



Probationary Policy and Procedure

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1 Introduction

- 1.1 The purpose of the probation period is to support colleagues and help them to become fully integrated and productive from the earliest opportunity. The probation period is a two-way process which provides the following.
 - 1.1.1. Time to clarify the duties and responsibilities of the job and the standards required of new staff members.
 - 1.1.2. Identify development needs and provide learning opportunities to assist the individual in attaining the required standards of performance, conduct and attendance.
 - 1.1.3. Providing new colleagues with the opportunity to receive constructive feedback to make improvement where required.
- 1.2 This Procedure is designed to provide a framework for managing colleagues in probationary periods and, thus, to enable the Trust to support probationary colleagues in reaching the required competence for the role. If unsatisfactory conduct, performance or attendance issues continue despite support from a colleague's manager and the Trust in general, a formal route will be invoked which could potentially lead to dismissal of the probationary colleague under this policy.
- 1.3 The principles of the Trust's Supporting Performance Improvement Policy, Managing Concerns Policy, Bullying and Harassment and Managing Health and Attendance Policy apply to all colleagues. However, this Probationary Policy and Procedure will override the relevant elements of those policies during probationary period.
- 1.4 Colleagues are expected to model their behaviour to reflect the Trust values of taking pride, striving for continuous improvement, acting with integrity, demonstrating compassion and respect and assuming responsibility.

2 Scope

- 2.1. This policy is applicable to all new Trust colleagues (except medical and dental colleagues) including those employed on fixed term contracts and those with previous NHS service. However, this policy is not applicable for colleagues transferred into the Trust via TUPE.
- 2.2. If during the probationary period, a colleague changes their role due to e.g., for promotion or sideways moves, their probationary period will continue. It will not be extended unless for reasons referenced in 4.5 and 4.6.
- 2.3. This policy is not applicable for colleagues who are promoted to new posts within the Trust. If concerns are identified following successful appointment that require a formal process to be instigated, this will be in line with the Trust's Supporting Performance Improvement policy and procedure in recognition of previous service.

- 2.4. This policy is not applicable for colleagues who have retired from the Trust and who subsequently return to the same role.
- 2.5. Colleagues within EOC/111 who undertake NHS Pathways training must achieve a pass for their CM1 training (all modules within CM1) and successfully complete their probation period. Should colleagues fail CM1, allowing for one resit, then their probation will be terminated at the time of the test results by an appropriate party within the authority to dismiss at this stage. The probation policy will apply to all colleagues thereafter.

3 Principles

- 3.1 The probation period aims to give assistance and encouragement in adapting to the new job (e.g., duties, responsibilities, working environment, targets, standards required).
- 3.2 It is important for managers to take necessary informal supportive action at the earliest opportunity if a probationary colleague is not achieving the required standards of performance, conduct and attendance and to give a clear indication to the colleague as to what support and guidance will be provided to enable the colleague to meet the required standards.
- 3.3 Colleagues who do not meet the required standards after managers have exhausted all reasonable and practicable informal remedial action (e.g., closer supervision, training, counselling, reasonable adjustments etc.) will be dealt with fairly and reasonably under the appropriate formal procedures.
- 3.4 The Trust has the right to terminate the contract of a colleague at any time during the probationary period. Colleagues whose contracts are terminated during the probationary period will be entitled to notice as outlined in this policy.
- 3.5 The Trust seeks to eliminate discriminations in all its forms, on the grounds of any of the protected characteristics, trade union membership or an offending background. Managers must ensure in discussion with the colleague and HR, or the Inclusion Team where required, reasonable adjustments at work are implemented in a timely manner.

4 Length of Probation Period

- 4.1 The length of probationary period within the Trust will be confirmed in the colleague's conditional offer letter and contract of employment.
- 4.2 Appointment of employees on fixed-term contracts will be subject to a probationary period of one week per month of the fixed term contract. For example, a six-month contract will have a six-week probationary period.
- 4.3 During the probationary period, and subject to any express terms to the contrary in the contract of employment, if either the colleague or the Trust wishes to terminate the contract, they will be required to give one week's notice; or if it is the Trust, payment in lieu of one week's notice.

