

- **TRUST** one another
- **RESPECT** one another
- **BE OPEN** to receiving feedback from other
- Maintain **PROFESSIONAL** integrity
- Be accessible, visible and **CONSISTENT**
- Take **RESPONSIBILITY**

Our Principles
- **Clinically-led**
  With close working partnerships between clinicians and managers

- **Primary care at our heart**
  Ensuring the full engagement of constituent practices to deliver commissioning priorities

- **Focus on quality and continuous improvement**

- **Meaningful involvement of patients and public**

- **Working with partners to improve health outcomes and services and reduce health inequalities**

- **Living within available resources**

- **Maturing as a commissioner**
  Improving quality through mature commissioner/provider relationships

- **Developing a clear vision for the development of primary care**
  To support commissioning aims of integration etc.

- **Better informed patients and public**
  Genuine involvement in priority setting, better awareness of costs, choices etc.

- **Focus partnership working around agreed key service areas**
  Supported by integrated commissioning arrangements where appropriate

- **We will have a focus on prevention and health promotion**
  We will seek to educate our population. We will support initiatives which promote health, prevent ill-health and support people to live longer and with a better quality of life

- **We will be an innovative organisation**
  We will seek to be leading edge and embrace innovation and new technology.
  We will seek to work smarter, not harder, and modernise healthcare provision

- **We will promote excellent financial management**
  We will ensure value for money and financial viability

3.0   Induction and Integration Programme Overview

3.1   Dudley CCG Induction Programme consists of three modules:

- Local Induction and Orientation (conducted by Manager)
- Integration (conducted by Manager)
- Local Induction Plan (conducted by Manager)

3.2   The Local Induction and Orientation module is conducted directly between the Line Manager and the employee, which should be conducted on the employee's first day.   The Local Induction contains the vital information every employee requires, which includes:

- Confirmed hours of working day
- Where the staff rest areas are located
- Employee break entitlements and when breaks can be taken
- Where the fire exits and fire extinguishers are located
- The fire evacuation procedures and who the fire officers are
- Who the first aiders are, and where they are located
- Office security measures
- Organisational policies and procedures, and where these are published
- Flexible working
- Car parking arrangements
- Tea and coffee fund

3.3   Integration into the team and wider CCG is coordinated between the line manager and the employee directly, and consists of the meeting of the immediate team, wider teams and key colleagues that the new employee will be working with.   This aspect will provide the new employee with the ability to build successful working relationships and increase work efficiency.

3.4   The Local Induction Plan is arranged locally by the employee's Business Support Manager and the employee's line manager, and will include regular team meetings and 1:1 meetings with the Senior Management Team which will provide information based on the organisations values, mission, vision and culture.

3.5   The Local Induction Plan will further provide the employee with the opportunity to ask any questions relating to the Induction Programme which requires further clarification.

4.0   First Week

4.1   On your first day, or before if possible, you should bring with you the following documents:

- P45 or P46 if no P45 is available
- Bank details
- A signed copy of your contract of employment

4.2   These will be used to complete your new starter form to set you up on the payroll system.

4.3   As you are joining an NHS organisation, you will automatically be opted-in to the NHS Pension Scheme and contributions will be deducted from your monthly salary. If you wish to opt-out of the pension scheme, you can do so by completing a pension opt-out form which will be submitted along with your new starter documentation.   This is form SD502 which is available from the Business Support Manager or online at www.nhsbsa.nhs.uk

Teams

4.4   Your line manager will provide you with an introduction to your immediate team, and brief duties and/or responsibilities of the role to provide you with an understanding of where your role fits within the team.

4.5   You will receive an understanding from either your line manager or immediate team on what are the typical behaviours or the 'norm' is for the team and wider CCG. This will generally consist of:

- Schedule of relevant meetings or committees
- General office practices, procedures and etiquette
- Escalation processes
- Absence reporting procedure
- Annual leave allowance and the requesting process
- Use of ESR

4.6   The team should further explore with you the CCG values and behaviours and their importance in relation to conduct business expectations; and how these are to be applied in your own role.

4.7   To provide you with a further understanding of the operation of Dudley CCG, you should further be provided with an outline of the different departmental functions, the key contacts within each department and how your immediate team links with different departments and work areas.   This will be covered during your induction session with each senior manager.

