



# Probation policy and procedure

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# Probationary Policy

## 1. Introduction

This Council commits to recruiting and retaining well-motivated and skilled staff to progress the work of the Council. Staff are supported to achieve a high standard of work output and satisfaction, and the probation period plays an important part in this.

The Probationary Policy and Procedure works with:

- The Induction programme. The HR Induction ensures a consistent standard of information is given to new starters.
- The Performance Development Policy: Records from the probation review meetings alongside later 1-2-1 meeting notes will form the basis for the first Performance Development Conversation (PDC). Once employment is confirmed, the PDC will generate the following April.
- Disciplinary Policy:
  - 1) staff on probation will normally be given one warning only, no matter what level of disciplinary offence they are found to have committed. If an employee is alleged to have committed a second offence (i.e. there is a case to answer under the Disciplinary Policy), a Disciplinary Hearing is arranged. If a formal sanction is issued, a Probationary Case Review is arranged.
  - 2) However, in line with our Disciplinary Policy, an employee on probation can be dismissed without receiving a prior warning.
- All Council policies apply during the probation period. Access to some staff benefits – including salary sacrifice schemes – are only available after the employee has successfully completed their probation period. Please contact HR if you have any queries.

Authority to confirm employment, extend the probation period or make a recommendation for dismissal is in line with the Council's 'Officer Scheme of Delegation'. If the scheme of delegation changes in the future, it will be applied automatically in this policy.

## 2. Who does this policy apply to?

All employees commencing employment with SCDC, regardless of previous local government service, are subject to a probationary period.

All references to 'new employee' or 'employee' within this policy and procedure will stand for new employees to SCDC with or without previous local government service.

## 3. Internal Transfers and Redeployment

- Where an existing employee voluntarily applies for a new role within SCDC, they will not be subject to a probationary period in their new role. Any performance issues will be managed through the Capability Policy.
- The only exception to this is where an existing employee has not completed their initial Probationary Period in their first role. In this instance, if they have been appointed to a different role at the Council, they will need to complete the Probationary period. For example, Employee A starts in a role, works for 3 months, and is appointed to a different role. Their probationary period was 6

months. They need to complete Months 4-6 in the new role. For any specific queries, please speak to HR.

- Employees that are offered a Suitable Alternative Employment post, because of being put 'at risk of redundancy' will be subject to a 4-week trial period in their new role; where both the individual and the Council can ascertain if the role is suitable. Please refer to the Organisational Change Policy and Procedure for further information.
- Employees that are assimilated will not have a probationary period or a trial period. Any performance issues should be managed under the Capability Process.

#### **4. Why have a probation period?**

A probation period is a trial period for a new employee. It allows the line manager and the new employee the opportunity to assess suitability for the role, considering the individual's capability, skills, performance, and general conduct in relation to the job. The probationary period review meetings are a useful and constructive way to ensure that new employees get feedback on performance. They also help and support the employee to reach and maintain the required standard.

All meetings are a two-way process. They provide both manager and employee with the opportunity to discuss progress on a one-to-one basis. Even if a new employee appears to be settling in well, regular meetings provide an opportunity to clarify any issues, gain feedback, and discuss training and development options. It is particularly important to hold meetings when concerns are raised about work standards or performance. Other issues affecting performance such as attitude or attendance are tackled during this period.

A well-managed probation period will ensure the employee has settled well into the role with the skills and support to carry out the work at a good standard. By the end of the probation period the manager should confirm the appointment with confidence.

#### **5. Time scales**

- For permanent appointments or fixed term contracts of more than 12 months there is a 26-week probation period.
- For contracts up to 12 months a 13-week probation period applies.

As recommended in the **HR Induction Checklist**, the manager should meet with the new employee, regardless of length or type of contract, to discuss the Probation Policy when they start. They then should arrange to meet as soon as possible, and no later than the first 2 weeks of induction, to discuss and set objectives.

The contract of employment allows for one extension of the probation period and if this decision is taken it must be put in writing to the employee before the end of the 26-week or 13-week probation period. The total period of probation will be no longer than 9 months, or 19 weeks in the case of an initial 13-week probation. An extension may be implemented in circumstances where the employee's performance during probation has not been entirely satisfactory, but it is thought likely that an extension to the probationary period may lead to an improvement, or where the employee or line manager has been absent from the workplace for an extended period during probation. For further information please see [Extending the Probationary Period](#).

