



# Probationary Policy

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## POL103 – Probationary Policy

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Dissemination requirements	All Trust employees by Intranet
Part of Trust's publication scheme	Yes

The East of England Ambulance Service NHS Trust (the Trust) has made every effort to ensure this policy does not have the effect of unlawful discrimination on the grounds of the protected characteristics of: age, disability, gender reassignment, race, religion/belief, sex, sexual orientation, marriage/civil partnership and pregnancy/maternity. The Trust will not tolerate unlawful discrimination on the basis of, spent criminal convictions, trade union membership or non-membership. In addition, the Trust will have due regard to advancing equality of opportunity for and fostering good relations between people from different groups and people with protected characteristics.

All Trust policies can be provided in alternative formats if required. Please contact the Human Resources Department if you require an alternative\_format.

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## 1. Introduction

1.1 In order to maintain and improve the quality of its service, the East of England Ambulance Service NHS Trust aims to recruit, train and promote candidates, irrespective of age, disability, gender, race, ethnic or national origin, sexuality, class, religion/faith, or any other factors which may cause disadvantage.

1.2 This Probationary Period policy is intended to:

a) Provide a framework within which new recruits are expected to show, by their performance, conduct, attendance, and timekeeping that they are suitable for the post to which they have been appointed.

b) Set out a corporate approach to monitoring all employees during the probationary period.

c) Clarify the duties and responsibilities of those involved in the monitoring process.

d) Support employees in attaining relevant levels of competence.

It should be clear from the policy that failure by the employee to meet the requirements of this policy could lead to the termination of employment.

## 2. Scope

2.1 The probationary period policy applies to all externally recruited employees. Trust appointed apprentices are subject to the academic regulations policy of EEAST and the regulations of the apprentice education provider, however any issues related to values and behaviours and conduct will be managed under this policy. This policy does not apply to agency workers and external contractors. This policy should be applied in conjunction with the Trust's Recruitment and Selection policy /procedure, EDI policies, Academic

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Regulations policy, Disciplinary policy and the Capability policy.

- 2.2 A probationary period is a specified time at the beginning of an appointment that is used for a close review of an employee's performance prior to granting the employee permanent employment status.

### 3. Principles

- 3.1 During the probationary period the employee is expected to demonstrate their suitability for the post through satisfactory conduct, performance, attendance, timekeeping, successful completion of the appropriate training course/s.
- 3.2 All monitoring of employees during their probationary period must be carried out in an objective manner to pre-determined criteria to ensure equality and fairness across the whole Trust. The criteria should pay particular attention to any pattern of improvement or deterioration which may give indications of future performance.
- 3.3 The provisions of the probationary policy and the success should be discussed at the beginning of the probationary period. This should be incorporated into the induction programme by the appropriate Line Manager in accordance with the criteria set out in 3.2 above.
- 3.4 The period of probation will normally be **six** months to enable adequate levels of competence to be achieved. This should be set out in the employment contract. In the event of any conflict between the employment contract and this policy, it is the employment contract which will apply.
- 3.5 New employees on a fixed term appointment will be on probation for 25% of the length of their contract. Line Manager's discretion should be used in such circumstances with advice from Human Resources for consistency prior to any decision made.

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- 3.6 Issues relating to performance and conduct in respect of newly recruited employees on probation will initially be dealt through the probationary policy and transferred to an appropriate policy e.g Disciplinary policy, if required. Such issues will be dealt with initially under sections 7, 8 and 10.
- 3.7 At all stages of the probationary period assessment procedure the employee will have the right to be accompanied by a recognised trade union representative or an appropriate work colleague.