Office Tour and Office Safety

4.8   One of your team will provide you with a tour of the building, which will consist of:

- Introductions to appropriate staff
- Noting where the fire exits and fire assembly points are, and explaining when the fire alarm is tested. Should the alarm go off at any other time, without prior warning, then all staff should expect to evacuate the building where a register, to include any visitors, will be taken
- Indicate where the first aid box is and what procedure to follow where an accident may occur

4.9   On your first day you will be provided with a temporary access card for office buildings and premises. You will be required to complete an application form to obtain a permanent access card. This will be organised by our Business Support Manager.

Meeting Key Colleagues – Local Induction Plan

4.10   As part of your Local Induction Plan, you will have the opportunity to meet with key colleagues and senior managers on a one to one basis. These meetings will be arranged by our Business Support Manager and your line manager prior to your start date so that the induction process is as efficient as possible. These meetings can be formal or informal, but you will be provided with a record of these appointments and prominent agenda items on your first day.

Workstations, ICT and Data Protection

4.11   Arrangements for you to access the IT systems, email and shared access drives should have been made, however you may need to ensure this is in place on your first day to ensure an efficient start up and smooth transition into your role.

4.12   If required as part of your role, you should be provided with all relevant IT equipment to fulfil duties and responsibilities of your role. This may include:

- Laptop
- Desk telephone
- Mobile Smart Phone

- Secure saving devices (memory sticks)

4.13   It is important you ensure that your immediate working environment is appropriate for your needs. Start by checking the height of your desk and chair. Checking the desk may identify any additional equipment or support to ensure the workstation is suitable. This can include the assistance of a foot rest, wire covers, wrist rest or desk adjustment.

4.14   If your manager has agreed your role classes you as a DSE User (please refer to the DSE policy) you will be required to do a self-assessment DSE form (Appendix 2). If assistance is required you can ask for help from one of the Health & Safety Representatives or Business Support Manager. This form will then be kept on your personal file.

4.15   You are further recommended to familiarise yourself with the organisational internet and e-mail usage policies, ensuring you fully understand the expectations of accessing emails and internet whilst you are employed by Dudley CCG.

Policies and Procedures

4.16   The Dudley CCG Policies are published on the staff intranet. You are advised to familiarise yourself with these policies and your responsibilities within them.

4.17   Policies include (not exhaustive):

- Absence
- Disciplinary
- Managing Work Performance
- Grievance
- Bullying & Harassment
- Annual Leave
- Flexible Working
- Maternity and Paternity
- Whistleblowing

4.18   Our Business Support Manager will assist you in the calculation of your annual leave entitlement.

Staff Intranet

4.19   Your line manager or one of your team will demonstrate to you the internal staff intranet, and where you can access organisational information, staff contact details and corporate details.

Finance Procedures

4.20   If appropriate, your line manager will explain to you the relevant financial procedures and any authorisation limit/budget you are responsible for. This will include:

- How to code invoices and how the budget codes work in relation to office costs and project codes, etc.
- How to order goods and services, and register for any Contract and Procurement training on the SBS finance system.
- How to claim expenses; ensuring staff understand the importance of accurate recording and authorisation.

5.0.   Training, Learning and Development

Statutory and mandatory training

5.1   The CCG requires all staff members to complete, and keep up to date with their statutory and mandatory training elements.

5.2   The following courses are statutory for all new starters within Dudley CCG, and must be completed within your first month of employment:

- Local Induction Plan (coordinated by the Business Support Manager)
- General Health & Safety Awareness
- Fire Safety
- Manual Handling (Category 3)
- Safeguarding

5.3   You are required to complete the Health and Safety Awareness, Fire Safety, Manual Handling and Safeguarding courses both online and face to face in order to be compliant with mandatory training requirements. You will receive login details via email to allow you to access the online training through Bluestream and our Business Support Manager will book you onto the face to face training. Statutory training should be updated as outlined by the CCG.

5.4   The following courses are **mandatory** for all new starters within Dudley CCG.

- Information Governance (to be completed within 48 hours of being in employment)
- Equality and Diversity (to be completed within one month of being in employment)

5.5   The above courses are both available to complete online and take approximately 45 minutes each to complete and must be updated on a regular basis. On completion of your mandatory and statutory training, you should advise the Business Support Manager with evidence of the date it was completed, together with a certificate.