Note to Managers: Failure to give notice of an extension to the probation period, or notice of case review and possible dismissal, before the end of the original probation period, will result in automatic completion of probation and confirmation of employment without recourse to extend or dismiss.

## **6. Notice period during the Probationary Period**

During their probationary period, all employees are entitled to only one week's notice. The decision to dismiss will only be made after the recommended procedure is followed. The employee will have the opportunity to reach the required standard.

The employee can give the Council one week's notice to end their contract during the Probationary Period.

If the Probationary Period is extended, the one-week notice period will continue to apply during the extension. The employee must be given notice of the extension before the end of the original Probationary Period.

After employment is confirmed, the notice periods set out in the employee's written statement of particulars will apply.

# Probationary Procedure

## 1. Procedure overview – Line Manager’s responsibilities

The line manager has responsibility for monitoring a new employee’s performance and progress during the probationary period. This document outlines the Procedure.

The line manager will ensure that the employee is informed at the start of their employment about what is expected of them during probation. This may include the required job outputs or standards of performance.

The line manager will meet with the new employee to discuss performance, attendance and conduct at regular intervals. A record of performance, targets and learning needs is made on the [Probation Period Record Form](#). It may be referred to in future meetings, and also when making the decision to confirm appointment or otherwise.

All achievements are recorded. Development needs should be identified, and training or support arrangements agreed. The required improvements in performance should be discussed and agreed with time scales.

A ‘buddy’ or ‘mentor’ should be identified for the new employee unless considered inappropriate, by prior arrangement with the identified mentor. This should be someone willing and able to give day-to-day support on small issues such as daily routines.

The Probationary Process is now managed through iTrent. When a new employee starts, the HR Team will attach the correct Probationary Lifecycle (3 months or 6 months) to their record. Notifications will be generated through iTrent. It is important that the Manager completes the process as close to the recommended timeframes as possible. An example of when this might not be possible include sickness or Annual Leave. Please consult with HR as required.

## 2. Procedure for review meetings

- Managers should, *as a minimum*, meet with the employee at the recommended intervals outlined above but, in some cases, more frequent meetings may be necessary.
- A [Probation Period Record Form](#) must be completed at all meetings. These will be generated automatically through iTrent.
- The purpose of each meeting is for the manager and employee to review work and training to date; standards expected and reached; identify further training needs; and be clear what is to be achieved by the next review meeting.
- The manager should give clear examples of expected standards and behaviours so that the employee is very clear about what is to be achieved, particularly if the employee is having difficulty understanding how they are falling short of what is expected of them.

## 3. Probationary Meetings

The employee and the line manager should review and assess the employee's performance, capability, and suitability for the role on regularly during the

employee's probation, and again at the end of the probationary period. (Meetings should be held at the timings detailed in [3.2 Meeting frequency](#).)

A clear record should be made of each review meeting by the Line Manager and signed by the employee and line manager. A copy should be shared with the employee. A copy of the record will be shared with HR to be held on the individual's Personnel file.

During an employee's probation, the line manager will provide regular feedback to the employee about their performance and progress. If there are any problem areas, the manager will raise these with the employee as soon as possible with a view to resolving them. The line manager is also responsible for providing guidance and support, and for identifying and arranging any necessary training. Information on Coaching and Mentoring is available from HR.

When assessing the capability of an employee, Managers should consider whether this is their first job or if they are returning to work after a lengthy spell out of work. These factors may mean it takes them longer to adapt to the working environment.

### 3.1 Initial 1 to 1 meeting during induction

This takes place during the first 2 weeks of the induction process.

- The manager and new employee meet at a pre-arranged time to discuss how the new employee has settled in and what has been achieved so far, with reference to the induction checklist.
- The manager explains the probation period.
- The manager explains the standards the new employee is expected to achieve with examples for clarity.
- Job related objectives and time scales are agreed for achievement by the next meeting.
- Training needs and how these are to be met (either by in house support or formal training being arranged) should be discussed.
- Any issues related to use of ICT or other equipment basic to the job must be addressed.
- The probation review meeting dates are agreed and diarised into the manager and employee's calendars.

### 3.2 Meeting frequency

Meetings should be held at the following intervals:

Meeting	6 month	3 month
Initial	By end of week 2	By end of week 2
One	6	3
Two	12	6
Three	20	9
Status: makes recommendation to confirm, extend or arrange Case Review	By Week 25	By Week 12

When giving feedback, discuss earlier objectives and whether progress has or has not been made. Use examples where possible.

When setting objectives, try to use the SMART method: (Specified, Measurable, Achievable, Realistic, Timely).