### **4. The Role of the Line Manager/Training and Education Senior Team**

- 4.1 Line managers are responsible for issuing all correspondence on all aspects of performance and any reasonable adjustments in place, as and when necessary.
- 4.2 Where the monitoring and review process has been delegated, the Line Manager will maintain close contact to ensure that the process is carried out.
- 4.3 The Training and Education Senior Management Team will liaise closely with the Line Manager regarding operational and/or Control staff assessments. No employee should be confirmed as satisfactory if, where applicable, they have not been assessed as competent in accordance with the Learning and Development Policy and the Academic Regulations Policy.
- 4.4 The Training and Education Senior Management Team will inform the HR department at the end of any successful probationary period.
- 4.5 Where a new employee's employment contract is to be terminated following failure during qualification training the relevant training Lead should seek advice from the HR

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Department who will assist with the process to terminate the employment contract.

- 4.6 During the probationary period, issues relating to performance/attendance/capability should be discussed with the appropriate HR Advisor.

### 5. The Role of Human Resources

- 5.1 It is the role of the Human Resources department to provide HR advice to the employee and the relevant Line Manager/ Training and Education Senior Management Team. Where required advice may also be sought from the EDI team.

### 6. The Role of the Employee (Probationer)

- 6.1 The employee has an obligation to make themselves aware of their personal responsibilities in completing their probationary period in line with Principle 3.1 of this policy and highlight where any reasonable adjustments are not working.

### 7. Assessments

- 7.1 In order to determine whether required levels of competence and skills are being achieved, regular assessments will be carried out as follows:
- a) For operational posts, in accordance with the training programmes associated with the post as set out by the Training and Education Senior Team.
  - b) For all other posts, in line with the plan and objectives as discussed between the Line Manager and the employee.
- 7.2 As a minimum requirement a formal assessment should be carried out after the first month and then at the third month and sixth month. A formal record of the discussions, including



any action plans agreed, should be kept. Please see section 8 for an outline of the procedure.

## 8. Probationary Period Assessment Procedure

Where appropriate more frequent meetings may be held, at the request of the line manager or probationer. As a minimum the timeframes below should be followed.

### 8.1 First Probationary Period Assessment (at the end of the first month)

- a) At the end of the first month of employment, the Line Manager / Training and Education Senior Team should invite the employee to a probationary period assessment explaining the purpose and possible outcomes (Appendix A).
- b) Discuss with the employee any aspect of attendance, timekeeping, performance or conduct which are satisfactory and those that need improvement.
- c) Where further support and development are required, confirm the standards required and be clear on where an employee is falling short. Complete the Probationary Period Action Plan Agreement in (Appendix G)
- d) Give assistance and arrange training or adjustments where necessary.
- e) Discuss appropriate reasonable adjustments taking into consideration any requirements under equalities legislation. If this is applicable seek advice from HR, Occupational Health and Access to work if necessary.
- f) Advise the employee that if no substantial improvement is made within the agreed timescales, it may result in further action under the Probationary Period Policy

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- g) Confirm the discussions and agreed action plan / targets together with the next review timescales in writing (appendix B). This would usually be within three months, however depending on the specific requirements discussed it could be appropriate to agree lesser timescales.

### 8.2 Second Probationary Period Assessment (at the end of the third month)

- a) Before the end of the third month (sooner if improvement is identified as a requirement in the first probationary period assessment), Invite the employee as per procedure at the first assessment (Appendix A), explaining the purpose and potential outcomes.
- b) Carry out the assessment, discussing the targets/action plan previously agreed and the employee's progress since the last meeting.
- c) If progress is satisfactory, identify and confirm the next agreed action plan / targets in writing (appendix C). Confirm the timescales, this would usually be within three months' time however depending on the specific requirements discussed it could be appropriate to agree lesser timescales.
- d) If progress is unsatisfactory, identify and specify the areas requiring improvement within the action plan with clear timescales, targets and guidance addressing the areas requiring improvement.

### 8.3 Third Probationary Period Assessment (at the end of the sixth month)

- a) Before the 6-month stage, invite the employee (appendix A) explaining the purpose and potential outcomes.

