

Your Performance Matters – Probation Periods for New Employees

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Your Performance Matters – Probation Policy for New Employees

Version Control Sheet

Version	Section / Para / Appendix	Version / Description of Amendments	Date	Author / Amended by
1		New Policy	February 2014	Pam Leverton
2		Full Review	May 2016	Rachel Madge
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Your Performance Matters – Probation Policy for New Employees

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Your Performance Matters – Probation Periods for New Employees

Policy Statement

Background

The existing recruitment and selection process allows prospective candidates to be selected through an interview panel based on competency and behaviour based questions. The inclusion of a six month probation period strengthens the recruitment of new staff by allowing behaviours, attendance, and competence to be tested in the workplace before committing to substantive employment arrangements.

Statement

Lincolnshire Community Health Services NHS Trust is committed to ensuring that high performance is rewarded and that all staff have the opportunity to develop in role to reach their potential. It is also essential that we have robust assurance that performance management systems are in place to enable the organisation to meet its core values and *The LCHS Way “We listen, We Care, We Act, We Improve .*

Responsibilities

To ensure that all parties are clear on expectations on all sides, and actions to be taken in the event of not meeting those expectations.

Training

Responsibility of all staff to familiarise themselves with new policies, Workforce to support interpretation of policies.

Dissemination

For all staff / website / Team Brief

Resource implication

Management structures need to take account of the need for sufficient management time to carry out regular reviews and set expectations.

1. Introduction

This Policy details the use of probationary periods within Lincolnshire Community Health Services NHS Trust (LCHS) and ensures consistent application and use for all involved in the process. Probationary periods are considered necessary to allow LCHS to review the behaviour and performance of new members of staff and ensure that any skills gaps or training needs are identified and addressed to enable the employee to meet the behaviour expectations of the organisation.

The probationary period is set as the recognised amount of time that is sufficient for a line manager to make a realistic assessment of a member of staff's performance and suitability for the post.

All new staff appointed to posts within LCHS whether full or part time are required to successfully complete a probationary period of six months. This will only be varied in exceptional circumstances and where advice has been sought from Workforce.

This policy aims to ensure that no employee receives less favourable treatment on the grounds of gender, sexual orientation, civil partnership/marital status, colour, race, nationality, ethnic or national origins, creed, religion/belief, disability, age or trade union membership, or is disadvantaged by conditions or requirements which are not justified by the job.

2. Purpose

The purpose of a Probationary Period is to:

- Ensure that new members of staff have the opportunity to become familiar with the practices and procedures of the organisation
- Allow staff members to demonstrate their ability to effectively and efficiently perform their duties
- Ensure that new employees receive the appropriate support and development opportunities to enable them to perform their role to the required standards in line with their job description

This policy is designed to meet best practice with the aim of ensuring that:

- During their probationary periods employees are given the opportunity to become familiar with relevant practices and procedures
- Staff members have a framework within which to demonstrate their ability to effectively and efficiently perform their duties
- Line managers have effective methods for reviewing probationary staff
- Reviews occur to agreed timescales

During the probationary period, the line manager is responsible for setting the required performance standards in line with the Your Performance Matters toolkits, the LCHS Behavioural Framework and the LCHS Way and following up any identified development needs during the selection process or subsequently. Line managers must ensure staff understand what is expected from the outset of their employment.

In making their assessment, a line manager will consider a number of factors including whether:

- the employee can consistently demonstrate behaviour in accordance with Trust Values, behavioural standards and the LCHS Way;

- the employee can consistently meet the requirements of their employment contract (e.g. arrive on time, fulfil their contracted hours and role);
- the employee can consistently perform effectively in their role;
- it is discovered that the employee has not been honest in their application for employment with the Trust;
- the Disclosure and Barring Report (where applicable to the role) is unsatisfactory to the Trust;
- the employee is demonstrating higher than expected sickness absence during the probationary period as outline in the Your Attendance Matters Policy;
- the employee is the subject of disciplinary action during the probationary period.
- the employee is achieving the expected level of progress in relation to any essential training requirements associated with their role e.g. The Care Certificate, Case Manager training etc.

General Guidance:

3. Contract and Notice Periods

The following is included in all contracts for staff appointed to the Trust, including those employed on fixed terms contracts..