The employee should leave the meeting with a clear understanding of the targets and standards that must be achieved.

### **3.3 Support from HR**

The Manager can seek support from HR at any point in the process.

If the employee is not meeting the required standards, then the manager may set some SMART goals for the employee to meet in a shorter timeframe. If the manager considers that the employee may need an extension to the probationary period or a case review, then it is recommended they discuss this with HR and agree a course of action. The manager will then need to speak to the employee, for example, to give them an Extension to Probation Letter or an Invite Letter for a Case Review.

#### **3.3.1 Option 1**

The employee has not reached the required standard although progress has been made or there have been exceptional circumstances influencing progress, for example, a long absence:

A decision is made by the line manager and CMT Manager/or Head of Service to extend the probation period and the employee has this explained to them (Appendix 4b: Model Letter- Extension of probation period). This will happen by Week 25 (6 month)/Week 12 (3 month).

Dates for further review meetings are agreed.

#### **3.3.2 Option 2**

The employee has failed to reach a satisfactory standard. If the employee is still failing to meet the required standard despite reasonable support, then the manager consults with HR and considers moving to the formal Case Review Meeting and dismissal is one of the possible outcomes.

The manager informs the employee of their decision to arrange a Case Review. This is put in writing.

See – [Case Review Meeting](#).

## **4. Making decisions**

By holding regular reviews with the employee as detailed above, the line manager and the employee should have clearly agreed objectives; an example of Best Practice would be for the objectives to be set using the SMART (Specified, Measurable, Achievable, Realistic, Timely) Framework. Other frameworks can be used.

The line manager should discuss any concerns regarding performance, capability, or disciplinary issues with the employee, at the time or at the next Probationary Review Meeting. If there are any ongoing concerns, the line manager must speak to HR.

Before the end of the probation period (by week 25 for 6-month or week 12 for 3-month probationary period) the line manager will have decided either to confirm employment, to extend the probation period or arrange a Case Review Meeting, if required, to consider dismissal.

In the following circumstances, the relevant Manager at CMT level (within the Team or Service Structure) will issue the following letters:



- If employment is to be confirmed, refer to [Confirmation of Employment](#).
- If the employee is failing to reach the required standard the line manager should discuss the matter with HR before deciding to extend probation or arrange a Case Review.
- If the Probationary Period is being extended, refer to [notice of extension](#).
- Where dismissal is likely there must be a case review meeting before the final decision to dismiss is reached. This will be chaired by a manager with Delegated Authority to Dismiss.
- Following a case review, if a decision to dismiss is reached, the letter must come from the Case Review Chair, refer to [non-confirmation of employment](#).
- If the employee is at CMT level or above, all letters regarding confirmation or extension will come from the relevant member of the Leadership Team.

HR contacts the Line Manager, prior to the expected end date of probation, asking for confirmation of completion of the probation period. It is the responsibility of the Line Manager to ensure it is signed off by the relevant Manager at CMT level. The letter and completed record files will be stored on the employee's electronic file.

## **5. Annual increments and link with probation**

Increments are normally awarded each year on 1 April (until an employee reaches the top of their pay grade). If an employee has not completed 6 months service within their current role on 1 April, the increment will be deferred until the point at which 6 months service has been successfully completed if they have met the required standard for their role. If 6 months service is successfully completed between 1 October and 31 March, then the increment will be awarded on the 1 April following this:

### **Example 1**

Start date: 1 September 2021

6 months completed: 1 March 2022

Increment paid: 1 April 2022

### **Example 2**

Start date: 1 December 2021

6 months completed: 1 June 2022

Increment Paid: 1 June 2022

### **Example 3**

Start Date: 1 May 2021

6 months completed: 1 November 2021

Increment Paid: 1 April 2022.

The date the employee will receive the increment will be in the letter confirming Probation.

If an employee transfers from one role to another, the increment will be awarded on the following 1<sup>st</sup> April, if they have completed 6 months' service in post, or on completion of 6 months' service in that post.

## **6. Extending the Probationary Period**

If an employee is seriously failing to meet the required standard by Week 25 (6 months) or Week 12 (3 months) despite reasonable support, then the manager should consult with HR.

The probationary period can be extended once, for any period *up to* three calendar months in exceptional circumstances. The reasons for the proposed extension should be clearly explained to the employee, including arrangements during the proposed extension. Supervision during any extension should be consistent with the procedure outlined above.