- 4.4 Other NHS service does not count for purposes of notice and as such the commencement of statutory service will be the date on which the colleague started employment with South East Coast Ambulance Service NHS Foundation Trust. Any notice entitlement will be based on service from the start of statutory service (date employment commenced with the Trust).
- 4.5 Should a colleague be absent from work during their probationary period for a period of one week or more, the Trust may extend the probationary period by the same period as the colleague's absence, in order to ensure that sufficient time is afforded for the monitoring of the colleague's performance and conduct.
- 4.6 The Trust may extend the probationary period if a colleague is in full time education or on a course for the first 6 months of their employment, or by the same period as they are out of the workplace on a training course. This is to allow sufficient time for their integration and to enable the Trust to support them in reaching the required competence for the role.
- 4.7 Conduct, performance and attendance during a training period will still be monitored.

5 Definitions

- 5.1 For the purpose of applying the provisions contained in this document, the following definitions shall have the following meanings:

Probation	is a process of assessing a new colleague's abilities and skills to demonstrate suitability to their role, while considering conduct, performance and attendance within a set period of commencing employment with the Trust.
Colleague	You're classed as a colleague if you: <ul style="list-style-type: none"> • Have an employment contract with the Trust, formed when you accepted the job • Tend to be provided regular work by the Trust • Are compelled to carry out the work, and to carry it out personally
Continuous Service	means full or part time employment with the Trust or any previous NHS employer provided there has not been a break of more than one week (Sunday to Saturday) between employments. This reflects the provisions of the Employment Rights Act 1996 and Agenda for Change handbook (where applicable) on continuous employment.
TUPE	TUPE stands for the Transfer of Undertakings (Protection of Employment) Regulations. This is relevant to any redundancy decision where a business or part of it is transferred from one organisation to another.

6

Roles and Responsibilities

Executive Board	The Chief Executive Officer has delegated responsibility for the development and application of this procedure to the Director of HR and OD.
Director of HR and OD	Delegated responsibility for the development and application of this procedure. The Director of HR and OD is accountable to the Trust Board for ensuring Trust wide compliance with the policy and consistency in its application.
Line Manager	To ensure this policy is implemented fairly and appropriately and colleagues understand the required standard expected to pass their probationary period. To ensure colleagues receive the right level of support and training to achieve the required standard. To carry out a workplace assessment, where necessary, and ensure that any reasonable adjustments required at work are implemented in a timely manner. To provide an opportunity for colleagues to receive feedback- Appendices 2-3. To set clear, appropriate and reasonable objectives.
Human Resources	To provide advice, coaching, training and guidance to managers on the application of the policy. Monitor and review the effectiveness of this policy. To support the managers with probationary extension meeting including hearing.
Trade Union Representative	To provide appropriate advice and support to colleagues in the application of the policy by upholding the Trust Values.
Colleague	To ensure they keep the Line Manager informed about any issues which may affect their performance without fear of repercussions. To participate in any meetings as part of this policy and make every effort to achieve the required standards. To understand their job description which outlines the duties, tasks and responsibilities of their roles and therefore the levels of required performance.