“The first 6 months of your employment with the Trust will be a probation period. During this period, your performance, attendance, competence, behaviour and conduct will be monitored and assessed. The Trust reserves the right to extend an employee’s probationary period within the initial probationary period timescale in order to provide the employee with additional time to demonstrate their suitability for the post”.

Employment may be terminated during a probation period and will be subject to one month’s notice on either side. Staff not being confirmed in post will be paid in lieu of notice and will not be required to work during their notice period.

Once a member of staff has satisfactorily completed the probation period the notice requirements to terminate employment will be as detailed in the contract”.

3.1 Representation

LCCHS works in partnership with unions/staff side and recognises that employees may wish to seek additional support or advice from a trade union representative or staff side colleague. Employees will have the right to be accompanied at any formal meeting by a trade union representative or staff side/work colleague

Where concerns have already been identified and a formal meeting arranged, if the employee cannot attend due to the representative/Staff side colleague being unavailable, the employee must suggest an alternative date and time for the meeting which is no later than 5 working days after the original date.

Failure to secure an alternative date within 5 working days of the original meeting may result in the meeting progressing in the absence of a union representative or colleague to ensure that timescales with regard to the probation period can be met.

3.2. Internal Transfers and Promotions

Staff who move roles internally or who are promoted internally to a post within the Trust will not be subject to a probation period unless they are still within their probationary period at the point of transfer.

It will be expected that the objective setting and review meetings with their manager will continue to take place.

Staff appointed to a post in the Trust having previously worked in a bank or agency capacity will be subject to a probationary period.

4. Suspension of the Probationary Period

There may be situations where the member of staff will be absent for a prolonged period E.g due to sickness absence (over 28 calendar days) or maternity leave. In these circumstances, the probationary period will be suspended until the member of staff is able to return to work at which point the probationary period will re-commence.

Suspensions of the probationary period should be confirmed in writing to the member of staff and a copy placed on their electronic HR personal file held by Workforce Services

4.1. Maternity/Paternity Absence

In the event of maternity / Paternity / absence over 28 days the probationary period will be suspended until the individual returns to work.

The length of absence will not count toward the length of the probationary period.

4.2. Sickness Absence

A member of staff's attendance record should be taken into account in the assessment of whether they should be confirmed in post. However, before taking a decision regarding sickness absence advice should be sought from Human Resources and Occupational Health and concerns regarding attendance discussed with the employee in accordance with the Your Attendance Matters Policy and Toolkit.

4.3. Roles and Responsibilities under the policy:

Line Managers are responsible for implementing the policy and must:

- Inform the individual about the probationary period at interview
- Make the requirements of the job clear
- Ensure members of staff understand what is expected from them during their employment and probationary period
- Set the required performance standards in line with organisational frameworks and clarify how performance is monitored
- Ensure that the member of staff has the appropriate support and assist in identifying any training and development requirements for the new role
- Ensure regular meetings are arranged and provide feedback at an early opportunity
- Ensure that both the Corporate Induction AND a local induction programme are completed – Corporate induction to take place at the commencement of employment and the local induction should follow on from that.)
- Underpin the expectations and reputation of LCHS.

Employees are responsible for:

- Their behaviour in line with LCHS Behavioural Framework and the LCHS Way
- Performing their duties in accordance with their contractual obligations

- Exercising care in the performance of their duties
- Treating colleagues, patients and visitors with respect and dignity
- Being honest and trustworthy and underpinning the reputation of LCHS
- Actively and positively engaging with the probationary process
- Acknowledging any areas of concern and actively seeking to improve them at the earliest opportunity

5. Management of the Probationary Process

It is the manager's responsibility to monitor the progress of new employees, ensure training needs are met, to keep the employee informed of their progress and ensure that any problems are sorted out quickly before they become serious concerns.

It is vital line managers raise and address any issues or concerns as soon as they arise and give appropriate support to assist the new staff member to attain the required level. Action plans to address shortfalls in performance must be clearly documented to ensure all concerned are clear about the required outcomes.

Where the level of performance is putting the member of staff's continued employment at risk, this should be clearly explained and documented.

Following an initial objectives meeting on commencement into role, the following formal probationary review meetings **MUST** be held:

- The first review by the end of the 3rd month (– see Appendix A
- The second review by the end of month 4 if there are identified concerns in relation to performance – see Appendix A
- The final review by the end of the 6th month (or at the end of the extended probation period where an extension has been agreed) – See Appendix B

All meetings will be clearly documented, notes given to the member of staff and a copy placed on the employees HR personal file held by Workforce Services.