5.6   Further recommended training will be available throughout the year which includes:

- Recruitment and Selection Training – for those responsible for leading recruitment activity
- HR Management Training – for line managers
- Information Governance Workshop – for those roles which deal directly with patient information and which require up to date, in depth knowledge of data protection and governance

5.7   Line managers should review with the employee that mandatory and statutory training has been completed within the first month of employment. As a guide, managers can utilise the checklist included in the appendices of this document to ensure all training has been completed as required.

Learning and Development

5.8   Dudley CCG recognises the importance of ensuring personal learning and development for personal and professional achievement and motivation. To ensure we are striving to be the best, we want to reward our staff for all the good work they do and through a variety of development methods support our staff to become excellent.

5.9   Dudley CCG may use the following techniques to deliver learning and development (not exhaustive):

- Team meetings/study groups
- One to one meetings
- Job shadowing
- On the job – Practical training
- Acting-Up Arrangements
- Internal Secondments
- Personal Development Opportunities
- Training Needs Analysis
- Coaching
- Mentoring

- Appraisals (Values Based PDR and Performance Management)
- Seminars, Workshops, Team Events
- Centrally-Led training sessions
- External training providers
- Academic Study Programmes

5.10   All employee development opportunities are at the discretion of your line manager and approval from the Director of OD and HR. These opportunities can be discussed at your review meetings and at your annual value based personal development and objective setting review.

5.11   If you have identified any particular training needs, you should discuss this with your line manager at your nearest opportunity, so that your manager can make arrangements for you to attend such training courses.

6.0   Review Meetings

1:1 Meetings

6.1   Your line manager will already have an agreed date for your first 1:1 meeting given on your start day. This will be your opportunity to highlight any gaps in the induction programme that you feel is required. You will receive monthly 1:1 meetings.

Three month review

6.2   Your line manager will notify you of when your three month review will take place. This will be your opportunity to discuss with your line manager any key points from your Induction Programme and reflect on the last three months. It can be an informal conversation or take a more structured format.

6.3   It will also enable you to address any immediate concerns or queries, undertake a training needs assessment, and discuss any necessary training requirements. Your line manager may also set out some key objectives that you are to work towards over the next three months.

6.4   Your manager will take notes from the meeting and will provide you a copy to sign to certify that they are a true reflection of your discussion. A copy of these notes will also be retained on your personal file.

6.5   Standard questions that you may be asked at the three month review include (not exhaustive):

- Have you completed your Local Induction Plan?
- Have you completed all your statutory and mandatory training?
- Are you aware of where to find organisational information, updates and policies?
- Have you introduced yourself/met with all your immediate contacts, both in the CCG and provider organisations?
- Is there anyone else within the organisation that you feel you need to meet with?
- What have been your main areas of work?
- What is on your work agenda for the next three months?
- Do you have any concerns or queries you would like to raise?

Six month review

6.6   The six month review is an opportunity to assess the comments, queries and concerns raised in your three month meeting, and discuss any further concerns raised in your three month review meeting. It further provides the opportunity for your line manager to monitor the objectives set at the three month review and for you to demonstrate the progress you have made on them.

6.7   The six month review can also include a discussion on the key competencies required for your job role. Managers may use the National Banding Job Description in addition to your Role Content Specification which takes account of any specific duties and responsibilities or technical elements.

6.8   Your line manager will take notes from the meeting and will provide you a copy to sign to certify that they are a true reflection of your discussion. A copy of these notes will also be retained on your personal file.

6.9   Standard questions to ask at the six month review include (not exhaustive):

- How have you been able to demonstrate our values and culture in the last six months?
- What projects have you conducted from start to finish in the last six months, and what were the outcomes of these?
- What are your professional goals for the next six months?
- What training or development needs have you identified, if any?
- What training or development opportunities would you like to have access to in the next twelve months?

6.10   Once the six month review is completed, a value based personal development and objective setting review meeting should be arranged for six months' time, as part of the PDR process. Ideally, this should be held between April and June each year.

