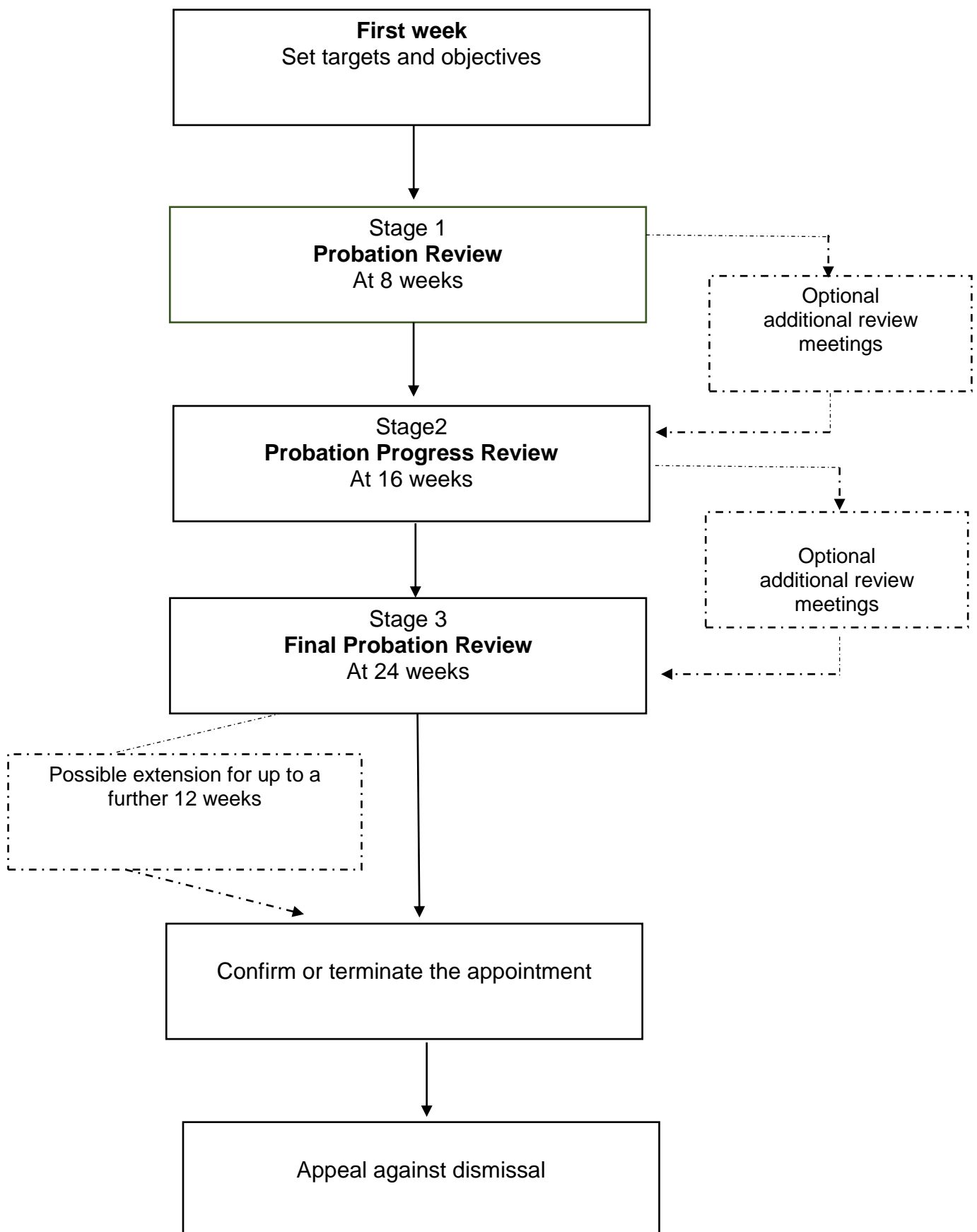


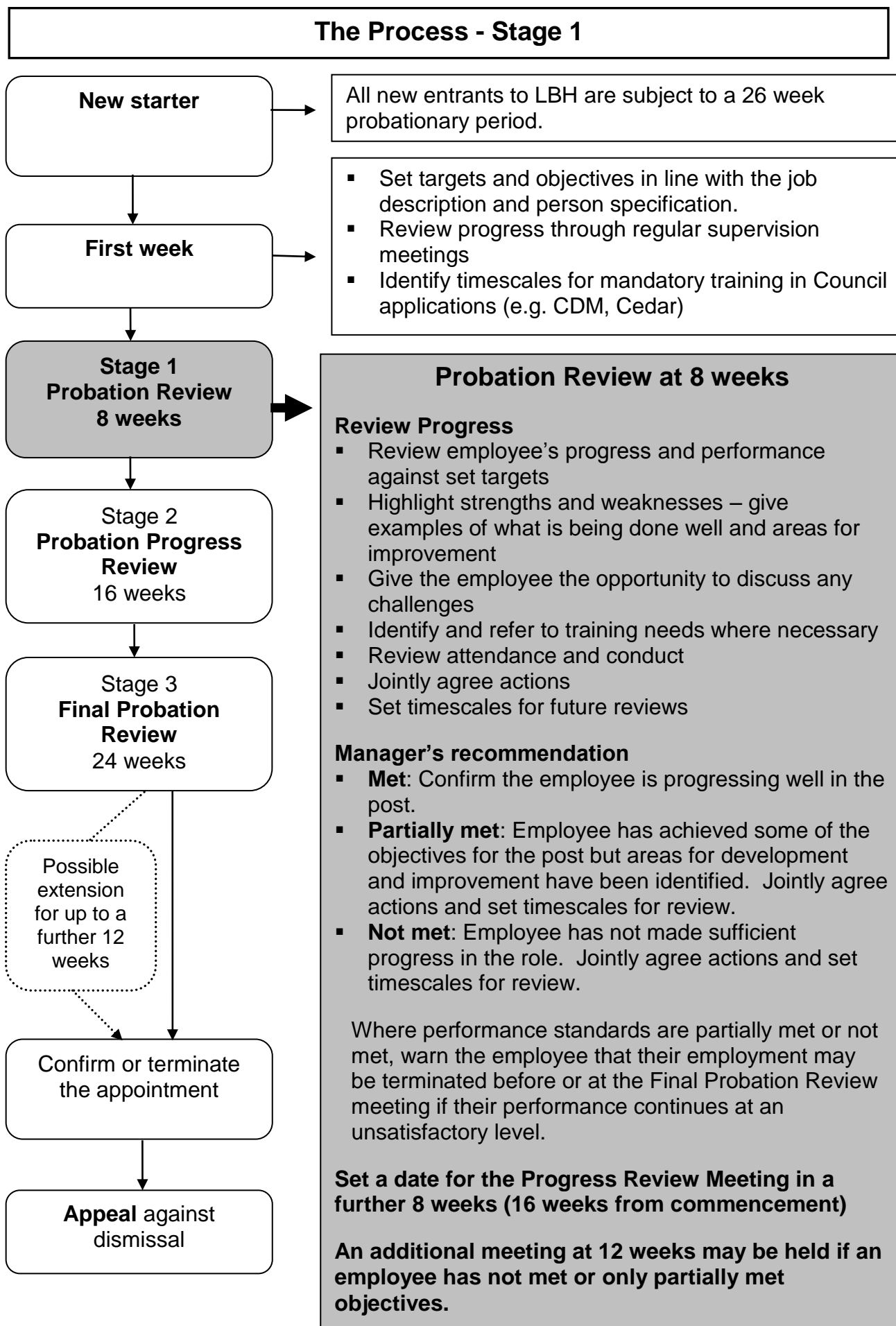
PROBATION POLICY AND PROCEDURE

1. All new entrants to the London Borough of Hackney will be subject to satisfactory completion of a 26 week probationary period. Effective induction and probation will ensure the employee is clear about their role and management expectations. The purpose of this policy is to support managers in having a clear process for supporting staff through their probation period.
2. Employees also have a responsibility for demonstrating their suitability for the role. However, every encouragement and assistance will be given to help them meet the standard of work required.
3. At regular intervals, progress will be reviewed to ensure that things are going well and that the employee is properly inducted into the job. All probation review meetings must be documented by the manager and copied to the employee. A copy is also placed on the employee's personnel file in CDM