Where it is not possible to complete the final review meeting within the above timeframe, this must be confirmed in writing to the employee and the meeting arranged for the earliest opportunity. It is noted that this situation should occur in exceptional circumstances only e.g. sickness absence.

5.1. Objectives Meeting (on commencement into role)

This will be held between the manager and the member of staff to agree and set objectives to be met during the probationary period.

The manager must explain the probationary period will be utilised to assess the achievement of objectives set, competence and an assessment of the member of staffs behaviour and conduct at work utilising the appraisal assessment guidance. The member of staff must be made aware that failure to perform at the expected standard throughout the probationary period will result in the end of the individual's employment.

5.2. First Formal Review Meeting

The line manager must carry out a formal review by the end of the 3rd month.

This will demonstrably measure performance against the job description and provides an opportunity for the line manager to confirm progress and clearly identify any areas of

shortfall in performance. The line manager will utilise the "Your Performance Matters" Toolkit to assist in measuring performance and behaviours.

In cases where it is identified that there are identified concerns in relation to performance, consideration should be given to arranging a second formal review meeting before month 5 to support the employee and to review progress. This should be confirmed in writing and a further review meeting arranged to take place before the end of month 4 (see Appendix A). The line manager must reiterate that if the standard of performance is not improved this may jeopardise continued employment.

Both the first and second review meeting (where required) must be clearly documented (appendix A) and the record of the meeting shared with the employee and Workforce Services to be placed on the employee's electronic HR file.

5.3. Final Formal Review Meeting

The purpose of this meeting is to review the probationary period and the individual's ability to perform in the post.

If the member of staff's performance is satisfactory the line manager will arrange a face to face meeting to inform the member of staff that their employment will be confirmed and follow the actions outlined below.

The line manager must also confirm future objectives and identify any further learning and development which will support the member of staff in their role.

The meeting must be clearly documented (appendix B) and the record of the meeting shared with the employee and Workforce Services to be placed on the employee's electronic HR file

Where the line manager has assessed performance as unsatisfactory, a Workforce representative and a manager with authority to dismiss will also be present at this meeting.

The individual should receive a written invitation to the meeting (see Appendix C) and has the right to be supported by a Union representative, a professional organisation or a friend/colleague who is not acting in a legal capacity. The line manager will describe the shortfalls in performance and provide examples of this, explore the reasons for the unsatisfactory performance and confirm steps taken to address the problems and support the member of staff.

The member of staff will be given the opportunity to respond and state their case. If the manager with authority to dismiss agrees performance is unsatisfactory the member of staff will be informed in writing their employment will cease within 3 working days of the meeting.

The member of staff will be entitled to one month's contractual notice.

In cases where employees have been able to demonstrate improvements / achievements in relation to their performance, consideration may be given to extending the probation period to allow additional time for the employee to demonstrate their suitability for the post. The extension should be no longer than 3 months and a date for an additional final review meeting arranged to take place prior to the end of the extended probation period. The extension should be confirmed in writing to the employee (see Appendix E) and stored on the employee's electronic HR file.

The individual should also receive a written invitation to the additional final review meeting (see Appendix C) and the content of which must be clearly documented (appendix B). As above, the record of the meeting must be shared with the employee and Workforce Services to be placed on the employee's electronic HR file

Confirmation in post

The line manager will confirm the successful completion of the probationary period in writing (see Appendix D and F) and complete a change form (EF2) and send electronically with the relevant copies to individual, Workforce Services etc. This change forms acts as an addendum to your contract of employment and confirms substantive employment in post. No further offer letter will be issued.

Non confirmation in post – Dismissals

The non-confirmation in post process is used on the grounds of capability where it is clearly demonstrated that the member of staff is not capable of carrying out their duties, despite training and support being provided.

Non-confirmation in post dismissals can take place at any stage during the probation period but must be instigated before the end of the 6 month probation period or before the extend of the agreed extended probation period . Prior to moving to non-confirmation in post the first formal meeting must have been held and the staff member must be made aware their underperformance is jeopardising delivery of Trust services to an acceptable standard and therefore continued employment with the Trust is in question. The non-confirmation in post should be confirmed in writing to the employee and a copy of the letter returned to the Workforce Services team. An EF3 termination form and the leaving and transferring employment policy should be followed, thus ensuring assets are returned to LCHS.