Appendix 1 – Manager's Checklist

	TO BE COMPLETED BY	DATE COMPLETED
PREPARATION FOR EMPLOYEE START (PRE DAY ONE)		
Arrange email address, calendar and shared drive access via SARC form https://requests.dudleyitservices.nhs.uk/ *WHEN: At time of issuing confirmation letter*	Line Manager	
CISCO telephone number allocated or reassigned via SARC form https://requests.dudleyitservices.nhs.uk/ *WHEN: At time of issuing confirmation letter*	Line Manager	
Order ICT equipment (laptop, mobile phone, etc.) *WHEN: At time of issuing unconditional offer letter (four weeks before start date)*	Business Support Manager, supported by IT and Finance	
Complete New Starter Form and send to payroll provider (CCGpayroll@uhb.nhs.uk) *WHEN: Before payroll cut-off date, recommended four weeks in advance*	Business Support Manager	
Arrange Local Induction Plan *WHEN: At least one week before start date*	Business Support Manager	
Prepare New Starter's wider induction programme (using this guide, plan time in diaries for orientation, meeting key colleagues) *WHEN: At least one week before start date*	Line Manager	
Occupational Health advice is received and reasonable adjustments are in place for the New Starter if they have declared a disability. *WHEN: At least one week before start date*	Business Support Manager	
Book first 1:1 meeting *WHEN: At least one week before start date*	Line Manager	

	TO BE COMPLETED BY	DATE COMPLETED
FIRST WEEK		
Meet and greet new starter	Line Manager	
Administration: • New Starter Form completed and submitted to Payroll (ccgpayroll@uhb.nhs.uk) • Bank details confirmed on starter form • P45/P46 provided to Payroll • Pension Opt Out form provided to Payroll (if opting out of pension) • Signed copy of contract of employment on personal file	Business Support Manager	
Access Card Form completed and returned to Business Support Manager for sign off by Chief Operating and Finance Officer	Line Manager	
Declarations of Interest form completed and returned to Governance Support Manager	Employee	
Emergency contact sheet completed and returned to Business Support Manager	Employee	
IT systems are accessible and access permissions are set correctly	Line Manager	
New Starter's Induction Programme	Line Manager	
Explain main duties and responsibilities of role	Line Manager	
Explain CCG values, behaviours and culture	Line Manager	
Explain the organisation's appraisal and review system (PDR's)	Line Manager	
Complete a Tour of the Office: • Facilities • Fire escapes/location of fire extinguishers • Breakout/kitchen areas • First Aid Box • Main Reception/Post Room (Ground floor) • 3rd Floor Meeting Rooms • Photocopiers • Receiving visitors and safety procedures for visitors • Team members	Line Manager	
Telephone guidance	Line Manager	
Explanation about car parking arrangements:	Line Manager	
Photograph for CCG Website (see Communications Team)	Line Manager and Employee	
Book first review meeting	Line Manager	
Complete/arrange time to complete mandatory and statutory training: • Information Governance	Employee	

	TO BE COMPLETED BY	DATE COMPLETED
Policies and Procedures All policies and procedures are available on the Dudley CCG intranet site: http://intranet.dudleyccg.nhs.uk/policies/app/Home.aspx	Line Manager	
Smoking Policy Dudley CCG is a smoke free organisation Smokers are allowed to smoke outside of the building ONLY and smoke breaks are deducted from their break entitlement	Line Manager	
Sickness Absence Reporting Absence reporting procedure: • Inform Line Manager as early as possible by phone call (not by text) • Return to work interview to take place (form completed and returned to Business Support Manager for recording on ESR and on personal file) • Occupational Health Referral (if necessary) • Failure to comply process	Line Manager	
Occupational Health Referral: There is an employee assistance service available 24/7 over the telephone which is provided through the Occupational Health Service. The online link for this service is: https://www.heftlivewellworkwell.co.uk/?q=content/counselling	Line Manager	
Explain Annual Leave entitlement and how to request leave (refer to policy)	Line Manager	
Explain Expenses and Car Insurance (if claiming expenses)	Line Manager	
Use of organisations email/internet/mobile phone usage	Line Manager	
Demonstrate Staff Intranet	Line Manager	
Introduce key colleagues and ensure meetings are arranged for networking	Line Manager	
Explain any financial procedures, if necessary	Line Manager	
Arrange SBS training, if necessary	Business Support Manager	

	TO BE COMPLETED BY	DATE COMPLETED
FIRST MONTH		
Complete/arrange time to complete mandatory and statutory training: • General Health and Safety • Fire Safety • Manual Handling • Health and Safety for DSE Users • Safeguarding • Equality and Diversity • Information Governance (to be completed within the first week)	Employee	
Identify any training needs by undertaking a training needs analysis	Line Manager Employee	
Schedule one to one meetings on a regular basis	Line Manager Employee	
Schedule three month review	Line Manager Employee	