The manager must:

- ensure that every reasonable effort has been made to train and support the employee.
- consider if there are any exceptional or mitigating circumstances to warrant extending the probationary period.
- seek advice from HR about the situation.

If Probation is extended, dates and times of extended probation review meetings are agreed. The timescale may reduce to weekly/fortnightly meetings, to best support and monitor performance. A plan of action is agreed with targets or actions to complete with time scales as in the previous meetings.

All meetings are recorded in writing and follow the format as before.

Before reaching the end of the agreed extension period, the manager assesses the likely outcome and decides either to confirm the appointment or recommend dismissal and therefore move to a formal Case Review Meeting.

## **7. The Case Review Meeting**

The previous section outlines the procedure when extending the probationary period.

### **Option 1 – Without Extension**

Where the manager believes that there is no reasonable belief that the employee could reach the required standards, even with an extension, then the Case Review can be arranged without an extension.

### **Option 2 – With Extension**

Otherwise, the employee's probation may have been extended for up to 3 months. If the manager does not consider that the employee has met the required standards at this point, then a Case Review will be arranged.

### **Overview**

The purpose of the Case Review meeting will be to consider whether, in line with legal options, there are any further actions that the Council and employee can take to assist the employee in continuing their employment or whether the employment should be

terminated due to the employee's incapability to perform their duties to the expected standard.

The Case Review Meeting will be chaired by the appropriate manager with the authority to dismiss, accompanied by a member of the HR team. In the case of a senior manager being the employee, a more senior manager will chair the meeting. Employees will have the right to be accompanied by a trade union representative or a work colleague.

The employee should be invited to a Case Review Meeting, giving them at least 5 business days' notice. The letter should set out:

- the reason for the meeting
- details of the concerns about the employee's work performance
- date, time, and place of the meeting
- who will conduct the meeting and who else will be present
- the employee will also be informed of their right to be accompanied by a work colleague or trade union representative.

Prior to the meeting, the line manager should prepare a Management Report providing an overview of the employee's performance, the support offered to the employee during the Probationary period, and the potential impact on the service delivery and the team. The report should be supported with evidence gathered during this Probationary Period, including the performance improvement plan. See [Management Report for Case Review Meeting](#).

The hearing manager and employee must be provided with the report and any supporting documentation to be referred to during the meeting at least 3 business days beforehand.

The employee must also provide any documentation they wish to be considered to the hearing manager and line manager at least 3 business days before the meeting.

The line manager will present the case and explain how the employee's performance has continued to be assessed as unsatisfactory, referring to specific examples. The line manager will also explain what support or actions have been implemented during the Probationary period.

The employee and their representative will have the opportunity to explain any mitigating circumstances.

At the meeting, the Hearing manager will ask questions necessary to:

- establish the reasons for continued under-performance including any underlying reasons
- assess if the poor performance is due to lack of capability, skills, ability and/or knowledge
- establish what actions have been taken by the Council and the employee to achieve the expected standards (this would include viewing Probationary Record Forms, training received, etc.)
- establish what actions have been taken to support the employee in seeking alternative employment, if appropriate
- consider medical advice received, if appropriate

- establish and consider the impact of employee's lack of capability on service delivery

This list is not exhaustive, and the weight attached to each will depend on the circumstances of the case.

In all instances, employees will be treated in a fair and reasonable manner, appropriate to their case whilst still ensuring commitment to consistency.

Once the line manager and the employee have had the opportunity to present their cases and ask/answer questions, the hearing manager will adjourn the meeting to consider the options.

The possible outcomes of the Case Review Meeting are:

- to dismiss the employee on the grounds of lack of capability
- to consider any further options for redeployment to another role as an alternative to dismissal.
- in exceptional circumstances, the Head of Service may decide that a final review period would be appropriate to allow for additional performance monitoring and further management support. This review period should be no longer than 4 weeks and the employee will be advised that no improvement during this period will result in a recommendation for dismissal.

Where possible, the employee will be informed verbally of the decision, which will be confirmed in writing within 5 business days of the meeting.

If the Hearing Manager feels that further action could be taken, then the Line Manager, with assistance from HR, is responsible for putting that action into place.

If the Hearing Manager considers that the employee has failed to make the required improvements during their probationary period, they will be dismissed.

The employee will be informed, in writing, of the notice of termination of employment and the date it will take effect from.

## **10. Appeal**

The employee has the right of appeal against the decision to terminate their employment.