Appeals

If the decision is taken to dismiss the member of staff they will have the right of appeal against the decision. This is a one stage process involving an appropriate manager more senior than the one making the dismissal decision.

Appeals must be received in writing within 5 working days of the date of the dismissal letter and should include all of the information that the employee would like to be considered as part of the appeal. These should be submitted to the manager of the employee's manager.

An appeal panel will be convened, chaired by an independent manager and assisted by a Workforce representative and include at least one other member.

The original dismissing manager must present the case on behalf of LCHS to the panel supported by the Workforce representative from the final review meeting.

The decision of the panel chair will be communicated to the employee in writing, and will be final with no access to any further processes.

The appeal panel does have discretion in how it conducts any appeal so that the particular circumstances of any single case can be dealt with. Generally however, the following procedure should be followed:

- The employee puts forward his/her case to the panel and the LCHS representative
- The panel and LCHS manager will then have the opportunity to ask questions of the employee

- LCHS Manager then states the LCHS case
- The employee and the panel can then ask questions of the LCHS manager
- Both parties then have an opportunity to sum up – but neither party may introduce any new matter
- Nothing in the process above shall prevent members of the Appeal Panel from seeking to clarify any points from either party.

The final decision of the Appeal panel will be communicated to the employee in writing within 5 working days of the date of appeal.

Appendix A

Probationary Period First Formal Review / Second Formal Review Meeting

This form must be completed (continue on separate sheet if required) no later than at the end of the employee's first 3 months in their new post (and prior to the end of the first 4 months if an additional interim review is required). Both the line manager and the employee should meet to discuss progress and both should be fully involved in its completion.

Name:	Date of Appointment:
Job Title:	Line Manager:
Work Base:	Date of 1 st Review:
National Insurance Number:	Date of 2 nd Review:

Is the employee happy that all topics within the local induction have been fully covered? Detail any areas which have either not yet been fully covered or fully understood. Outline the action required and timescales. Have any immediate training or development needs been identified? If so, please detail how these will be met?

Detail any issues or concerns that have been raised by the employee during their first 3 months of employment. Detail what action has been / will be taken to address these.

**Can the first 3 months of employment be signed off as completed?
Or in the case of a second formal review meeting can the first 4 months of employment be signed off as completed?**

Yes

No

Yes

No

Is the employee clear about what their new role entails and how they contribute to the work of the team/service/department? Outline any areas required further clarification and how this will be achieved.

Describe the employee's working relationship with colleagues, managers and service users/customers (including internal customers from other teams), identifying any positive areas or any areas for improvement. Outline any action required and timescales.

Outline the areas in which the employee is performing well.

Are there any specific areas for improvement or concern?	Yes	No
If yes, please provide examples and detail the support which is being put in place to aid improvement?		
What are the key objectives for the employee between now and the completion of their probation period? How will they be supported to achieve these and how will success be measured?		
What training and development have been provided so far? What additional training, development or support is required to deliver the required performance improvements or key objectives above?		
Are there any concerns about the employees attendance levels (punctuality, reliability or sickness) If so, outline these and how they are being jointly addressed?		
Have there been any issues related to Equality, Diversity or any of the protected characteristics? If so, outline and state how these are being supported and addressed .		

I confirm that the first 3 months have been satisfactorily completed and that the next formal review meeting will be held during month 5.	Yes	No
I confirm that in order to support the employee to improve against the concerns raised above I wish to hold a formal review meeting before month 5 to review progress	Yes	No
Formal review only – probationary period not applicable due to previous continuous service at the Trust	Yes	No
Provisional date for next probationary review / formal review meeting agreed as:		
Signed: Line Manager		Date:
Print Name:		
Signed: Employee		Date:
Print Name:		

Appendix B

Probationary Final / Additional Final Formal Review – – Including extensions Successful/Non-Successful confirmation of Post (Delete as appropriate)

This is the form that should be used to record the details of the final review meeting to confirm whether or not an employee has successfully completed their probationary period. The final review should take place prior to the end of the 6 month probation period or prior to the end of the agreed extension period..

By completing this form you are signing off the probationary period and will be making an important decision affecting the employee's employment with the Trust, which may have significant implications. If there are any questions or concerns advice MUST be sought from Workforce before completion and sign off.