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- b) Carry out the review, discussing the targets/action plan agreed and the employee's progress since the last meeting.
- c) If progress is satisfactory, confirm the requirements have been met in an outcome letter (Appendix D)
- d) If progress is unsatisfactory, explain where the employee has failed to meet the action plan / targets agreed. Inform the employee that a final probationary period review meeting will be held to discuss their continued employment. Confirm the discussion in writing (Appendix D). See section 10 for further details.

### **9. Satisfactory Performance and Attendance**

- 9.1 When performance and conduct is assessed to be satisfactory in all areas, it will be confirmed to the employee in writing. The employee will receive a letter confirming that they have passed their probationary period. (Appendix D)

### **10. Unsatisfactory Performance and Attendance**

- 10.1 For consistency, advice must be sought from Human Resources (or the EDI team, if necessary) prior to any decision being made, when managing unsatisfactory performance.
  - a) If it has been identified that there is a need for improvement, a final probationary period assessment will need to be set up. The Line Manager/ Training and Education Senior Management Team should discuss their concerns with a senior manager and Human Resources.
  - b) For all staff, it will be necessary to arrange this formal meeting soon after the third probationary assessment period.
  - c) Where newly appointed staff are on a temporary appointment of less than twelve months. Line Manager's discretion should be used when to arrange a formal meeting in such circumstances.

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- d) Invite them to a final probationary period assessment, explaining the purpose and possible outcomes. (Appendix E)
  - e) Their employment may be terminated, or their probationary period is extended under the provisions of Extension to Probationary Period, located at section 11 of this policy.
  - f) The meeting should be chaired by a Trust appointed senior manager with the authority to dismiss, who will be advised by a representative from the Human Resources department. The Line Manager will be required to present the relevant information at the meeting.
  - g) The employee will be offered the right to be accompanied by a recognised trade union representative or an appropriate work colleague.
  - h) The outcome of the meeting should be confirmed in writing (appendix F), if the employee is dismissed, they should be given the right to appeal.
- 10.2 Where there is sickness absence during the probationary period, the Trust's normal sickness management process will apply.
- 10.3 Where there are serious concerns of gross misconduct, which breaches the Trust values and behaviours, or brings the Trust into disrepute, including legal breaches, during any stage of the probationary period, this may lead to a summary dismissal.

## **11. Extension to Probationary Period**

- 11.1 In some exceptional cases it may be appropriate to extend the probationary period. Such cases may include circumstances where the individual has not been performing satisfactorily but it is considered that a further period of probation will help improve performance/conduct.

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11.2 In all cases where probation is extended the following must be discussed at formal meeting with the individual and confirmed in writing: -

- a) The reason for the extension.
- b) The specific improvement required.
- c) Any assistance/training necessary
- d) The period of the extension (to be determined by the relevant Line Manager)
- e) Any reasonable adjustments required.

11.3 A system must be set up by the relevant Line Manager to monitor progress during the period of extension.

## 12. Authority to Dismiss

In normal circumstances, authority to dismiss will be as follows: -

- Substantive positions of Agenda for Change Band 8c or above
- Seconded managers in roles attracting AfC Band 8c or above (who have gone through the normal/full recruitment and selection process). This does not apply to managers who are covering an 8c role as a result of development opportunities.
- Substantive band 8b post holders with the agreement of the joint SPF chairs.

## 13. Retention of Documents

13.1 The documents used as part of the assessment of staff during and at the probationary period should be retained on the employee's personnel and training file.

## 14. Appeals

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- 14.1 Employees have the right to appeal against dismissal. They should submit their case in writing to the Director of Workforce within 14 calendar days of the date of dismissal.
- 14.2 Employees will be offered the right to be accompanied by a Recognised trade union representative or appropriate work colleague to any meeting organised to consider the appeal.

## 15. Policy Review

- 15.1 This policy will be reviewed on a yearly basis or amended in the light of new employment legislation and/or relevant case law or if a significant issue arises with its operation.

## Appendix A



Address  
Tel Number  
DATE

### Private and Confidential

NAME  
ADDRESS

Dear NAME,

### Ref: Probationary Period (select First Second or Third) Review

**For first** (pick the applicable paragraph and delete the bold header)

Further to your successful appointment with the Trust I write to invite you to attend the above meeting in line with the probationary period policy.

