

# Probationary Periods for New Employees Policy

HWHR01

## Document Reference Information

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## **1. Introduction**

- 1.1.** This Policy details the use of probationary periods within the Herefordshire and Worcestershire CCG and ensures consistent application and use for all involved in the process.
- 1.2.** Probationary periods are considered necessary to allow the CCG 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.
- 1.3.** 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.
- 1.4.** All new staff appointed to posts within the CCG whether full or part time are required to successfully complete a probationary period of three months. This will only be varied in exceptional circumstances and where advice has been sought from HR. This policy applies to new staff employed on fixed term contracts that are over six month's duration.
- 1.5.** It is essential that clear guidance is given at the earliest opportunity to all new staff on the standards of performance and/or behaviour the employee needs to achieve based on the CCG's behavioural profile, the employees' job description and the objectives set.
- 1.6.** 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**

- 2.1.** 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 CCG.
  - Allow staff members to demonstrate their ability to perform their duties effectively and efficiently.
  - 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.
- 2.2.** This policy is designed to meet best practice with the aim of ensuring that:
  - During their probationary period employees are given the opportunity to become familiar with relevant practices and procedures.

- Employees have a framework within which to demonstrate their ability to perform their duties effectively and efficiently.
- Line managers have effective methods for reviewing probationary employees.
- Reviews occur to agreed timescales.

**2.3.** During the probationary period, the line manager is responsible for setting the required performance standards in line with the Appraisal toolkits and following up any identified development needs during the selection process or subsequently. Line managers must ensure employees understand what is expected from the outset of their employment.

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

- the employee can consistently demonstrate behaviour in accordance with the employing CCG's values, behavioural standards, and the CCG way of working;
- 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 CCG;
- the Disclosure and Barring Report (where applicable to the role) is unsatisfactory to the CCG;
- the employee is demonstrating higher than expected sickness absence during the probationary period as outline in the CCG Management of Sickness Absence Policy; subject to an assessment of the employee's health in relation to the Equality Act 2010 and reference to the Management of Sickness Absence Management 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.

### **3. Equality Statement**

- 3.1.** The Herefordshire and Worcestershire CCG aims to design and implement policy documents that meet the diverse needs of our services, population, and workforce, ensuring that none are placed at a disadvantage over others. It takes into account current UK legislative requirements, including the Equality Act 2010 and the Human Rights Act 1998, and promotes equal opportunities for all. This document has been designed to ensure that no-one receives less favourable treatment due to their personal circumstances, i.e. the protected characteristics of their age, disability, sex, gender reassignment, sexual orientation, marriage and civil partnership, race, religion or belief, pregnancy, and maternity. Appropriate consideration has also been given to gender identity, socio-economic status, immigration status and the principles of the Human Rights Act.
- 3.2.** In carrying out its functions, Herefordshire and Worcestershire CCG must have due regard to the Public Sector Equality Duty (PSED). This applies to all the activities for which Herefordshire and Worcestershire CCGs are responsible, including policy development, review, and implementation.

## **General Guidance:**

### **4. Contract and Notice Periods**

- 4.1. The following is included in all contracts for employees appointed to the CCG, including those employed on fixed terms contracts.

#### **PROBATIONARY PERIOD**

*The Employer operates a probation policy for new starters that applies to the first three months of their employment. During a probation period regular reviews will take place to discuss performance, conduct and attendance. A decision will be taken about whether the probation period has been successful at the end of the three months although if there are significant concerns a decision may be taken sooner. The Employer reserves the right to terminate your employment either during or at the end of that period on one week's written notice. The Employer also reserves the right to extend the probationary period by up to three months. During your probationary period the Employer's disciplinary and capability policies shall not apply.*

#### **4.2. Representation**

Employees will have the right to be accompanied at any formal meeting by a trade union representative or work colleague, including the appeal stage.

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.

#### **4.3. Internal Transfers and Promotions**

Employees who move roles internally or who are promoted internally to a post within the CCG will not be subject to a probation period unless they are still within their probationary period at the point of transfer. This includes staff transferred under TUPE.

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

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

## **5. Suspension of the Probationary Period**

**5.1.** 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 recommence.

Suspensions of the probationary period should be confirmed in writing to the member of staff and a copy placed on their personal file.