4. The probationary meetings can also be used to make sure the employee understands the Council's values and the support that is available to them. As a minimum:
 - The Council takes a zero tolerance approach to any form of harassment. Check that the working environment is free from any form of harassment or bullying.
 - Check that the employee has read the guidance on Domestic Abuse and The Workplace, and discuss any issues in relation to domestic abuse. Confirm with the employee that they know how to access support if needed.
 - Remind the employee about the Employee Assistance Programme. Confidential and independent advice and support is available 24 hours a day, 7 days a week, on a wide range of subjects.
5. Any difficulties or shortfalls in performance should be raised with the employee, with a view to bringing performance up to the required level. This should be conducted as part of the Probation Progress Review meeting:
 - Inform the employee where their performance is falling short;
 - If applicable, establish any training and support needed to support the employee to meet the required standard;
 - Identify the issues in writing to the employee, stating the standards that have to be achieved and by when;
 - Write to the employee warning them that they are in danger of their employment being terminated unless there is satisfactory improvement.

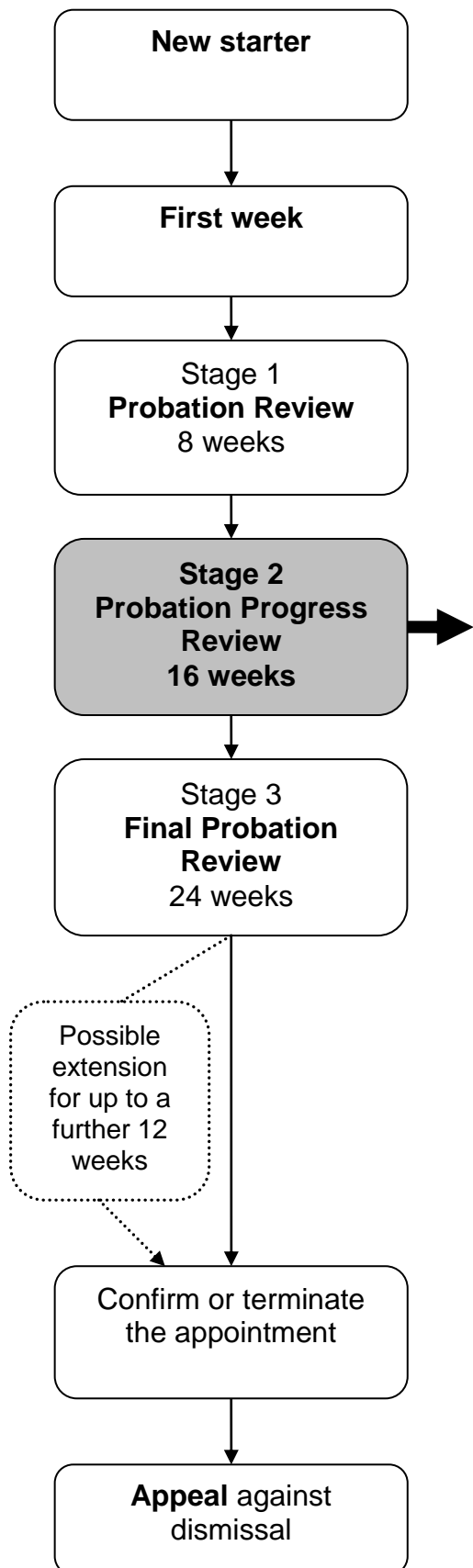
6. Dismissal may occur at any stage during the probationary period, as long as the employee has been advised of the way in which their performance does not meet the requirements of the role and has been given the opportunity to improve.
7. At the end of the probationary period, one of the following outcomes will apply:-
 - The appointment will be confirmed; *or*
 - The employment will be terminated; *or*
 - In exceptional circumstances the probationary period can be extended for a fixed period of time (not exceeding a further 12 weeks).