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The purpose of the meeting will be to discuss your progress in relation to all the requirements for your post. This includes aspects of performance and/or conduct such as task completion or timekeeping. Please come prepared to discuss areas of your work, with examples, where it is considered you are already meeting expectations and additionally, areas to consider for further support and development.

Where areas do need further development or improvement I will ensure that you are clear on the standards required and we will agree what actions are needed to give you the opportunity to reach them, formulating them into an action plan containing clear targets (if appropriate). We will discuss any necessary further assistance and/or training as required.

### **For second**

Further to your first probationary period review on **(insert date)** we agreed to review your progress in relation to your probationary period and any targets set.

The purpose of this meeting is to further discuss your progress in all requirements for your post. Please come prepared to further discuss areas of your work with examples, where it is considered you are now meeting expectations and additionally, areas to consider for further ongoing support and development.

We will discuss any targets/action plan previously agreed, your progress since the last meeting, any barriers that you feel have prevented you from reaching a satisfactory level in all aspects considered.

Should an action plan have been agreed following your first probationary review meeting we will review this and identify any differing levels of support that may assist you to improve in the relevant areas required within the timeframes set.

### **For Third**

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Further to your second probationary period review on **(insert date)** we agreed to review your progress in relation to any targets set. In line with probationary period policy.

We will discuss any targets/action plan previously agreed, your progress since the last meeting, any barriers that you feel have prevented you from reaching a satisfactory level in all aspects considered.

Should an action plan have been agreed following your second probationary review meeting we will review this and identify any differing levels of support that may assist you to improve in the relevant areas required within the timeframes set.

### **For All**

The meeting has been arranged as per the below details:

**Date: (insert date)**

**Time: (insert time)**

**Venue: (insert place)**

If you have any queries or concerns regarding this letter or the meeting please do not hesitate to contact me.

Yours sincerely

(insert name)

**(Insert Title)**

**(insert email)**

CC: HR



## Appendix B



Address  
Tel Number  
DATE

### Private and Confidential

NAME  
ADDRESS

Dear NAME,

### Ref: Probationary Period First Review - Outcome

Thank you for attending your probationary period review on **(insert date)**. I write to confirm our discussion (and the action plan targets agreed – **delete if this was not required**).

We discussed your progress in relation to all the requirements for your post including aspects of performance and/or conduct and agreed the areas you were performing well in and reaching performance expectations in.

### Include or delete as applicable:

Having discussed the standards required we agreed that your performance and conduct was assessed to be satisfactory in all areas. We agreed we will be meeting again to review this in your second probationary period assessment, which will be held prior to the end of the third month of your probationary period in approximately 2 months' time.

Having discussed the standards required we agreed what actions are needed to give you the opportunity to reach the required level of performance, formulating them into an action plan (see

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attached) which contains clear targets (if appropriate) and details of any necessary further assistance and/or training as required.

We agreed that the action plan will be monitored over a 2-month period during which you will continue to receive support through your line manager and any relevant identified training to achieve the various areas within the action plan.

We will be meeting again to review this in your second probationary period assessment, which will be held prior to the end of the third month of your probationary period in approximately 2 months' time. If there is a requirement to meet earlier than this should any issues arise then you will be notified that an earlier meeting is to be arranged.

Yours sincerely

(insert name)

**(Insert Title)**

**(insert email)**

CC: HR

## Appendix C



Address  
Tel Number

DATE

### Private and Confidential

NAME

ADDRESS

Dear NAME,

### Ref: Second Probationary Period Review - Outcome

Thank you for attending your probationary period review on (insert date). I write to confirm our discussion **and the action plan targets agreed – delete if not applicable**).

We discussed your progress in relation to all the requirements for your post including aspects of performance and/or conduct and agreed the areas you were performing well in and reaching performance expectations in.