### **5.2. 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.

### **5.3. Sickness Absence**

An employee's attendance record should be taken into account in the assessment of whether they should be confirmed in post subject to consideration of the Equality Act 2010 which provides disabled people with protection from discrimination in employment. However, before taking a decision regarding sickness absence advice should be sought from HR, Occupational Health and concerns regarding attendance discussed with the employee in accordance with the CCG Management of Sickness Absence Policy.

## **6. Roles and Responsibilities**

### **6.1. 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 CCG Behavioural standards and clarify how performance is monitored.
- Ensure that the member of staff has the appropriate support and assistance 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 the local induction programme is completed.
- Underpin the expectations and reputation of the CCG.

### **6.2. Employees are responsible for:**

- Their behaviour in line with CCG's Behavioural standards and the employing CCG's way of working.

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

## 7. Management of the Probationary Process

- 7.1.1. 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.
- 7.1.2. 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.
- 7.1.3. Where any concerns of poor performance arise, the manager must see if there is any underlying problem with the employee such as personal or financial problems, the manager should discuss them fully and openly with the employee and put in place an action plan to remedy the problem.
- 7.1.4. Where the level of performance is putting the member of staff's continued employment at risk, this should be clearly explained and documented.
- 7.1.5. Following an initial objective meeting on commencement into role, the following formal probationary review meetings **MUST** be held:
- The first review by the end of the 1<sup>st</sup> month – See Appendix 1
  - The second review by the end of the 2<sup>nd</sup> month if there are identified concerns in relation to performance – See Appendix 1
  - The final review before the end of the 3<sup>rd</sup> month (or at the end of the extended probation period where an extension has been agreed) – See Appendix 2
- 7.1.6. All meetings will be clearly documented, notes given to the member of staff and a copy placed on the employee's personal file.
- 7.1.7. 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.

### 7.2. Objectives Meeting (on Commencement into role)

As part of the new employee's Induction and Orientation this meeting will be held between the manager and the member of staff to agree and set objectives to be met during the probationary period. It will be recorded on the Induction and Orientation form.

The manager must explain that the probationary period will be utilised to assess the achievement of the objectives set, competence and an assessment of the member of staff's 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.

### **7.3. First Formal Review Meeting**

The line manager must carry out a formal review by the end of the 1<sup>st</sup> 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 Performance Toolkit to assist in measuring performance and behaviours. At the end of each review meeting, the manager should agree an action plan if necessary (Appendix 2), with the employee to enable progress to be monitored. This discussion will form part of the induction process and be recorded on the induction and Orientation form.

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 2 to support the employee and to review progress. This should be confirmed in writing and a further review meeting arranged to take place before then end of month 3 (see Appendix 1). 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 1) and the record of the meeting shared with the employee and placed on the employee's personal file.

### **7.4. 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.

This will form part of the induction process and be recorded on the Induction and Orientation form. The meeting must also be clearly documented (Appendix 2) and the record of the meeting shared with the employee and placed on the employee's personal file. Where the line manager has assessed performance as unsatisfactory, a HR representative and a senior manager with authority to dismiss will also be present at this meeting.

The individual should receive a written invitation to the meeting (see Appendix 3) and has the right to be supported by a Union representative, a professional organisation or a work 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 weeks' 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 5) and stored on the employee's personal file.

The individual should also receive a written invitation to the additional final review meeting (see Appendix 3) and the content of which must be clearly documented (Appendix 2). As above, the record of the meeting must be shared with the employee and placed on the employee's personal file.

## **8. Confirmation in Post**

8.1. The line manager will confirm the successful completion of the probationary period in writing (see Appendix 4 and 6) and complete a change form and send electronically with the relevant copies to individual, HR Services etc. This change forms acts as an addendum to your contract of employment and confirms the substantive employment in post.

## **9. Non-Confirmation in Post – Dismissals**

9.1. 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.

9.2. Non-confirmation in post dismissals can take place at any stage during the probation period but must be instigated before the end of the 3-month probation period or before the end 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 CCG services to an acceptable standard and therefore continued employment with the CCG is in question. The non-confirmation in post should be confirmed in writing to the employee and a copy of the letter returned to their personal file. A termination form must then be completed reflecting the end of employment date and sent to the HR services for processing, thus ensuring assets are returned to the CCG.

## **10. Appeals**

10.1. If the decision is taken to dismiss the member of staff, they will have the right of appeal against the decision.

10.2. This is a one stage process involving an appropriate manager more senior than the one making the dismissal decision.

10.3. 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.

10.4. An appeal panel will be convened, chaired by an independent manager, and assisted by an HR team member and include at least one other panel member.