The Probationary Process is as follows:





The Process – Stage 2



Probation Progress Review at 16 weeks

Review Progress

- Measure and review employee's progress against targets and objectives
- Discuss any issues/challenges if targets are not being met
- Jointly agree actions for improvement, where necessary
- Identify and refer to training needs where necessary
- Review the employee's attendance and conduct
- Set timescales for future reviews

Manager's recommendation

- **Met:** Confirm the employee is progressing well in the post.
- **Partially met:** Employee has achieved some of the objectives for the post but areas for development and improvement have been identified. Jointly agree actions and set timescales for review.
- **Not met:** Employee has not made sufficient progress in the role. Jointly agree actions and set timescale for review.

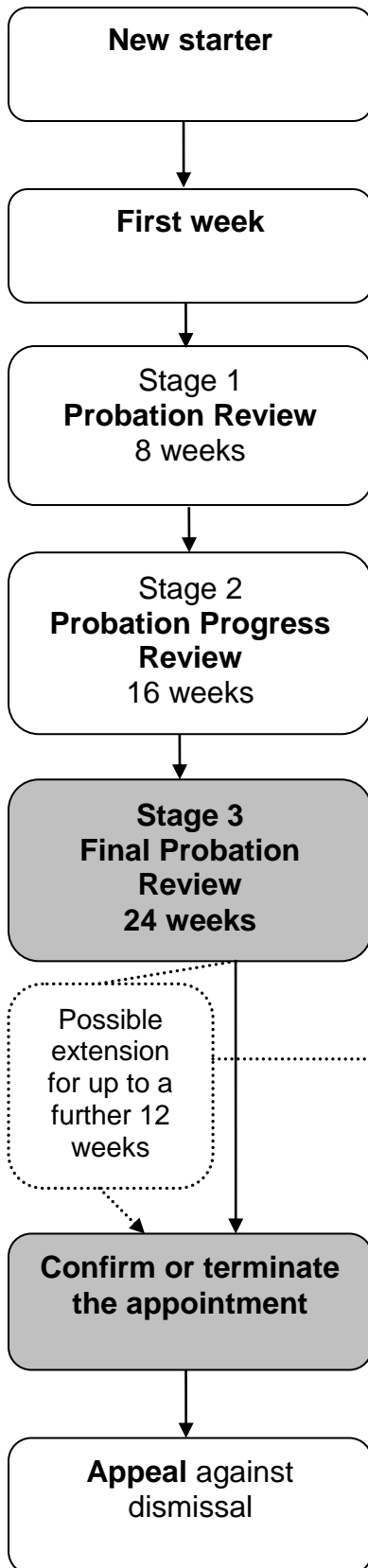
Where performance standards (including attendance) are partially met or not met, warn the employee that their employment may be terminated before or at the Final Probation Review meeting if their performance continues at an unsatisfactory level.

This must be confirmed in writing to the employee.

Set a date for the Final Probation Review meeting in a further 8 weeks (24 weeks from commencement)

An additional meeting at 20 weeks may be held if an employee has not met or only partially met objectives.

The Process – Stage 3



Final Probation Review at 24 weeks

Review Progress:

- Assess performance against objectives and targets agreed.
- Consider the knowledge, skills and abilities needed to perform the role.
- Consider employee's attendance record and conduct
- Discuss any issues/challenges if targets were not met.