7 Managing Probationary Period

- 7.1 During probationary periods, the onus is on the Line Manager to ensure that the colleague is inducted (local/department and Corporate/ SECAMB Induction), advised of required training [statutory and mandatory training], introduced to the main responsibilities of their post, notified of performance standards expected of them and understands the level of support available.
- 7.2 Managers should set up the objectives at the colleague's first review and following successful completion of all education aspects relevant to the role. Managers should also monitor progress against agreed performance objectives drawn from the job description and ensure that they are in line with the Trust's strategic objectives. For operational colleagues, objectives are as defined in the job description.
- 7.3 Managers should contribute to the training plan and the tripartite progress reviews with apprentices and their provider.
- Apprentices should attend and contribute to the progress review meetings and commit to the learning activities required in each module.
- 7.4 Managers should ensure colleagues know about the reasonable adjustments process and take steps to implement these in a timely manner where required.
- 7.5 A minimum of at least two probationary review meetings should take place within the probationary period. The review meetings do not prevent regular supervision and it may be appropriate to meet more frequently than the timescale outlined in the policy to review any action plans set.
- 7.6 **Probationary Review Meetings**
- 7.6.1. It is the Line Manager's responsibility to ensure the policy is followed and review meetings are completed, at an appropriate time and location. It is the colleague's responsibility to engage with the review process. The process should be transparent to enable the colleague to understand the required standard. It is acknowledged that circumstances outside of their control (i.e., dates when training courses run) may alter the timescales. Any issues identified should be raised immediately to allow the colleague the opportunity to address these in the spirit of a 'no surprise' approach.
- 7.6.2. Whilst meetings will remain confidential and provide a two-way process to discuss achievements, concerns, and any areas where additional support, training or guidance is required, any concerns or agreed action plans to put in place should be agreed to be shared as appropriate. The manager should work with the colleague to understand any underlying reason for poor conduct, performance, or attendance. The discussion and any agreed actions should be accurately documented, signed and reviewed at the review meeting. The expectation is that colleagues and Line Managers are not usually accompanied at the probationary review meetings, but this may be considered in exceptional circumstances.

7.7 First Probationary Review Meeting

(Usually happens before week 12 of employment, subject to section 1.1 or 1.2.)

7.7.1 The purpose of the first probation review meeting is to review performance to date, assess suitability for the role and agree upon any next steps for improvement. The first probation review meeting is an opportunity to discuss progress in line with any objectives set in addition to reviewing overall conduct, performance, and attendance. It is essential to make sure the colleague has received the right level of training and support to enable them to succeed in their role.

7.7.2 At this review meeting there are three possible outcomes as detailed below:

First Probationary Review Meeting			
Possible Outcome	1. Progress	2. Progress with Actions	3. Escalate
Details	<p>Required standard of Performance has been met, colleague progresses with no action plan.</p> <p>Colleague continues in post and understands the requirements of the role and standards expected to complete their probation.</p> <p>Any additional support, training or guidance is made available.</p>	<p>A colleague will Progress with Actions where there is some progress but also remedial action required.</p> <p>A full action plan should be developed. A colleague should have a clear understanding of the requirements of the role and standards expected to complete their probation.</p> <p>Consider support from Occupational Health and HR Advisory Team.</p> <p>Consider reasonable adjustments to support any disability</p>	<p>If there is unsatisfactory conduct, performance or attendance issues that have continued despite informal discussions and remedial support and training, it may be necessary to escalate to a Probationary Review Hearing.</p> <p>Line Manager should seek advice from the HR Advisory Team before escalating to Probationary Review Hearing.</p>
Line Manager's Next Step	<p>Arrange second Probationary Review Meeting by week 20-26 of employment, subjected to section 1.1 or 1.2. Ensure the colleague is aware of the date</p>	<p>Arrange second Probationary Review by week 20 - 26 of employment subjected to section 1.1 or 1.2. Ensure the colleague is aware of the date.</p> <p>Set an action plan in conjunction with the colleague. Ensure any</p>	<p>Inform the colleague both verbally and in writing that they have been referred to a panel and a date for the panel hearing will be arranged.</p>

		reasonable adjustments, including supportive equipment, are in place, if required. The action plan's deliverables should be set within this timeframe to enable the colleague to demonstrate improvement at the next Probationary Review Meeting.	
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7.8 **Second Probation Review Meeting**

(Usually happens by week 20-26 of employment, subject to section 1.1 or 1.2.)

7.8.1 At this meeting conduct, performance, attendance, and any action plan previously implemented at the first Probationary Review Meeting must be reviewed before a decision is made. A colleague should bring examples of progress and achievements.