To exercise this right, the employee must write to the Head of Transformation, HR & Corporate Services within 10 business days of receipt of the letter confirming the dismissal. The employee must state the grounds for their appeal.

Appeals will be heard by an appropriate senior manager with delegated authority or the Chief Executive. The employee will have the right to be accompanied by a trade union representative or work colleague. The decision is final within the authority's internal procedures.

The Head of Service (original Chairperson) that made the original decision will be present at the appeal hearing, but not the Line Manager. Another Head of Service or nominated senior manager will Chair the appeal, with support from a HR team member.

## **11. Further Guidance**

For further guidance on the Probationary procedures and applying them appropriately, managers and employees should speak to the HR team.

## **12. Revisions to Probationary Policy**

This policy and procedure will be reviewed and updated as part of the normal review and consultation processes. In addition, this policy will be updated in line with any relevant statutory changes.

Any amendments proposed because of these reviews will be advised to all staff, as well as the date from which changes are to be implemented.

## **13. Associated Policies**

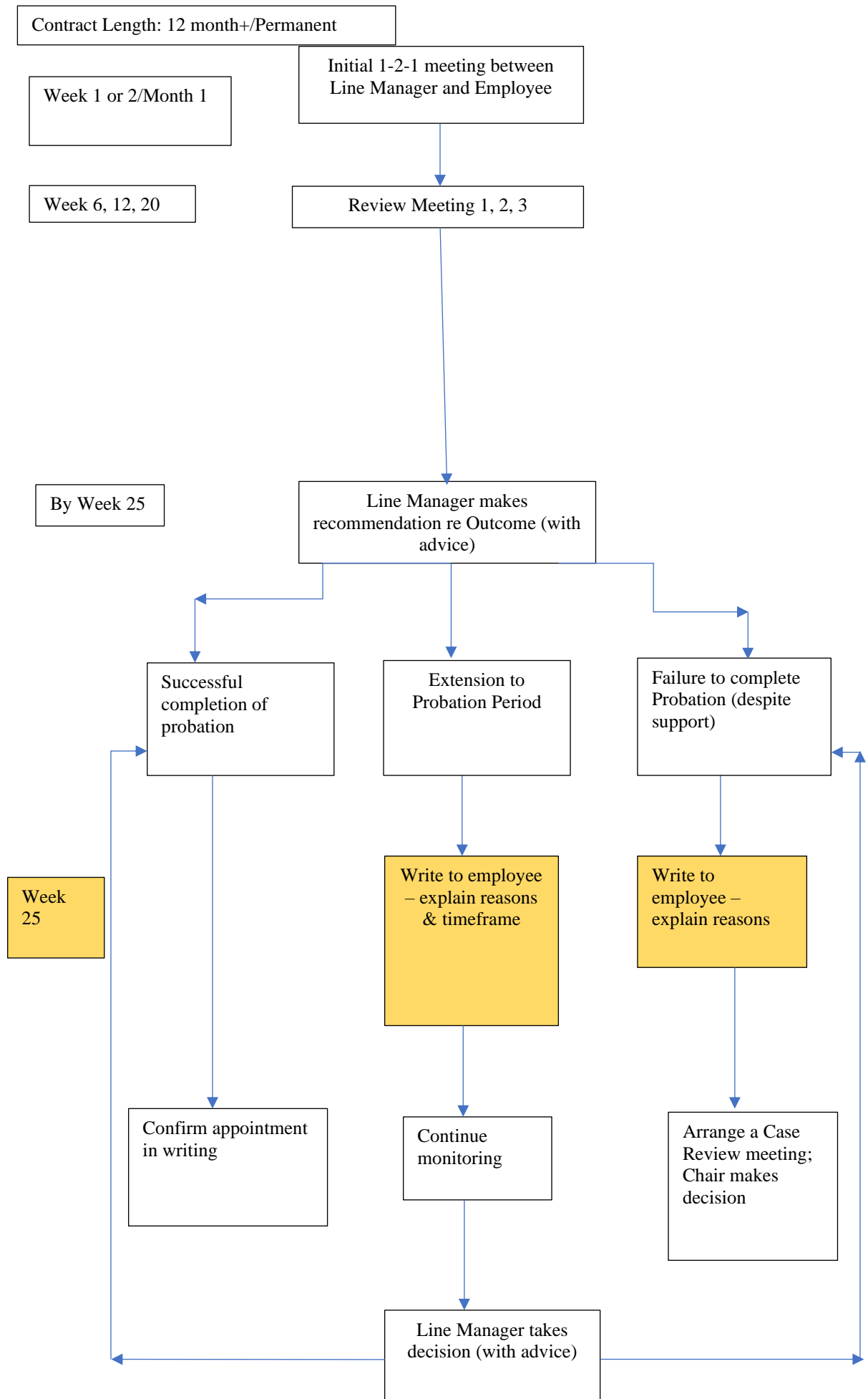
- Attendance Management Policy
- Disciplinary Policy
- Dignity at Work Policy
- Grievance Policy
- Performance Development Policy and Procedure