Note: *By the end of the probation period, the employee must demonstrate capability to carry out their role to an acceptable standard and without an excessive level of supervision.*

If the Final (or earlier) Review meeting may result in dismissal:

- Consult HR prior to the meeting if guidance is needed
- Ensure the meeting is conducted by a 4th tier manager or above
- Arrange the meeting
- Write to the employee at least 10 working days before the meeting and inform them that:-
 - They have the right to be accompanied by a work colleague or Trades Union Representative.
 - Dismissal is a possible outcome of the meeting.

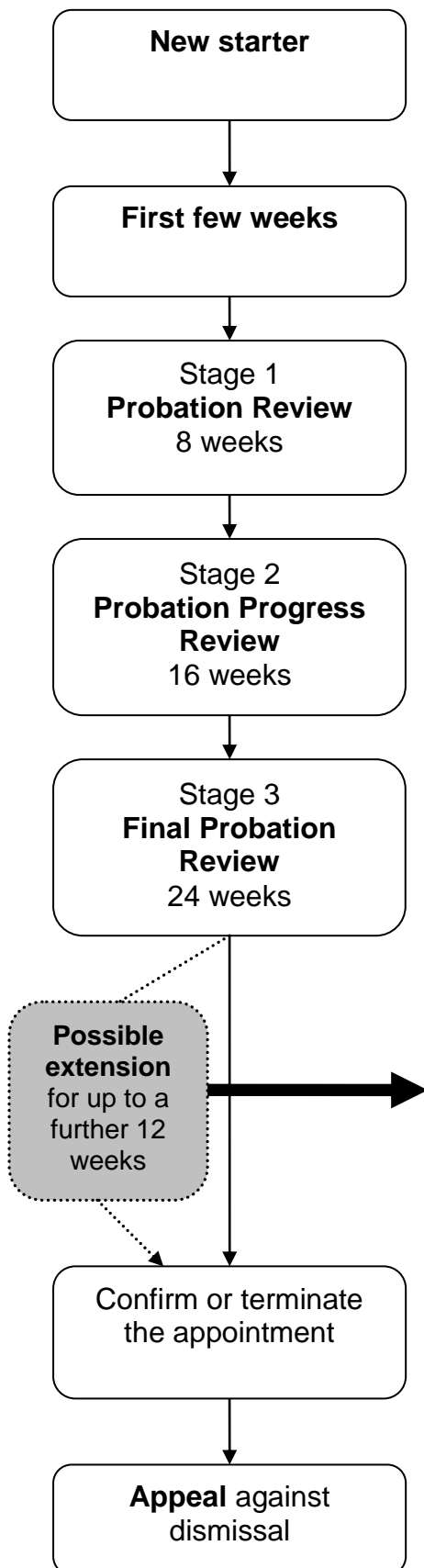
See next page for extending the probationary period in exceptional circumstances.

Confirm or terminate the appointment

Manager's recommendation:

- **Met:** Let the employee know that their appointment will be confirmed. Confirm in writing within 10 working days
- **Partially met/Not met:** If the employee has failed to meet required standards, advise the employee that their employment will be terminated (with contractual notice).
- Confirm the outcome in writing within 10 working days giving details of the reason for dismissal and notifying them of their appeal right.
- The employee will leave immediately and given PILON (4 weeks) and payment for untaken annual leave. Excess leave taken will be deducted from their final salary.

The Process – Extended Probation period



Extended Probationary Period

In exceptional circumstances only, and with the employee's agreement, the probationary period may be extended for a further 12 weeks.