7.8.2 At this review meeting there are three possible outcomes as detailed below:

Second Probationary Review Meeting			
Possible Outcomes	1. Progress – Probationary Period Ends	2. Extend Probationary Period with Actions	3. Escalate
Details	<p>If the required standard of performance has been met and sustained the line manager can sign off the colleague's probation as satisfactory and confirm in writing.</p> <p>The colleague must understand that performance will continue to be managed through existing Trust policies and procedures.</p>	<p>If a colleague's performance is not deemed satisfactory and the previous actions set have not been achieved, the manager may decide to extend the probationary period. This would normally be for a maximum of 3 months.</p> <p>An action plan must be set.</p> <p>A colleague should have a clear understanding of the requirements of the role, standards expected to complete their probation and the next step, should it not be met.</p> <p>Consider support from Occupational Health and HR Advisory Team.</p>	<p>Unsatisfactory conduct, performance or attendance issues that have continued despite informal/formal discussions and remedial action and supportive training.</p> <p>Escalate to the Probationary Review Hearing.</p> <p>Line Manager should seek advice from the HR Advisory Team before escalating to Probationary Review Hearing.</p>

		Consider reasonable adjustments to support any disability	
Line Manager's Next Step	Line Manager writes to the colleague to confirm successful probationary period.	<p>Arrange and repeat the second Probationary Review Meeting in no more than 3 months.</p> <p>Line Manager should seek advice from the HR Advisory Team before extending the probationary period.</p> <p>Ensure any reasonable adjustments, including supportive equipment, are in place, if required.</p>	Inform the colleague both verbally and in writing that they have been referred to a panel and a date for the panel hearing will be arranged immediately. This could potentially lead to the termination of the colleague's contract of employment.

7.8.3 If at this stage, the probationary review period is extended, the review meeting can only have one of two possible outcomes (no further extensions are possible):

1. Successful completion of the probation period, which will be confirmed in writing to the colleague by the Line Manager (Appendix 6).
2. Escalation to the Probationary Review Hearing

8 Probationary Review Hearing

8.1 A panel hearing may be arranged when a colleague has not demonstrated the required standard of conduct, performance, or attendance to complete their period of probation.

8.2 Potential reasons for escalating to a review hearing may include (but this list is not exhaustive):

- All reasonable support and remedial action have been exhausted and there is no improvement
- Failure to achieve an acceptable standard of the Trust's professional and leadership behaviours
- Failure to meet targets set and complete training to a satisfactory standard
- Inaccurate work completion and repetitive poor performance
- Failure to meet required standard of work, meet deadlines or complete tasks
- Not able to work effectively independently or as part of a team
- Attendance (persistence lateness, unsatisfactory sickness absence)
- Inappropriate behaviour towards patients, colleagues, visitors or poor interactions with colleagues
- Failure or unwillingness to follow the rules, regulations, reasonable instructions, policies and procedures of the Trust

- 8.3 The line manager or another appropriate person will prepare a written summary (see Appendix 10 Management Statement of Case) of the steps followed, action taken, support made available to the colleague and why the manager or other appropriate person believes the required standard has not been met. The line manager should liaise with their respective HR Advisor for advice and support.
- 8.4 The hearing panel must be made up of at least two members including:
- Chair – Substantive Manager Band 8b+ as appropriate to case
 - Subject Matter Expert (where appropriate)/or other appropriate person
 - Human Resources Representative
- 8.5 The colleague must be given at least 7 calendar days' notice of the hearing to enable them to discuss the matter with and arrange for appropriate representation at the hearing. The colleague must be advised of their right to be accompanied, by an accredited representative of a recognised trade union, or a work colleague not acting in a legal capacity.
- 8.6 If the colleague wishes to provide information (Statement of Case) to be reviewed by the panel this must be submitted to the panel chair at least 5 calendar days before the hearing.
- 8.7 The management case must be made available to the panel chair at least 5 calendar days before the planned hearing date.
- 8.8 The management case together with the individual's supporting material or statement of case will be circulated to all parties 3 calendar days in advance of the probationary hearing.
- 8.9 If without reasonable explanation either party fails to attend, the Chair of the panel has absolute discretion to adjourn to ascertain the reason for non-attendance or to determine the appeal based on the evidence before them and any further representations from the party in attendance.
- 8.10 At the hearing, the panel will decide on one of the following outcomes:

Hearing Panel Outcome			
Possible Outcomes	1.Referral back to Second Probationary Review Meeting – Extension of probationary period	2.Adjourn	3.Dismissal
Details	If the Chair of the panel believes there are minor actions that could have been explored for the colleague to achieve within a	If the chair requires additional information or advice, the review panel may be adjourned.	If the Chair reviews the information presented and concludes that the conduct, performance or attendance is