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

10.6. 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.

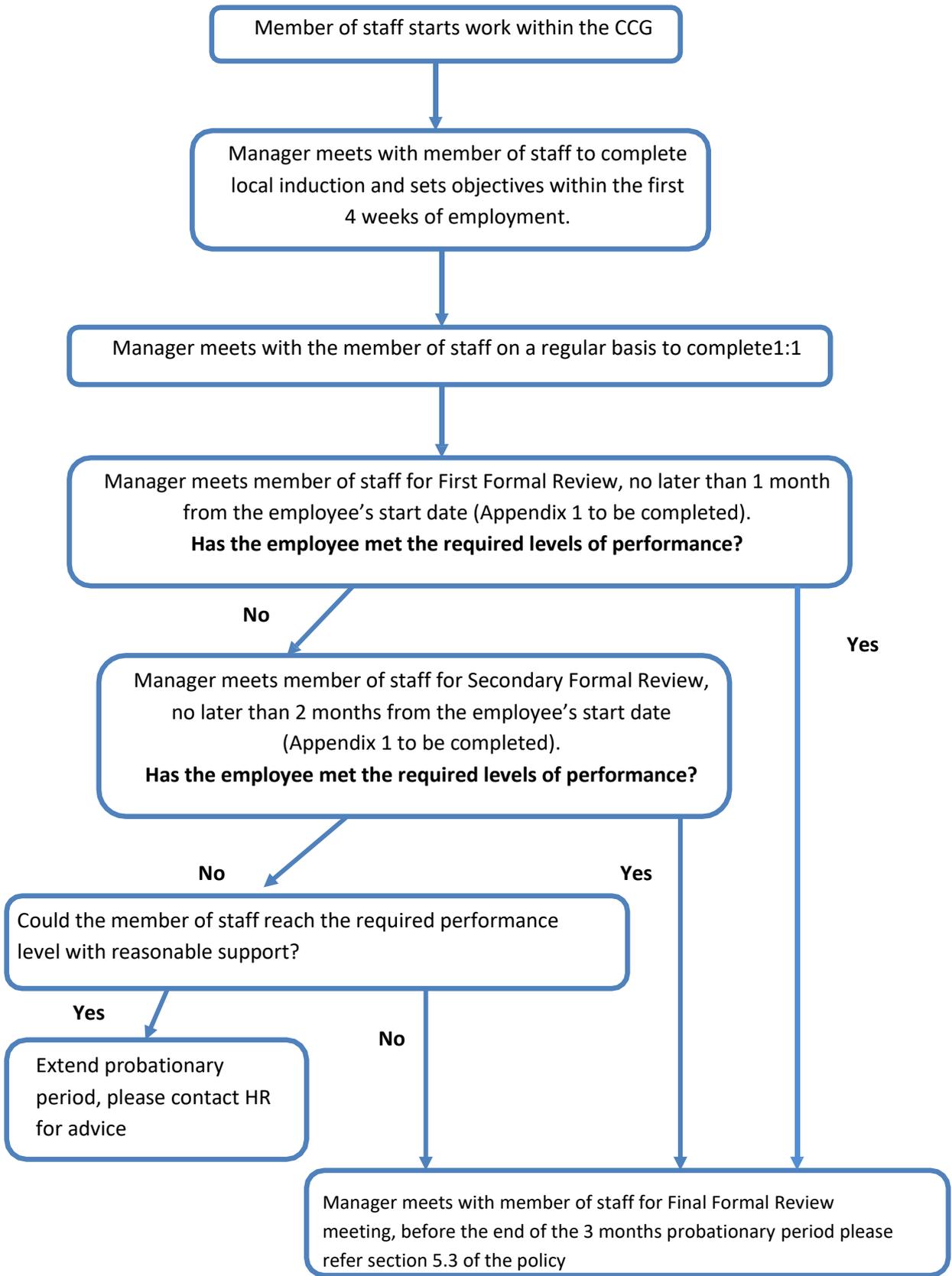
10.7. The appeal panel does have discretion in how it conducts any appeal so that the particular circumstances of any single case can be dealt with. Generally, however, the following procedure should be followed:

- The employee is entitled to be accompanied at the appeal hearing by a trade union representative or work colleague
- The employee puts forward his/her case to the panel and the CCG representative
- The panel and CCG line manager will then have the opportunity to ask questions of the employee
- CCG line manager then states the CCG case
- The employee and the panel can then ask questions of the CCG line 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.