### Include or delete as applicable:

Having discussed the standards required we agreed that your performance and conduct was assessed to be satisfactory in all areas. We agreed we will be meeting again to review this in your third probationary period assessment, which will be held prior to the end of the fifth month of your probationary period in approximately 2 months' time.

Having discussed the standards required we agreed what actions are needed to give you the opportunity to reach the required level

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of performance formulating them into a revised action plan (see attached) which contains clear targets (if appropriate) and details of any necessary further assistance and/or training as required.

We agreed that the action plan will be monitored over a further 2 month period during which you will continue to receive support through your line manager and any relevant identified training to achieve the various areas within the action plan.

We will be meeting again to review this in your third probationary period assessment, which will be help prior to the end of the fifth month of your probationary period, in approximately 2 months' time. If there is a requirement to meet earlier than this should any issues arise then you will be notified that an earlier meeting is to be arranged.

Yours sincerely

(insert name)

**(Insert Title)**

**(insert email)**

CC: HR

## Appendix D



Address  
Tel Number  
DATE

### Private and Confidential

NAME  
ADDRESS

Dear NAME,

### Ref: Third Probationary Period Review - Outcome

Thank you for attending your probationary period review on (insert date). I write to confirm our discussion **and the action plan targets agreed. - delete if not applicable**

**Satisfactory** (Choose appropriate section and delete the bold header)

We discussed your progress in relation to your probationary period performance **and the action plan and targets set at the previous Meeting – delete if not applicable**. I advised that I was happy with the standards you had achieved and discussed ... (give any further detail on slight improvement needed or where good work has been shown)

Your probationary period will continue to be monitored to the end of your 6 month period (insert end date) and as long as you continue to meet the standards we expect from you in the way that you currently are then I am able to confirm to you that the requirements of your probationary period have been met and brings your probation period to a successful conclusion. However, if there is a deterioration in any of these standards prior to the

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date above this may result in a further meeting under the probationary policy.

I thank you for your efforts during this period and wish you continued success in your role.

### **Unsatisfactory**

We discussed your progress in relation to the action plan and targets set at the previous meeting. I advised that you had not met the standards required for performance within your role,

Of the areas specified for improvement in your probationary period action plan you have not made satisfactory improvement and as previously discussed this has now resulted in a final probationary period review being required. The dates of this final assessment will be communicated shortly. I must remind you that this meeting could result in the termination of your contract of employment.

Yours sincerely,  
(insert name)

**(Insert Title)**

CC: HR

## Appendix E



Address  
Tel Number

DATE

### Private and Confidential

NAME

ADDRESS

Dear NAME,

### **Ref: Final Probationary Period Review Invite**

Further to our last meeting on **(insert date)**, you are required to attend a meeting to be held in the presence of **(insert titles and Managers name and HR reps name)** at **(insert venue)** on the following date and time. **(insert line manager's name)** will also be in attendance.

**Date: (insert date)**

**Time: (insert time)**

The purpose of the meeting is to discuss your probationary period reviews during your employment with East of England Ambulance Service NHS Trust. This meeting could result in the termination of your contract. Please note that if you do not attend and do not contact to make alternative arrangements a decision may be made in your absence.

You may be accompanied by a Recognised trade union representative or appropriate work colleague if you wish.

Yours sincerely  
(insert name)

**(Insert Title)**

CC: HR

## Appendix F



Address  
Tel Number

DATE

**Private and Confidential**

NAME

ADDRESS

Dear NAME,

**Ref: Final Probationary Period Review – Outcome**

Thank you for attending the meeting held on (insert date) in the presence of **(insert attendees and job titles)**. I write to confirm the outcome.

We discussed the previous meetings held under the Probationary Period Policy and the progress you have made in relation to the action plans and targets set.

**(INSERT ANY FURTHER DETAIL OF ANY CONVERSATION YOU HAD AT THIS POINT REGARDING THE ABOVE)**

I confirm that the decision was taken to terminate your contract of employment on the grounds of capability for failing to meet the standards required during your probationary period.