	<p>short timeframe, then an extension of the probationary period may be granted.</p> <p>A colleague should have a clear understanding of what they are expected to do within a set timescale.</p>	The Chair should reconvene within a reasonable timeframe to conclude the hearing.	unsatisfactory, they may dismiss the colleague at the hearing.
Panel's Next Step – Actions for the Chair	Write to the colleague within 3 calendar days with the panel's instructions and sets a timescale when the panel will reconvene to review progress.	Confirm a date to reconvene with the colleague and their representative.	Write to the colleague within 3 calendar days maximum, outlining the reason for dismissal and give the colleague the right to appeal.

9 Appeals

- 9.1 An appeal is not intended to be a fresh hearing of the case. In particular, the basis for appeal will cover the findings of a hearing and the action taken by the manager on the grounds of either:
- The existence of new evidence / conflict of evidence
 - improper process; and/or
 - the unreasonableness of the decision
- 9.2 A colleague who wishes to appeal against their dismissal must do so in writing, including any supporting documents evidence within 14 calendar days of receiving the outcome in writing.
- 9.3 Appeals should be sent to HREmployee.Relations@secamb.nhs.uk . The appeal must state the grounds on which the dismissal decision should be reviewed.
- 9.4 The appeal hearing will be arranged within 14 days and held within 28 days of receipt of the appeal and will be conducted by a manager at a higher level than the manager who took the original decision. The appeal hearing manager must not have been previously involved in the case.
- 9.5 The appeal panel must be made up and set out as described at 8.4.
- 9.6 The role of the appeal panel is to consider the appropriateness of the decision made, based upon the information that was available to the original probationary panel. In doing so the panel will need to determine whether the probationary

sanction applied was appropriate in the circumstances and given the evidence presented in consideration of any mitigation that was presented.

- 9.7 The panel will need to consider whether it is appropriate to consider any new evidence, as the appeal process is not a re-hearing but a consideration of the original decision. In exceptional circumstances, e.g., where new evidence needs to be considered or there appear to be procedural defects, it may be appropriate for the appeal panel to consider the evidence or to remit it back to the original panel for a re-hearing to take place. This will depend on the reason why this new evidence was not made available to the original panel and the appeal panel's ability to appropriately review and consider it.

10 Appeal Panel Decision

- 10.1 Where possible the colleague will be notified of the panel's decision verbally at the end of the hearing. Written notification of the panel's decision will be sent to the colleague, their representative and the management representative within 3 calendar days of the hearing.
- 10.2 No further appeal will be possible.

11 Early Escalation

- 11.1 The line manager or other appropriate person can progress to a Probationary Review Hearing at any point during the probationary period where significant concerns are raised which could constitute misconduct or when the conduct, performance or attendance has a detrimental impact on service delivery or on delivering a safe and high standard of care to our patients.

12 Deferral of the Probationary Review Meeting

- 12.1 If a colleague is absent during their period of probation, it may be necessary to temporarily defer the probation review period until they return to work. Dependent upon the length of absence and how much of the previous probation period had been completed, the manager may reduce the length of time to complete the probationary period if the colleague is meeting the expected standards. Consideration will always be given to the colleague's circumstances. Additional advice should be obtained from the HR Advisory Team.

13 Competence

- 13.1 Advice on the application of this policy to both line managers and colleagues will be provided by the HR department.

14 Monitoring Compliance

- 14.1 The policy will be monitored by the HR Advisory Team & Employee Relations Team through feedback from colleagues and managers. HR will use the

information to monitor the implementation of the policy and management of change. Feedback, legislature and changes to terms and conditions will be used to inform and improve policies, as well as provide recommendations for improving working practices. The HR team will provide relevant reports, based on this data, as required.

15 Audit and Review (evaluating effectiveness)

- 15.1 All policies have their effectiveness audited by the HR Working Group at regular intervals, and initially six months after a new policy is approved and disseminated.
- 15.2 Effectiveness will be reviewed using the tools set out in the Trust's Policy and Procedure for the Development and Management of Trust Policies and Procedures (also known as the Policy on Policies).
- 15.3 This document will be reviewed in its entirety every three years or sooner if new legislation, codes of practice or national standards are introduced, or if feedback from colleagues indicates that the policy is not working effectively.