Both the line manager and the employee should meet to discuss progress and both should be fully involved in its completion of this form. Once completed, a copy should be given to the employee and a copy sent to Workforce Services to be placed on the employee's personal file.

Name:	Date of Appointment:
Job Title:	Line Manager:
Work Base:	Date of final review:
	Date of additional final review:
National Insurance Number:	

Where do their performance strengths lie including key achievements?		
What progress has been made since their last review against any agreed action plans, key targets, areas for improvement or concerns to address performance or other issues.		
Is this level of progress acceptable and sustainable	YES	NO
If no, why not?		
What further training, development or support has been provided since the last review?		

The post holder has successfully completed all Mandatory Training, including appropriate levels of induction?	
YES / NO	
Please detail any issues or concerns that have been raised by the employee since their last review?	
Please detail what action has been/ will be taken to address these?	
signed: Line Manager	Date:
Print Name:	
Signed: Employee	Date:
Print Name:	

Line Manager to complete:

Successful completion of Probation Period:	
I confirm that the probationary period has been satisfactorily completed and that I am happy to recommend confirmation in post.	
OR	
Formal Review only – probationary period not applicable due to previous continuous service	
Unsuccessful completion of Probation Period:	
I confirm that in order to support the employee to improve against the concerns raised above, it has been agreed to extend the probationary period and to hold an additional final review meeting before the end of month 9 to review process.	
It is with regret that I confirm that performance has been assessed as unsatisfactory and I am therefore unable to confirm confirmation in post.	

Signed: Line Manager		Date:
Print Name:		
Signed:		Date:
Deputy Director (where performance has been assessed as unsatisfactory only)		
Print Name:		

Appendix C

Lincolnshire Community Health Services 
NHS Trust

Our Ref:
Your Ref:
Please ask for:
Telephone:
E-mail address:
Date:

Address line 1
Address line 2
Address line 3
POSTCODE

Tel:
Calls via Text Relay are welcome
Fax:

Website: www.lincolnshirecommunityhealthservices.nhs.uk

Dear

Invite to additional Probationary Review Meeting / Final Probationary Review Meeting

Following our meeting on X where your on-going progress during your *probationary first formal review/second formal review* was discussed, I would now like to invite you to attend an additional final formal review meeting on X at am/pm in . Present at the meeting will be myself and (name) and (positions).

The purpose of the meeting is to discuss how you are progressing against the *objectives/targets/agreed action plan xxxxx* (details specifics as required) and review what future support or action may be required.

delete if not applicable

As this will be your final review meeting, you need to be aware that confirmation of your employment will be subject to your demonstration that you have attained and can sustain the *required improvements / objectives / targets / actions* (details specifics as required).

Therefore, should it be felt that you have not achieved the required standards / performance improvements during your formal probationary period this could result in termination of your employment contract.

In order that you feel supported during this meeting, you are entitled to be accompanied by either your trade union (or professional association) representative, or staff side member, or a work place colleague of your choice.

Please note that if you are unable to attend this meeting I would be grateful if you could let me know as soon as possible so that an alternative date can be arranged. In the meantime, if you have any questions or concerns, please don't hesitate to contact me.

Yours sincerely
Line Manager

CC HR file

Appendix D

Lincolnshire Community Health Services 
NHS Trust

Our Ref:
Your Ref:
Please ask for:
Telephone:
E-mail address:
Date:

Address line 1
Address line 2
Address line 3
POSTCODE

Tel:
Calls via Text Relay are welcome
Fax:

Website: www.lincolnshirecommunityhealthservices.nhs.uk

Dear

Successful Completion Probationary Period

Following your final review meeting held on on (X), I am writing to confirm that you have successfully completed your probationary period of employment.

Your terms and conditions of employment remain the same, as set out in your contract of employment dated (XX)

I would like to take this opportunity to thank you for your contribution during your first six months and hope that you continue to enjoy working within the (XX) service area / department.

If you have any queries relating to your terms and conditions of employment please do not hesitate to contact (X) in Workforce Services on (XX)

Yours sincerely

XXXXXX
Line Manager

Cc HR Personal File

Appendix E

Lincolnshire Community Health Services 
NHS Trust

Our Ref:
Your Ref:
Please ask for:
Telephone:
E-mail address:
Date:

Address line 1
Address line 2
Address line 3
POSTCODE

Tel:
Calls via Text Relay are welcome
Fax:

Website: www.lincolnshirecommunityhealthservices.nhs.uk

Dear

Extension to Probationary Period

I write to confirm the outcome of the final probationary review with you and (X) during which you were accompanied by (x). This meeting was held to mutually discuss and review your performance during your probationary period to date.