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In accordance with current legislation, you are entitled to (insert number) weeks' notice and you will be paid in lieu of notice. This makes your termination date **(insert date)**

The termination of your contract of employment is a dismissal, and you have the right of appeal to the Trust against this decision. Should you wish to exercise this right, you should submit your appeal in writing to the Director of Workforce at (address), clearly stating your grounds for appeal within 14 calendar days of the date of this letter.

Yours sincerely

(insert name)

**(Insert Title)**

CC: HR

**APPENDIX G**

Probationary Period Action Plan Agreement

Employee name: \_\_\_\_\_ Manager name: \_\_\_\_\_ date: \_\_\_\_\_ indicate one:  
 1st Review  2<sup>nd</sup> Review  3<sup>rd</sup> Review

**Purpose:** The purpose of this action plan agreement is to identify performance areas where further support and development are required for the employee during their probationary period to demonstrate their suitability for the post through satisfactory conduct, performance and timekeeping This agreement sets the clear action steps for improving performance to a standard of "Fully Meets Expectations." Every effort will be made to provide support necessary for the successful completion of the employee’s probationary period. Items contained in this plan are subject to modification under several circumstances (see below). If additional performance issues arise, further action, up to and including invite to a formal meeting to discuss unsatisfactory performance can result. The form is completed by the Manager with input from the Employee.

**1. Create a plan for performance improvement:**

<u>Areas for Improvement (AFI)</u>	<u>Performance Standard</u>	<u>Action Steps</u>	<u>Goals, Timeline &amp; Measurement for Accomplishment</u>	<u>Manager Follow-up Comments &amp; Progress Status</u>
	This is the expectation of	What the employee will do to improve performance.		

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Skill, task and/or behaviour to focus on.	the skill, task and/or behaviour, including frequency of the position.		Milestones and dates for the plan, including <u>how</u> success will be measured.	E.g. What the employee has done to improve performance. List date of follow-up, progress status towards goals, measurements and further action steps needed.

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**2. Probationary Period Action Plan Agreement (Manager to select one option):**

- New Probationary Review Plan**
- Overall performance has consistently been sustained at "Fully Meets Expectations."**
- Overall performance currently is at "Partially Meets Expectations" and** needs to continue to sustain in met areas and improve in areas indicated in the Action Plan Agreement.
- Overall performance is not to "Fully Meets Expectations" or "Partially Meets Expectations".** Additional time and/or training and support/Reasonable adjustments are required to reach sufficient progress.
- Insufficient progress and/or a standard of "Fully Meets Expectations" or "Partially Meets Expectations". has not been met:** Should it be determined sufficient improvement has not been made despite additional time and/or training and support advise employee of any final management intervention agreed and /or arrange discuss formal probationary review meeting and potential outcomes.

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Final Management Intervention; **OR**

Employee was previously notified that the next step will be a formal meeting where termination of employment may occur if performance has not improved.

**3. Upcoming Review Checkpoints:** Agree the date of next checkpoint to review progress. Informal meetings/discussions may also occur on a periodic basis prior to the next review date.

**Next Probationary Review Meeting date(s):**

Date \_\_\_\_\_

Date \_\_\_\_\_

Date \_\_\_\_\_

Employee Signature and Date:

Manager Signature and Date:

**4. Employee Comments to Probationary Period Plan Agreement:**

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Employee name: \_\_\_\_\_ date: \_\_\_\_\_

What I will do differently, improve or change in order to attain “fully meets expectations” on my performance:

How I will accomplish the actions steps outlined in the Probationary Period Plan:

How I will ensure I am on the right track:

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Additional input to my Probationary Period Plan:

Employee Signature and Date:

Manager Signature and Date:

## APPENDIX H



## Equality Impact Assessment

EIA Cover Sheet	
Name of process/policy	Probationary Policy
Is the process new or existing? If existing, state policy reference number	V1.2
Person responsible for process/policy	Director of People Services/Deputy Director of People Services
Directorate and department/section	Directorate: People Services
Name of assessment lead or EIA assessment team members	EqlA panel members
Has consultation taken place? Was consultation internal or external? (please state below):	<ul style="list-style-type: none"> <li>• HR Policy Sub-Group</li> <li>• Unison Regional Group</li> <li>• Education and Training Team</li> <li>• Senior HR Rep</li> </ul>



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The assessment is being made on:	Guidelines		
	Written policy involving staff and patients	X	
	Strategy		
	Changes in practice		
	Department changes		
	Project plan		
	Action plan		
	Other (please state) Training programme.		