This could be appropriate where, for example:-

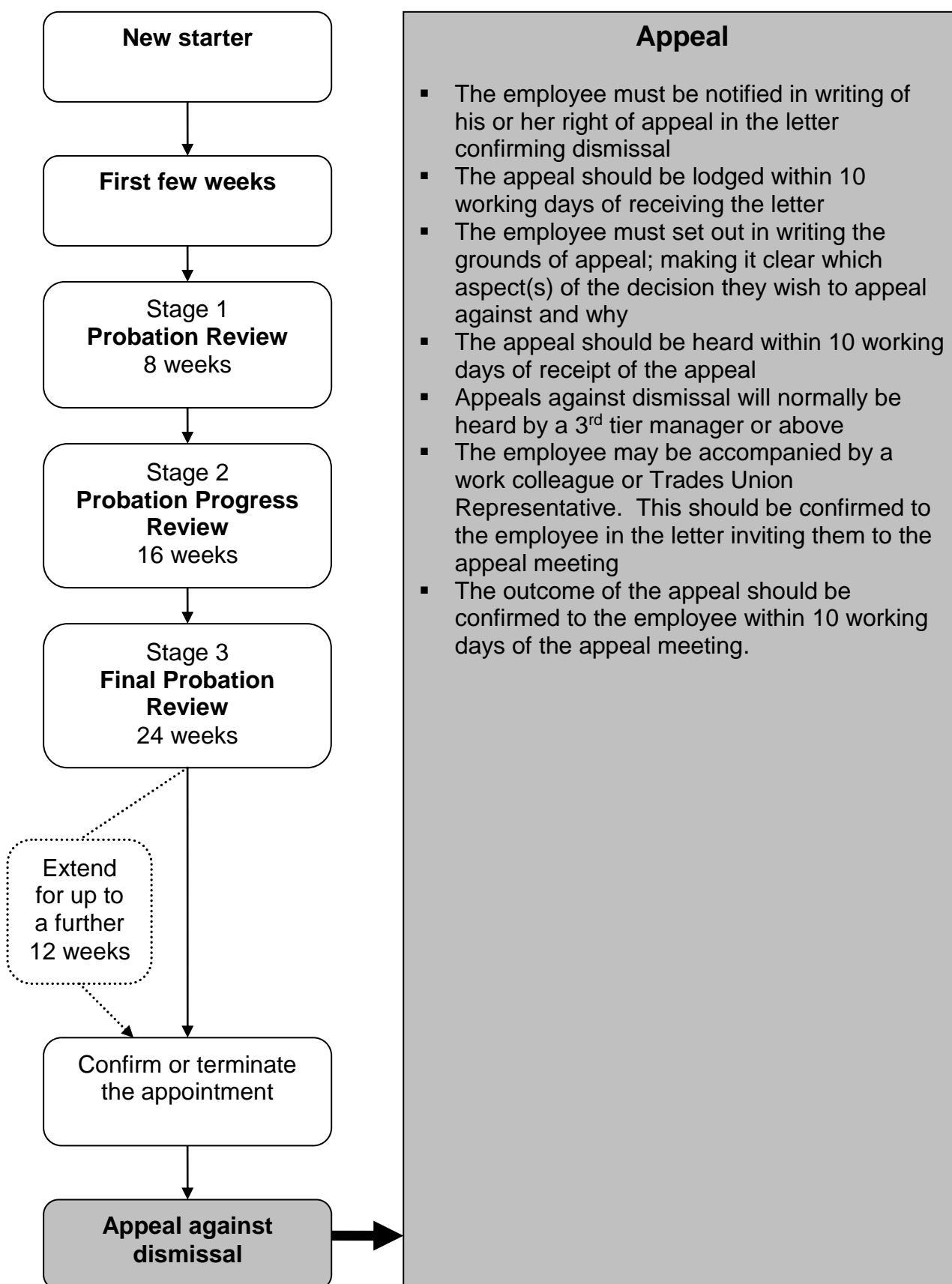
- An employee has extended absence during the probation period
- Additional time is required to see if training or support has been effective.

You must:-

- Clearly tell the employee your reasons for considering the extension
- Get the employee's agreement to the extension
- If the employee does not agree, then confirm their dismissal
- Advise that the extension will be monitored and their employment is not yet confirmed.
- Agree actions, steps and the outcomes required
- Confirm what has been agreed in writing to the employee
- Do not agree to extensions for more than an additional 12 weeks
- Continue to monitor performance through regular supervision meetings (suggested every 4 weeks)
- Programme in a Review meeting at least 6 weeks into the extension. Hold more review meetings if useful
- At the end of the 12 weeks, return to the Final Probation Review stage (see stage 3 of this guidance)

Note: there is no longer an option to extend the probationary period further.