10.8. 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 1

## Probationary Period Process Flowchart



## APPENDIX 2

### 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 second month in their new post (and prior to the end of the first 3 months or if an additional extension is implemented. Both the line manager and the employee should meet to discuss progress, and both should be fully involved in its completion.

<b>Name:</b>	<b>Line Manager:</b>
<b>Job Title:</b>	<b>Date of 1<sup>st</sup> Review:</b>
<b>Work base:</b>	<b>Date of 2<sup>nd</sup> Review:</b>
<b>Date of Employment:</b>	

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.

Detail any issues or concerns that have been raised by the employee during their first 3 months of employment. Have any immediate training or development needs been identified? If so, please detail how these will be met? Detail what action has been / will be taken to address these.

<b>Can the first 1 month of employment be signed off as completed?</b>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<b>Or in the case of a second formal review meeting can the first 2 months of employment be signed off as completed?</b>	<input type="checkbox"/> Yes	<input type="checkbox"/> 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 employees working relationship with colleagues, managers, and 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 employee's 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 month has been satisfactorily completed and the date of the next formal review meeting will be held.

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 the end of the 3 <sup>rd</sup> month to review progress.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Formal review only – probationary period not applicable due to previous continuous service at the CCG.	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Provisional date for next probationary review / formal review meeting agreed as:		
<b>Signed: Line Manager</b>		<b>Date:</b>
<b>Print Name:</b>		
<b>Signed: Employee</b>		<b>Date:</b>
<b>Print Name:</b>		

## APPENDIX 3

### **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 3-month probationary 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 CCG, which may have significant implications. If there are any questions or concerns advice MUST be sought from HR before completion and sign off.**

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

<b>Name:</b>	<b>Line Manager:</b>
<b>Job Title:</b>	<b>Date of 1<sup>st</sup> Review:</b>
<b>Work base:</b>	<b>Date of 2<sup>nd</sup> Review:</b>
<b>Date of Employment:</b>	

What are the performance strengths including key achievements?

What progress has been made since their last review against any agreed action plans, key targets, areas for improvement, and concerns to address 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
Detail any issues or concerns that have been raised by the employee since their last review?			
Detail what action has been/ will be taken to address these?			
<b>Signed: Line Manager</b>		<b>Date:</b>	
<b>Print Name:</b>			
<b>Signed: Employee</b>		<b>Date:</b>	
<b>Print Name:</b>			

**Line Manager to complete:**

<b>Successful completion of Probation Period:</b>	
I confirm that the probationary period has been satisfactorily completed and that I am happy to recommend confirmation in post.	
<b>OR</b>	
Formal Review only – probationary period not applicable due to previous continuous service	
<b>Unsuccessful completion of Probation Period:</b>	
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 continued appointment in post.	
<b>Signed: Line Manager:</b>	<b>Date:</b>
<b>Print Name:</b>	
<b>Signed: Service Lead:</b>	<b>Date</b>
<b>(where performance has been assessed as unsatisfactory only)</b>	<b>Print Name:</b>

## APPENDIX 4

Address line 1  
Address line 2  
Address line 3  
POSTCODE  
Tel

Dear

### **Re. Invite to additional Probationary Review Meeting / Final Probationary Review Meeting**

Following our meeting on DATE 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 DATE at TIME at LOCATION. Present at the meeting will be myself and HR NAME, POSITION (if required).

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 workplace 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 do not hesitate to contact me.

Yours sincerely

Line Manager

CC Personal file

## APPENDIX 5

Address line 1  
Address line 2  
Address line 3  
POSTCODE

Date:

Tel:

Dear

### **Re. Successful Completion Probationary Period**

Following your final review meeting held 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 three 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), HR Business Partner on (XX).

Yours sincerely

Line Manager

Cc Personal File

## APPENDIX 6

Address line 1  
Address line 2  
Address line 3  
POSTCODE

Date:

Tel:

Dear

### **RE: 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 month's 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 concerns or queries during the next few weeks please do not hesitate to contact myself or (X), SHRBP/HRABP.

Yours sincerely

Name  
Line Manager

Cc 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 Print:**

**Date:**

# APPENDIX 7

Address line 1  
Address line 2  
Address line 3  
POSTCODE

Date:

Tel:

Dear

**RE: 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 HR on XXX.

Yours sincerely

Name  
Line Manager

cc Personal file.

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

**Signed:**

**Employee Name:**

**Date:**