I am pleased to report that you have made significant improvements in /achieved the following (XXXXX). However, during this meeting you were also made aware of our ongoing concerns, which are detailed in the enclosed copy of the review form. In summary we agreed the following targets / areas for improvement:

(Detail these as required XXXXX)

To help you successfully achieve these targets the following support was agreed:

(Details the support, additional training or development identified XXXXX)

The outcome of this meeting is that I am currently unable to confirm that you have satisfactorily completed your probationary period. In order to provide you with additional time to demonstrate your suitability for the post and make the required improvements we discussed the option of extending your probationary period. We agreed an extension of (X) months to take effect from (X) . To indicate your acceptance of the extension period, please could you sign the note at the foot of this letter and return one copy to me. The other copy is for you to keep.

It is important for you to understand that you will be expected to demonstrate your suitability for the post during this extension. If you fail to achieve the standards required as set out above/ in the enclosed probationary review form / improvement plan we will unfortunately be unable to confirm you in post and your employment will be terminated. Should this be the case you will be entitled to one months notice which will be paid in lieu. As agreed, there will be informal weekly review meetings between yourself and (x) to monitor your progress. Your additional final formal probationary review meeting will be held on (X) and to ensure that you feel supported you will be able to be accompanied by your trade union (or professional association) representative or staff side colleague if you wish.

I hope this will lead to the successful completion of your probationary period and am pleased to note your intention and commitment to achieve the required standards. If you have any

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concerns or queries during the next few weeks please do not hesitate to contact myself or (X), SHRBP/HRA.

Yours sincerely

Name
Line Manager

Cc HR Personal File

.....✂.....

I confirm that I have received and understood the contents of this letter and accept the extension to my probationary period.

Signed:
Employee Name

Date:

Appendix F

Lincolnshire Community Health Services 
NHS Trust

Our Ref:
Your Ref:
Please ask for:
Telephone:
E-mail address:
Date:

Address line 1
Address line 2
Address line 3
POSTCODE

Tel:
Calls via Text Relay are welcome
Fax:

Dear

Successful completion of Probationary Period (following extension)

Following your meeting with (X) on (X), I am writing to confirm that you have satisfactorily achieved the agreed requirement improvements / targets which were discussed with you during your *probationary period / extension to your probationary period*.

I am therefore pleased to confirm that you have now successfully demonstrated your suitability and can be confirmed in post.

Your terms and conditions of employment remain the same, as set out in your contract of employment dated (XX).

I would like to take this opportunity to thank you for your contribution during your probationary period and hope that you continue to enjoy working in the (XX) service area / department.

If you have any queries relating to your terms and conditions of employment please do not hesitate to contact Workforce Services on XXX.

Yours sincerely

Name
Line Manager

cc HR Personal file.

.....✂.....

I confirm that I have received and understood the contents of this letter.

Signed:
Employee Name:

Date:

NHSLA Monitoring Template

This template should be used to demonstrate compliance with NHSLA requirements for the policy where applicable and/or how compliance with the policy will be monitored.

Minimum requirement to be monitored	Process for monitoring e.g. audit	Responsible individuals/group /committee	Frequency of monitoring /audit	Responsible individuals / group / committee (multidisciplinary) for review of results	Responsible individuals / group / committee for development of action plan	Responsible individuals / group / committee for monitoring of action plan
Workforce Services maintain record of all probation periods and outcomes	Audit	SHRBPs/ HR Advisors	Monthly	SHRBP's	SHRBP's	Trust Board / JCNC

Equality Analysis

<p>Name of Policy Your Performance Matters – Probation Policy for New Employees</p> <p>Equality Analysis Carried out by: Rachel Madge Date:5/7/16 Equality & Human rights Lead: Rachel Higgins</p> <p>Director\General Manager: Maz Fosh</p>

***In this template the term policy\service is used as shorthand for what needs to be analysed. Policy\Service needs to be understood broadly to embrace the full range of policies, practices, activities and decisions: essentially everything we do, whether it is formally written down or whether it is informal custom and practice. This includes existing policies and any new policies under development.**