16 Associated Trust Documentation

- Managing Staff Performance
- Managing Health and Attendance Policy and Procedure
- Capability Policy and Procedure
- Bullying and Harassment Policy and Procedure
- Grievance Policy and Procedure
-

17 References

- The Advisory, Conciliation and Arbitration Service (ACAS)
- Chartered Institute of Personnel and Development (CIPD)

18 Financial Checkpoint

This document has been confirmed by Finance to have financial implications and the relevant Trust processes have been followed to ensure adequate funds are available.

19 Equality Analysis

- 19.1 The Trust believes in fairness and equality, and values diversity in its role as both a provider of services and as an employer. The Trust aims to provide accessible services that respect the needs of each individual and exclude no-one. It is committed to comply with the Human Rights Act and to meeting the Equality Act 2010, which identifies the following nine protected characteristics: Age, Disability, Race, Religion and Belief,

Gender Reassignment, Sexual Orientation, Sex, Marriage and Civil Partnership and Pregnancy and Maternity.

- 19.2 **Compliance with the Public Sector Equality Duty:** If a contractor carries out functions of a public nature then for the duration of the contract, the contractor or supplier would itself be considered a public authority and have the duty to comply with the equalities duties when carrying out those functions.

APPENDIX 1

Objectives Form

This section should be completed by the line manager within two weeks of the colleague commencing their appointment (Subjected to section 1.1 or 1.2) to agree objectives, expectations, and development.

Colleague's Name		
Job Title		
Start Date		
	Date due	Completed (please tick)
Initial Meeting		<input type="checkbox"/>
3 Month Review		<input type="checkbox"/>
6 Month Review		<input type="checkbox"/>
Section A: Objectives or Outcomes – to be achieved during probationary period, including indicators of success		
Section B: (SMART Objectives) Development Plan – to support the colleague in achieving the objective and outcomes outlined above, e.g. safeguarding training Specify how and when these needs will be addressed during the probationary period		
Colleague's Signature		
Manager's Signature		
Date		

APPENDIX 2

[First Probationary Review Form](#)

First - Probationary Review Form									
Colleague Name									
Job Title					Department				
Line Manager					Date				
Have you attended Corporate/ SEC Amb Induction? (Please tick)	Yes		No	Have you had a local induction in your department / operating unit? (Please tick)			Yes		No
What learning have you undertaken that has supported your introduction to the Trust?									
What has gone well so far, and what do you need to improve on?									
Do you require any further support for your role?									
Line Manager's comments									
Colleague's comments									
Outcome (please tick)	Progress			Progress with actions (Complete an Action plan)			Escalate to a hearing		
Colleague signature					Date				
Line Manager's signature					Date				

APPENDIX 3

Second Probationary Review Form

Second - Probation Review Form			
Colleague Name			
Job Title		Department	
Line Manager		Date	
What progress have you made against any agreed actions from the previous meeting?			
What has gone well so far, and what do you need to improve on?			
Do you require any further support for your role?			
Line Manager's comments			
Colleague's comments			
Outcome (please tick)	Progress (probation complete)	Extend with actions	Escalate to a hearing
Colleague signature		Date	
Line manager signature		Date	

APPENDIX 4

Probation Action Plan

Probation - Action Plan			
Colleague Name			
Job Title		Dept/ OU	
Line Manager		Date	
Areas for improvement	Improvement required (SMART Objectives)	Any training support required	Review date
I confirm that I understand the actions listed above, as discussed with my line manager			
Colleague Signature		Date	
Line Manager Signature		Date	
Date of Next Meeting			

APPENDIX 5

Invite to Formal Probationary Review Meeting

DATE

Private & Confidential

NAME

ADDRESS

Dear NAME

Probationary Review Meeting – FIRST/SECOND

Following our recent conversation on **DATE**, I am writing to advise you that you are required to attend your first/ second Probationary Review Meeting. The meeting will be held on **DAY, DATE** at **TIME**. The meeting will be held at **ROOM/LOCATION**.