## **14. Appendices**

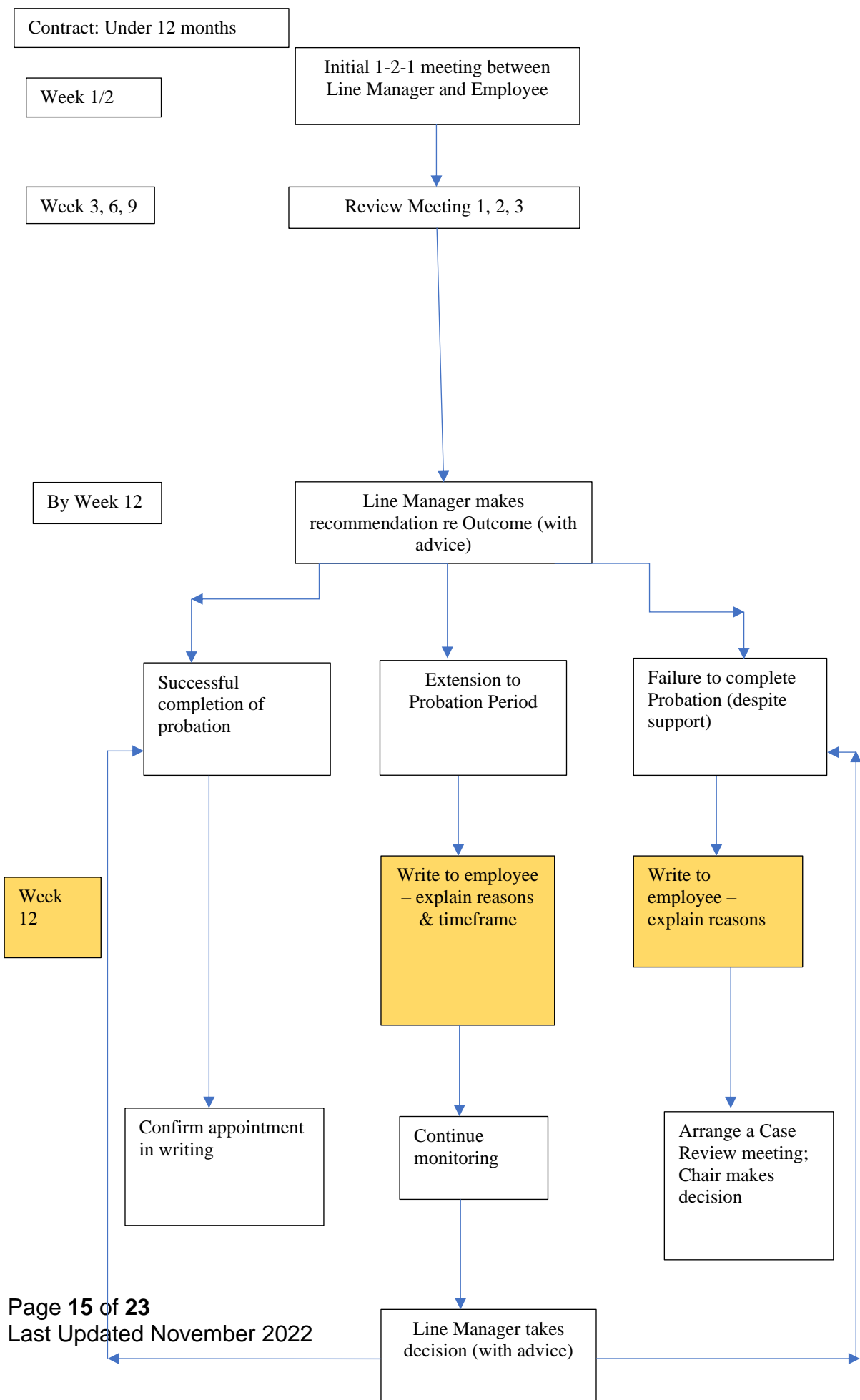
- Probationary Process Flowchart
- Probationary Form Template
- Template Letters