	TO BE COMPLETED BY	DATE COMPLETED
THREE MONTH REVIEW		
Prepare questions (refer to Induction Programme)	Line Manager	
Review learning from Local Induction (ensure Employee has attended all meetings)	Line Manager Employee	
Identify any additional tasks	Line Manager Employee	
Record notes from review	Line Manager	
Employee to sign a copy of notes from review and return to Business Support Manager for personal file	Line Manager Employee	
Set objectives for the next three months, to review at six month review, if applicable	Line Manager	

TO BE SIGNED BY LINE MANAGER AND EMPLOYEE:

THREE MONTH REVIEW COMPLETED: YES/NO (delete as appropriate)

Employee Name:

Employee Signature:

Date:

Line Manager Name:

Line Manager Signature:

Date:

	TO BE COMPLETED BY	DATE COMPLETED
SIX MONTH REVIEW		
Utilise notes from three month review	Line Manager	
Prepare questions (refer to induction programme)	Line Manager	
Review objectives set at three month review, if applicable	Line Manager Employee	
Identify any additional tasks	Line Manager	
Record notes from review	Line Manager	
Arrange a Values Based PDR and Performance Management Review for six months' time (within one month before increment date)	Line Manager	

TO BE SIGNED BY LINE MANAGER AND EMPLOYEE:

SIX MONTH REVIEW COMPLETED: YES/NO (delete as appropriate)

Employee Name: _____

Employee Signature: _____

Date: _____

Line Manager Name: _____

Line Manager Signature: _____

Date: _____

COPY KEPT ON PERSONAL FILE

Appendix 2 – Display Screen Equipment Assessment Form

DISPLAY SCREEN EQUIPMENT ASSESSMENT FORM				
Workstation Self-Assessment		**Manager's Assessment if required**		
Employee Name:		Manager Name:		
Job Title:		Job Title:		
Location:		Date		
Date:		Signature:		
1. Normal Work Patterns		**Yes**	**No**	**Manager Comments**
Do you regularly use your computer for more than 1 hour per day?				
Do you take a break from PC work at least once per hour?				
Does your work involve fast continuous input?				
Can you use the software comfortably?				
2. Health Issues		**Yes**	**No**	
Do you have any wrist aches or pains?				
Do you have back or shoulder pains?				
What was the date of your last eye test?				
Have you had any health problems you feel are associated with computer use?				
3. Environment		**Yes**	**No**	
Is the lighting comfortable for your work?				
Are window blinds fitted?				
Are noise levels acceptable?				
Does the air feel comfortable?				
Is the room temperature comfortable?				
Is there clear access to and from your workstation?				
Are there any trailing cables that you could trip over?				
4. Display Screen		**Yes**	**No**	
Is the screen free from flickering and movement?				
Is the brightness & contrast adjustable?				
Does your screen swivel and tilt?				
Is the screen free from glare & reflections?				
5. Keyboard		**Yes**	**No**	
Can you move it to a convenient position?				
Can you easily read the characters on the keyboard?				
Do the keys work properly without sticking?				
Is there enough space to rest your hands in front of the keyboard?				
6. Work Desk		**Yes**	**No**	
Is the work surface big enough for your needs?				
Is the desk stable and level?				
Do you have enough legroom?				
7. Work Chair				
Is your chair comfortable and stable?				
Does your chair have a five star base with wheels?				
Does it swivel freely?				
Is the chair back adjustable?				
Is the chair height adjustable?				
Do you know how to adjust your chair?				

8. Training			
Have you been shown how to adjust your workstation?			
Have you been shown how to use the software?			

Assessment Summary

Employee Name:

Comments:

Employee Name (PRINT):	
Position:	
Signed:	
Date:	

Manager Comments:	

Actions:	Completion Date:

Employee Name (PRINT):	
Position:	
Signed:	
Date:	

Appendix 3 – Key Contacts

Team	Named Contacts
Senior Management Team	Paul Maubach, Chief Executive Officer Matthew Hartland, Chief Operating and Finance Officer Caroline Brunt, Chief Nurse Daniel King, Director of Membership Development and Primary Care Laura Broster, Director of Communications and Public Insight Neill Bucktin, Director of Commissioning Stephanie Cartwright, Director of Organisational Development and Human Resources
Clinical Executive Team (which includes the Senior Management Team)	Dr David Hegarty MBE, CCG Chair Dr Jonathan Darby, Acute and Community Commissioning Dr Ruth Edwards, Quality and Safety Dr Ruth Tapparo, Finance and Performance Dr Stephen Mann, Multi-Specialty Community Provider (MCP) Dr Timothy Horsburgh, Primary Care
Lay Members	Steve Wellings, Governance (and Vice Chair) Julie Jasper, Patient and Public Engagement Chris Handy, Quality and Safety Secondary Care Clinician
Payroll Provider	University Hospitals Birmingham NHS Foundation Trust CCGPayroll@uhb.nhs.uk
Senior HR Business Partner	Alice McGee
HR Business Partner	Amy Huckle
ESR Provider	Arden and Greater East Midlands Commissioning Support Unit AGCSU.esrsupport@nhs.net