### Equality Analysis

What is the aim of the policy/procedure/practice/event?

This Probationary Period policy is intended to:

- a) Provide a framework within which new recruits are expected to show by their performance, conduct, attendance and timekeeping that they are suitable for the post to which they have been appointed.
  - b) Set out a corporate approach to monitoring all employees during the probationary period.
  - c) Clarify the duties and responsibilities of those involved in the monitoring process.
  - d) Support employees in attaining relevant levels of competence.
- It should be made clear that failure to meet the requirement of this policy could lead to the termination of your employment.

The probationary period policy applies to all externally recruited employees. Trust appointed apprentices are subject to the terms and

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conditions of the apprenticeship arrangements, however any issues related to conduct and behaviour will be managed under this policy. This policy does not apply to agency workers and external contractors. This policy should be applied in conjunction with the Trust’s Recruitment and Selection policy /procedure, EDI policies, Academic Regulations policy, Disciplinary policy and the Capability policy.

Who does the policy/procedure/practice/event impact on?

<b>Race</b>	<b>×</b>	<b>Religion/belief</b>	<b>×</b>	<b>Marriage/Civil Partnership</b>	<b>×</b>
<b>Gender</b>	<b>×</b>	<b>Disability</b>	<b>×</b>	<b>Sexual orientation</b>	<b>×</b>
<b>Age</b>	<b>×</b>	<b>Gender re-assignment</b>	<b>×</b>	<b>Pregnancy/maternity</b>	<b>×</b>

Who is responsible for monitoring the policy/procedure/practice/event?

**Workforce Directorate**

What information is currently available on the impact of this policy/procedure/practice/event?

The Policy Links into:

- Capability Policy
- Learning and Development Policy
- Sickness Absence Policy
- Academic Regulations Policy
- Recruitment and Selection Policy
- DBS Policy

Do you need more guidance before you can make an assessment about this policy/procedure/ practice/event? **NO**

Do you have any examples that show that this policy/procedure/practice/event is having a positive impact on any of the

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following protected characteristics? Yes/No, If yes please provide evidence/examples:

<b>Race</b>	<b>×</b>	<b>Religion/belief</b>	<b>×</b>	<b>Marriage/Civil Partnership</b>	<b>×</b>
<b>Gender</b>	<b>×</b>	<b>Disability</b>	<b>×</b>	<b>Sexual orientation</b>	<b>×</b>
<b>Age</b>	<b>×</b>	<b>Gender re-assignment</b>	<b>×</b>	<b>Pregnancy/maternity</b>	<b>×</b>

**No Concerns Raised**

Are there any concerns that this policy/procedure/practice/event could have a negative impact on any of the following characteristics? Yes/No, if so please provide evidence/examples:

<b>Race</b>	<b>×</b>	<b>Religion/belief</b>	<b>×</b>	<b>Marriage/Civil Partnership</b>	<b>×</b>
<b>Gender</b>	<b>×</b>	<b>Disability</b>	<b>×</b>	<b>Sexual orientation</b>	<b>×</b>
<b>Age</b>	<b>×</b>	<b>Gender re-assignment</b>	<b>×</b>	<b>Pregnancy/maternity</b>	<b>×</b>

**No Concerns Raised**

**Action Plan/Plans - SMART**

Specific

Measurable

Achievable

Relevant

Time Limited

**Evaluation Monitoring Plan/how will this be monitored?**

Who

How

By

Reported to