# PROTECT

## Appendix 1: Probationary Process Flow Chart (Permanent/12 months+)



## Appendix 2: Probationary Process Flow Chart (Permanent/12 months+)



### Appendix 3: Probation Period Record Form

## PROBATION PERIOD RECORD FORM

Please use for each probation meeting

<b>Name of employee:</b>		
<b>Name of manager taking meeting:</b>		
<b>Start date:</b>		
<b>Meeting date:</b>		
Initial 1:1 <input type="checkbox"/> Review meeting 1 <input type="checkbox"/> Review meeting 2 <input type="checkbox"/> Review meeting 3 <input type="checkbox"/>		
Extension to Probation– meeting 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/>		
<b>Areas for Discussion:</b>	<b>Issues Occurred:</b>	<b>Improvements Required:</b>
Timekeeping		
Attendance		
Following management instructions		
Behaviour		
Team Working		
Flexibility		
Yellow/Red Cards (if applicable)		

#### Work undertaken in this review period

(How has the last month/few weeks gone? Have you undertaken all the aspects of your role so far?)

#### Progress (achievements and areas for improvement)

(Are you enjoying your job? What is working well? Have you faced any challenges?)

#### Training undertaken during this review period and outcomes



(Have you undertaken any training since your last review? Was it useful?)

**Further training needs and how these are to be met**

(Is there any training you require? Or any other support? Do you have any aspirations to progress or develop? Any interest in becoming a driver in the future?) **How can we help you to improve?**

**What will you do to improve?**

**Comments of post holder**

**(What are your views on the job, work environment and working conditions)**

**Comments of line manager**

**Targets and time scales for next review period with expected standards and examples of what is to be achieved**

(For line manager - Recap any improvements you have discussed already – give clear instructions on what your expectations are; what might be obvious to you, may not be obvious to the employee.)

<p>Is the employee's appointment to be confirmed (if final probation meeting)?</p> <p>Yes / No/ Not applicable.</p> <p>If no, give details of the problems below</p> <p>Should the employee's probationary period be extended to allow time for improvement (if final probation meeting)?</p> <p>Yes/No.</p>
<p>If yes, please specify the date on which the employee will complete the extended period and specify the improvement required and how this will be achieved</p> <p>Date:</p>
<p>This is a true record of the meeting.</p> <p>Employee name:</p> <p>Line manager name:</p> <p>Date.</p>
<p>Date of next meeting:</p>

## Appendix 4a: Model Letter – Confirmation of Employment

Date:

Dear **[Employee's Name]**

**Re; Confirmation of employment – Job Title**

I am writing to you to confirm that you have successfully completed your probationary period and therefore I have pleasure in confirming your appointment as **[job title]**.

Under the terms of your contract your notice periods will increase. Please refer to your contract of employment for further information.

[Your post was subject to a Golden Hello Bonus. As you have now successfully completed your probation, your Golden Hello Bonus payment will be made in XX Month's Pay. If you leave within 2 years, or transfer to another post not covered by the Golden Hello Bonus, you will need to repay the full amount. Please see the Golden Hello Bonus Policy for further information.] [Delete as applicable]

You will receive your increment on **[date]**.

In all other respects your terms and conditions of employment remain unchanged.

May I thank you for your contribution to our Service so far, and hope you continue to enjoy your work with us.

Yours sincerely

**Name**

**Member of CMT**

**Job Title**

## **Appendix 4b: Model Letter- Extension of probation period**

Dear **[Employee's Name]**

**Re: Extension of the Probation period - Job Title**

I am writing to you in connection with your probationary period.

As you are aware, it was necessary for [name of manager] to speak to you on [date(s)] in connection with your [performance/conduct], which was viewed by the organisation as unsatisfactory. You were subsequently given the opportunity to improve during the remainder of your probationary period [and were given further [coaching/training]]. Despite this support, you have still not yet met the required standard for your role.

For this reason, I have decided that your probationary period will be extended by [number] [weeks/months] until [date].

During this period, your manager will continue to monitor your [performance/conduct] and your progress will be formally reviewed at the end of the extended probationary period.

You will be expected to meet the following objectives

- [define improvement(s) required]

You will be provided with the following training to assist you to meet these objectives

- [describe any training, coaching and/or any other development activities that will take place during the period of extension].

If you fail to make sufficient progress either during or by the end of your extended probationary period, this is likely to result in your dismissal. Please be aware that the organisation will not extend your probationary period again.