At the meeting we will look at the progress that you have made under the probationary plan found in the Objectives Form and we will discuss your achievements and any areas that might require some improvement.

I would be grateful if you would confirm your attendance to me by no later than **DATE**.

Yours sincerely

MANAGER NAME

JOB TITLE

NOTE: to be inserted into SECamb headed paper.

APPENDIX 6

Successful Completion of Probationary Period

DATE

Private & Confidential

NAME

ADDRESS

Dear NAME

Successful Completion of Probationary Period

Further to our Probationary Review Meeting held on **DATE**, I have pleasure in confirming that you have successfully completed your probationary period with South East Coast Ambulance Services NHS Foundation Trust and that you are now confirmed in post as **JOB TITLE** within **DEPARTMENT**.

In line with your Statement of Main Terms & Conditions of Employment, your notice period will change from 1 week to XXX.

All other terms and conditions remain unchanged.

I would like to wish you a successful career with the Trust.

Yours sincerely

MANAGER NAME

JOB TITLE

NOTE: to be inserted into SECamb headed paper.

APPENDIX 7

Extension of Probationary Period

DATE

Private & Confidential

NAME

ADDRESS

Dear NAME

Extension of Probationary Period

Further to our probationary review meeting held on **DATE**, I am writing to confirm that I consider it necessary to extend your probationary period for a further **XX** months to **DATE**. The reasons for this extension are:

- 1
- 2
- 3

The expected areas of improvement during your extended probation period are:

- 1
- 2
- 3

A Final probationary review meeting will be arranged at the end of the extended period to determine whether sufficient improvement has been made.

I hope that this clarifies everything for you, however, please do not hesitate to contact me if you have any questions or queries.

Your sincerely

MANAGER NAME

JOB TITLE

NOTE: to be inserted into SECamb headed paper.

APPENDIX 8

Invite for Probationary Review Hearing

DATE

Private & Confidential

NAME

ADDRESS

Dear NAME

Probationary Review Hearing

Following our recent conversation on **DATE**, I am writing to advise you that you are required to attend a formal probation review hearing. The hearing will be held in accordance with the Trust's Probationary Policy and Procedure and will follow the same format as a formal disciplinary hearing under the Trust's Disciplinary Policy and Procedure.

The hearing will be chaired by **NAME, TITLE** and **NAME, TITLE** will provide HR support to the chair.

The reason for this hearing is to consider the following: **GIVE DETAILS OF THE ISSUES, MAKING SURE ALL RELEVANT ISSUES ARE INCLUDED.**

If applicable add details of restrictions: Due to the nature of the concerns and the potential impact on the service and patient safety, I feel I have no option but to supervise some of your practice as outlined below whilst these issues are resolved.

I can confirm the details of your supervision are:

- **Outline details of supervision**

The purpose of the hearing is to discuss the concerns regarding your performance, the standards expected from you, whether support or assistance is needed, and what course of action to be taken next. The hearing is scheduled to take place on **INSERT DATE** at **INSERT TIME** in the **INSERT VENUE**.

You are entitled to be accompanied to this hearing by a trade union representative or work colleague (not acting in a legal capacity). The onus is on you to arrange this, and I have enclosed an additional copy of all the relevant paperwork that will be discussed at the hearing.

Should you wish to submit a statement or any other documentation for this Hearing, please inform me and present any relevant documentation at least five days before the date of the hearing otherwise the panel may disregard this information.

Management [will / will not] be calling any witnesses. Should you wish to call witnesses to the hearing please inform me of their names at least five days before the date of the hearing, although the onus is on you to arrange their attendance.

The hearing will be held in accordance with the Trust's Probationary Policy and Procedure. I must warn you that one possible outcome of this hearing is that you may be issued with a formal sanction up to and including your dismissal. I am obliged to inform you that failure to attend the Hearing without good reasons may result in the Hearing being held in your absence.

Enclosed are copies of all relevant documentation that will be discussed at the meeting. I would be grateful if you could confirm your attendance with me by **calling/ emailing** me **(delete as appropriate)** by **DATE**.

Yours sincerely

Insert Name – Chair
Insert Job Title

Enc: Spare Copy of this letter for TU representative or work colleague
Additional documentation
Copy of Policy
cc: HR

NOTE: to be inserted into SECamb headed paper.