The Process – Appeal



Probation Assessment Form

Employee Name:	
Date joined LBH:	

	8 weeks	16 weeks	24 weeks
Due date:			

✓	Stage 1: Probation Review (8 weeks)	Date:
	Met	Progressing well
	Partially Met	Some objectives met but areas of improvement identified
	Not met	Sufficient progress not being made

Comments [List the key objectives/targets and the progress that has been made against each. Assess attendance and conduct]:

Actions [Identify action to be taken after the assessment meeting e.g. set targets/objectives/standards and timescales for improvement; agree training; etc]:

Manager's signature:	Employee's signature:
Manager's name:	Job title:
Job title:	Date:
Date:	

✓	Stage 3: Final Probation Review (24 weeks)		Date:
	Met	Progressing well	
	Partially Met	Some objectives met but areas of improvement identified	
	Not met	Sufficient progress not being made	
Comments: [List the key objectives/targets/standards and the progress that has been made against each. Assess attendance and conduct]:			
✓	Outcome:		
	Confirm Appointment		
	Terminate the contract (with notice)		
	Extend the probation period (<i>in exceptional circumstances only</i>)		
Reason for Termination (if applicable): [What are the areas of shortfall; what action has been taken to address them; what has been the result?] 			
Reason for extension (if applicable): [<i>Extensions are made in <u>exceptional circumstances only</u> and with the employee's agreement</i>]. 			
Actions (if extended): [Identify action to be taken after the assessment meeting e.g. set targets/objectives/standards and timescales for improvement; agree training; etc]: 			

	If extended:
Manager's signature:	Employee's signature:
Manager's name:	Employee's name:
Job title:	Job title:
Date:	Date:

✓	Extension Probation Review (Up to 12 weeks)		Date:
	Met	Progressing well	
	Partially Met	Some objectives met but areas of improvement identified	
	Not met	Sufficient progress not being made	
✓	Outcome:		
	Confirm Appointment		
	Terminate the contract (with notice)		
Reason for Termination (if applicable): [What are the areas of shortfall; what action has been taken to address them; what has been the result?]			

Manager's signature	
Manager's name:	
Job title:	
Date:	

Notes:

1. Standards for performance, attendance and conduct must be applied consistently and appropriately to all staff, taking proper account of the circumstances of each case. If, for example, an employee requires adaptations because they are disabled, all reasonable steps must be taken before dismissing the employee.
2. Probation review meetings are in addition to regular supervision meetings.
3. Where the due date for the probationary meeting is missed, please note the reason why.
4. A manager considering dismissal either during the probation period or at the end of the probation period should ensure that there are no health, disability or work related issues (such as stress) which may be affecting the employee's performance and for which the Council as an employer has a responsibility to address.
5. Where the outcome of the meeting may be dismissal:
 - *Human Resources should be consulted as early as possible for advice.*
 - *The meeting should be chaired by a manager who is 4th tier or above*
 - *The employee has the right to be accompanied by a Trades Unions representative or work colleague*
6. A record must be kept of the assessments, actions, decisions and outcomes. The review forms should be stored on the employee's CDM personal file. A record is important so that a proper review takes place at each stage (taking proper account of the action agreed at the previous stage) and in case of any action that follows such as an Employment Tribunal.
7. **Important note:** the probation process assumes that a level of training and orientation may be required before the employee is performing to the full requirements of the job. The process aims to support them through this induction and give them the opportunity to get up to the required standard. However, where a new appointment is not suitable (e.g. does not have the skills required for the job) then this is likely to be apparent early. In this case (i.e. where reasonable support and training is unlikely to achieve the required performance levels within a reasonable timeframe) then action should be taken early i.e. the full 6 months probationary period is not required.