If you have any questions regarding the standards of performance or conduct required, please raise these with me or your manager immediately.

Yours sincerely

**Name**

**Member of CMT**

**Job Title**

## **Appendix 4c: Model letter – Non - confirmation of employment**

Dear [ ]

### **Notice of termination of employment because of unsuccessful probationary period**

Following [our discussion/the performance dismissal hearing held] on [date], I am writing to confirm the termination of your employment.

The [discussion took place/hearing was convened] because of concerns related to your performance during your probationary period. On [date], we wrote to you explaining that the required improvement had not been reached or maintained [and that we were considering cutting your probationary period short]. Specifically, we had concerns that [set out a brief description of the performance issues identified].

At the Case Review hearing, you were provided with an opportunity to ask questions, comment on the issues and to put forward any explanation for the matters identified as amounting to poor performance during your probationary period. You explained [briefly summarise the key points made by the employee].

However, I have found that the level of your performance has continued to be below the minimum standard required during your probationary period. In particular, you [describe why the decision has been reached and the respects in which the employee's performance remains below an acceptable level]. This is despite the additional [training/coaching/mentoring], that we put in place [and the extension of your probationary period until [date]]. This involved [summarise main forms of support given to new employee].

You have been provided with extensive support and an opportunity to improve during your probationary period.

You were informed by letter dated [date] that a failure to make the required improvements during the remainder of your probationary period would result in your dismissal. It is with regret that I must therefore inform you that this point has now been reached.

This letter gives formal notification of the termination of your employment.

### **Notice period**

You are entitled to one weeks' notice of termination, under your contract of employment. Your last day of employment will be [date]. You will be paid up to that date in the normal way. A sum constituting your pay in lieu of notice, less income tax and national insurance contributions, will be transferred into the bank account into which your wages are normally paid.

### **Holiday pay**

We note that you will have accrued [number] days' holiday on your termination date. You have taken [ ] days.

This means that you are entitled to a payment in lieu of [number] days' accrued and untaken holiday. This payment will be paid to you with your final instalment of pay, less income tax and national insurance contributions.

[OR

This means that you have taken [number] days' holiday in excess of your accrued entitlement. In accordance with your contract of employment, we will deduct the corresponding amount from your final instalment of pay.]

### **Expenses**

We will reimburse any claim for expenses outstanding at the termination date. Please submit your expenses claim, in the usual way, by no later than [date].]

### **Company property**

We ask that you return all property that belongs to the organisation by [date]. Items that should be returned to your manager include [list the appropriate items, and expand on them as necessary].

### **Right to appeal**

You have a right to appeal against this decision in accordance with the Probationary Policy. If you wish to appeal, you should do so in writing to Head of Transformation, HR & Corporate Services by [date/10 business days from the date of this letter]. Your written notice should state the grounds on which you believe that the decision was flawed or unfair.]

**Yours sincerely**

**Head Of Service/Delegated Manager.**

## **Appendix 5: Management Report for Case Review Meeting**

The Management Report should be completed by the employee's Line Manager, using the same Report Template used for Disciplinary Investigations.

In the Report, the line manager should provide evidence of the Initial 1-2-1 and subsequent Probationary Meetings (1, 2, 3, and additional meetings e.g. in the instance where the Probationary Period has been extended.)

If the documents are legible, the Line Manager does not need to give detailed commentary.

For example, the Line Manager may write:

See Appendix 1, 2, 3, for Probationary Record Forms. Training Needs were identified in Meeting 1, which was delivered on xx date xx, or over several days. When we met for Meeting 2, basic mistakes concerning data entry were still being made. Employee NAME spent time with the employee, delivering 1-2-1 training and giving the new employee direct, specific feedback over the next 5 days. When we met for Meeting 3, the same mistakes were still being made. The employee is unable to give me any reasons as to why they cannot complete these tasks. As we have delivered additional training detailed above, at a cost of £xxx, I am recommending that xxx does not pass their probationary period."

It is important to measure progress of an employee's development during their probationary period by using expected levels of performance as a benchmark.

You could use criteria such as the volume of calls that would on average be answered by Customer Contact Call Handler, or volume of claims processed to set relevant SMART goals.

The Line Manager can include other information that they feel might be relevant – if their Probationary Period was extended, the rationale for this, including if there were other factors that were relevant. This may have included a period (or periods) of Absence which meant the employee was unable to demonstrate their performance during the Probationary Period. You can include OH Reports if relevant.