Section 1 – to be completed for all policies

A.	Briefly give an outline of the key objectives of the policy; what it's intended outcome is and who the intended beneficiaries are expected to be	This Policy details the use of probationary periods within Lincolnshire Community Health Services NHS Trust (LCHS) and ensures consistent application and use for all involved in the process. Probationary periods are considered necessary to allow LCHS to review the behaviour and performance of new members of staff and ensure that any skills gaps or training needs are identified and addressed to enable the employee to meet the behaviour expectations of the organisation. The probationary period is set as the recognised amount of time that is sufficient for a line manager to make a realistic assessment of a member of staff's performance and suitability for the post.
B.	Does the policy have an impact on patients, carers or staff, or the wider community that we have links with? Please give details	No
C.	Is there is any evidence that the policy\service relates to an area with known inequalities? Please give details	No

D.	Will/Does the implementation of the policy/service result in different impacts for protected characteristics?	There is a possibility the policy could impact on people with a disability		
		Yes	No	
	Disability	x		The policy could impact on people who have to take time off for treatment or appointments related to their disability
	Sexual Orientation		x	
	Sex		x	
	Gender Reassignment		x	
	Race		x	
	Marriage/Civil Partnership		x	
	Maternity/Pregnancy		x	
	Age		x	
	Religion or Belief		x	
	Carers		x	
	If you have answered 'Yes' to any of the questions then you are required to carry out a full Equality Analysis which should be approved by the Equality and Human Rights Lead – please go to section 2			
The above named policy has been considered and does not require a full equality analysis				
Equality Analysis Carried out by:				
Date:				

Section 2- Full Equality Analysis

How does the policy/service impact differently on people from any of the Protected Groups?				
	No Impact	Positive Impact	Neutral Impact	Please describe the impact for each of the protected groups and outline the evidence for your conclusion
Disability			X	<p>Attendance is considered as part of the probation period review.</p> <p>Sickness absences resulting from pregnancy or pregnancy related illnesses will normally be discounted under the attendance procedure. However this may not always be the case and the following should be noted:</p> <ul style="list-style-type: none"> • pregnancy or pregnancy related illnesses will still be recorded on an employee's sickness absence record • the employee's manager will still carry out return to work discussions, explaining that the relevant absences have been discounted and will discuss with the employee whether assistance from Occupational Health would help with attendance problems, including consideration of any reasonable adjustments • absences may be counted where it is justifiable to do so and in these circumstances employee's will be given advance warning that future absences will no longer be discounted
Sexual Orientation			X	
Sex			X	
Gender Reassignment			X	
Race			X	
Marriage/Civil Partnership			X	
Maternity/Pregnancy			X	
Age			X	
Religion or Belief			X	

General Duty

Now consider and detail below how the policy impacts on elimination of discrimination, harassment and victimisation, advances the equality of opportunity and promotes good relations between groups. Where there is evidence, address each protected characteristic (Disability, Sexual Orientation, Sex, Gender Reassignment, Race, Marriage/Civil Partnership, Maternity/Pregnancy, age, Religion and Belief)

Eliminate discrimination, harassment and victimisation	No negative feedback
Advance equality of opportunity	No negative feedback
Promote good relations between groups	No negative feedback

Engagement and Involvement

How have you engaged stakeholders in gathering evidence?	Consultation via human resource colleagues and staff side representation
Have you engaged stakeholders in consulting on the policy proposals?	Individual feedback
For each engagement activity, please state who was involved, how and when they were engaged, and the key outputs:	Circulated via email and discussed as agenda item during Trust Policy Group

Human Rights Assessment Tool

The Human Rights Act, which came into force in October 2000, incorporates into domestic law the European Convention on Human Rights to which the UK has been committed since 1951. Section 6 of the Human Rights Act makes it unlawful for a public authority to act in a way that is incompatible with a Convention right. The underlying intention of the Act is to create a Human rights culture in public services.

		Yes/No	Comments
1	Will it affect a person's right to life?	No	
2	Will someone be deprived of their liberty or have their security threatened?	No	
3	Could this result in a person being treated in a degrading or inhuman manner?	No	
4	Is there a possibility that a person will be prevented from exercising their beliefs?	No	
5	Will anyone's private and family life be interfered with?	No	

If the answer is "yes" to any of the above questions on the proforma can the policy be amended to avoid impacting on Human Rights? If not, please refer it to the Equality & Human Rights Lead for advise and guidance.