APPENDIX 9

Termination of Contract

Private & Confidential

NAME

ADDRESS

DATE

Dear NAME

Termination of Contract – Unsuccessful Completion of Probationary Period

I am writing to you further to the Probationary Review Hearing that was held on **DATE**.

As you are aware, during the course of your probationary period, your manager, **NAME**, considered that elements of your **performance in the role /conduct/ suitability - amend as appropriate for the role** were not satisfactory. You were subsequently given additional support in the form of **SPECIFY**. However sufficient improvements were not made within the required timescale.

It is felt that you have unfortunately still not met the standards that the Trust requires for colleagues of your position. In light of this the decision has been reached that your contract with the Trust will be terminated.

The termination of your employment will take effect on **DATE** on completion of your notice period.

OR

Your dismissal will take effect as of today's date **insert date** and the Trust will make you a payment in lieu of your notice period of 1 week. This will be paid to you on **DATE** in addition to any accrued but unused annual leave.

All terms and benefits associated with your employment will cease as of the end of today **DATE**. The Trust will provide you with your form P45 following final payment.

You have the right to appeal the decision to dismiss you. If you wish to appeal, you should do so in writing within 14 calendar days. Your appeal should include the grounds of appeal and should be directed to HREmployee.Relations@secamb.nhs.uk.

Yours sincerely

DISMISSING HEARING MANAGER NAME
JOB TITLE

NOTE: to be inserted into SECamb headed paper.

APPENDIX 10

Template Management Case

MANAGEMENT STATEMENT OF CASE

**Probationary Review Hearing
NAME OF THE COLLEAGUE
To be held on DATE OF THE HEARING**

Prepared by: NAME, TITLE

Supported by: HR NAME, TITLE

DATE

CONTENTS

No.	DOCUMENTS	DATE
1	Management Statement of Case	
2	Probationary Policy and Procedure	
	APPENDICIES	
1	Job Description	
2	Objectives Form	
2	First Probationary Review Form	
4	Second Probationary Review Form	
5	Action Plan	
6	Probationary Review Outcome Letter	
7	Invite Letter	
8	Others	

Management Statement of Case for Probationary Review Hearing

Colleague: NAME

Employment: Permanent or Fixed Term

Job Title: XX

Start Date: XX

Line Manager: MANAGERS NAME

Date of Hearing: DATE

1 INTRODUCTION

- 1.1 What is the colleague's role?
- 1.2 Function of the department/team/OU and colleague's function within that

2 SUMMARY OF RESPONSIBILITIES AND DUTIES

- 2.1 Include the main responsibilities of the job
- 2.2 Refer to the Job Description for a full outline of the main duties and responsibilities of the position (Appendix XX)

3 CONCERNS

- 3.1 List the concerns as per the probationary review hearing invite letter
- 3.1.1.

4 PROBATIONARY PERIOD MANAGEMENT

- 4.1 You might want to give an overview of the process, was the performance management followed, or where stages skipped give a rationale as to why that happened.
- 4.2 Describe the main events that took place in a factual way giving as much detail as is relevant for someone who knows nothing about the case to understand the chronology, start from the beginning and work through. Go through each concern and the staged process taken.
- 4.3 Think about Objectives meeting, SECAMB Induction, local induction, first and secondment probationary review meeting including Action plan

5 SUPPORT OFFERED

- 5.1 Include details if applicable including reasonable adjustments.
- 5.2 Insert any mitigations or relevant background information

6 CONCLUSION

6.1 As the line manager of this case, I would suggest that the following conclusion is a reasonable interpretation of events.

Describe what you conclude happened here

If the matter is simple then they may not be a need for a conclusion, however this section can be used to summarise patterns

7 RECOMMENDATION

7.1 Taking into account all the information available I am of the view that XX has failed to meet the reasonable standards expected of her/his/their job role.

In doing so and taking into account the possible consequences of her/his/their actions and the likelihood and consequences for the Trust, I am referring this matter to be considered under section 8 of the Trust's probationary policy and procedure.

NOTE: to be inserted into SECamb headed paper.