Appendix 4 – Senior Management Team Structure

The below organisational chart details the structure of the CCG Senior Management Team
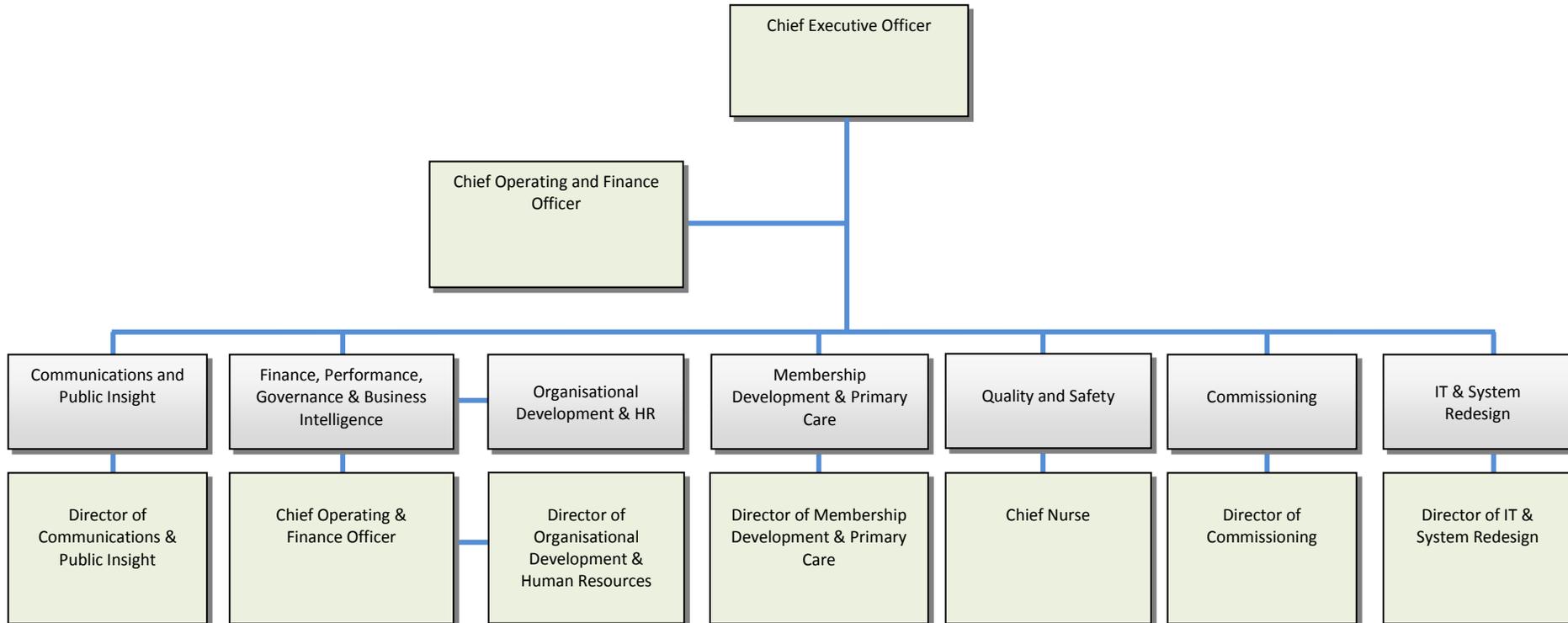
Appendix 5 – Evaluation Form

EVALUATION FORM FOR INDUCTION & INTEGRATION PROGRAMME

	YES	NO
Was the Induction and Integration Programme useful to you? If no, please explain why		
Was the Induction and Integration Programme easy to follow? If no, please explain why		
Did you benefit from the regular review? If no, please explain why		
Would you have liked more information? If so, please explain what you would have found useful		
Any Additional Comments		

Name: _____

Position: _____

Date: _____

Line Manager Name: _____