

INDUCTION AND PROBATIONARY PERIOD POLICY

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The on-line version is the only version that is maintained. Any printed copies should, therefore, be viewed as 'uncontrolled' and as such may not necessarily contain the latest updates and amendments.

POLICY AMENDMENTS

Amendments to the policy will be issued from time to time. A new amendment history will be issued with each change.

New Version Number	Issued by	Nature of Amendment	Approved by and Date	Date on Intranet
1.0	Harrogate and Rural District Clinical Commissioning Group	New Policy	JTUPF 28.10.2015 and ICB SMT 14.09.2015	04 March 2016
1.1	ICB	Changed from ICB to ICB policy – updated to reflect ICB corporate induction	SPF – 30 th June 2022 Rem Com – 01/07/2022	

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1 INTRODUCTION

- 1.1 This policy describes the approach of the ICB to the use of probationary periods for new employees.
- 1.2 The purpose of a probationary period, together with other measures such as induction, is to provide a consistent means by which new employees can be supported to become effective as quickly as possible and to enable a manager to objectively assess the capability, attitude and potential of the new employee. Should the required standards of the ICB not be met during the probationary period employment may either be terminated or, exceptionally, extended.

2 ENGAGEMENT

This policy has been developed by the workforce team in partnership with employees, managers and trade unions and approved at the social partnership forum

3 IMPACT ANALYSES

3.1 Equality

In applying this policy, the ICB will have due regard to the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation, in addition to offending background, trade union membership, or any other personal characteristic.

An Equality Impact Analysis is attached at Appendix 7. As a result of performing the analysis, it is evident that a risk of discrimination exists and this risk may be removed or reduced by implementing the actions detailed within the *Action Planning* section of the Equality Impact Analysis. A Manager has a duty to recognise that an employee's performance during the probation period may be because they have a disability and may require extra support (*reasonable adjustments*) to enable them to effectively carry out their role and successfully complete the probation period.

3.2 Sustainability

A Sustainability Impact Assessment has been completed for this policy and is attached at Appendix 8.

3.3 Bribery Act 2010

The ICB follows good NHS business practice as outlined in the Business Conduct Policy and has robust controls in place to prevent bribery.

Under the Bribery Act 2010, it is a criminal offence to :

- Bribe another person by offering, promising or giving a financial or other advantage to induce them to perform improperly a relevant function or activity, or

as a reward for already having done so; and

- Be bribed by another person by requesting, agreeing to receive or accepting a financial or other advantage with the intention that a relevant function or activity would then be performed improperly, or as a reward for having already done so.

Incorrect and false information disclosed in order to obtain leave will be viewed as fraud and will be referred to the ICB's local Counter Fraud Specialist, which may leave the claimant liable for disciplinary, prosecution and civil recovery proceedings.

Due consideration has been given to the Bribery Act 2010 in the development of this policy document. Consistent application and monitoring of this policy will mitigate bribery in relation to the types of leave within this policy.

4 SCOPE

- 4.1 This policy and procedure will apply to all new employees of the ICB but will not apply to those engaged on fixed term contracts of six months or less where a local induction will be appropriate. This policy will not apply to staff working with the ICB on a secondment basis where the termination terms of the secondment agreement will apply.
- 4.2 Existing ICB staff who take up new posts within the ICB will not be subject to a probationary period nor will individuals who join the ICB due to the application of the Transfer of Undertakings Protection of Employment regulations. However a local induction will be appropriate and it is expected appropriate support will still be offered via one to one meetings for anyone starting a new role.
- 4.3 The ICB has the right to terminate the contract of an employee at any time during the probationary period should they fail to meet the required standards. Staff whose contracts are terminated during the probationary period will be entitled to a **notice period of one month**, which will normally be paid in lieu.
- 4.4 On successful completion of the probationary period, the notice period as outlined in an individual's contract of employment will apply.

5 POLICY PURPOSE AND AIMS

- 5.1 The organisation recognises the importance of providing each of its new employees with a suitable structured Induction programme. This policy ensures all staff are clear about the requirements of their role and have an overall understanding of the organisation.
- 5.2 A well inducted, trained and educated workforce will enable the ICB to achieve its organisational objectives and provides the staff with information, knowledge and tools to carry out their job safely and well.
- 5.3 The organisation has legal obligations to provide compliance/mandatory training and to deliver a suitable induction programme for new staff. The ICB takes these obligations seriously and seeks to ensure all staff comply with the procedure outlined in part 2 of this policy.
- 5.4 The probation process should work alongside the induction process to help create a positive and supportive working environment, allowing new staff to settle into the

organisation and learn the key elements of the job within a reasonable and realistic timescale.

- 5.5 The policy aims to ensure that the probation process is undertaken for all staff and is applied in a fair and consistent manner, within a supportive framework and in line with employment legislation requirements.

6 DEFINITIONS

- 6.1 A probationary period is a trial period during which the performance, conduct and attendance of the employee will be assessed by a manager against the particular requirements of the role, the ICB's values and behaviours and expected levels of attendance and punctuality.
- 6.2 A decision about whether the probationary period has been successful will normally be made within **six months** of the date of commencement of employment. However, if there are significant concerns highlighted at earlier review stages, and there is no evidence of the required improvement being made, a decision to dismiss or to extend the probationary period may be taken before the end of the probationary period by the appropriate manager.
- 6.3 During the probationary period the employee's performance, conduct and attendance will be reviewed by the manager and recorded within standard documentation (Appendix 2 and 3).

Induction review	Week 1
Initial review	Week 4
Intermediate review	Week 12
Final review	Week 26

This timetable is however flexible and can be tailored to meet the needs of the line manager and employee, provided four review meetings are held.

- 6.4 Where necessary additional support and development opportunities will be provided by the manager.

7 ROLES / RESPONSIBILITIES / DUTIES

Senior Management Team

- 7.1 Responsible for ensuring that this policy is implemented within their teams.

Managers

- 7.2 To create and implement an induction plan for the employee including regular supervision arrangements (please refer to the ICB Induction Handbook for further information).
- 7.3 To agree induction and probationary review dates with the employee and to ensure that these reviews are undertaken and the probationary assessment forms are completed.

- 7.4 To establish clear objectives for the employee and to ensure that training (including statutory and mandatory) and development opportunities are identified, planned and undertaken by the new employee.
- 7.5 To seek advice from a Workforce Representative should the employee not be performing to the required standard.
- 7.6 To make recommendations to their manager should they believe that an employee's contract of employment ought to be terminated during, or at the conclusion of, the probationary period.
- 7.7 To ensure that copies of all related correspondence and records are kept and are accessible.
- 7.8 Where necessary, to carry out a workplace assessment and ensure that any reasonable adjustments required at work are implemented in a timely manner.

Workforce Team

- 7.9 To provide guidance and advice to managers and probationers about implementation of this policy and procedure as appropriate.
- 7.10 To provide support to line managers in monitoring the completion of probationary periods.
- 7.11 To ensure that all recruitment/contractual documentation reflects the requirement for probationary periods, with particular emphasis on correct notice periods.

The Employee

- 7.12 To perform to the best of their ability.
- 7.13 To undertake any agreed induction, training and development activities and to implement learning from these activities.
- 7.14 To raise training and development needs with the manager as early as possible.
- 7.15 To identify whether they have a protected characteristic and whether additional support, training, equipment or adjustments are required.

8 IMPLEMENTATION

The ICB's Senior Management Team is responsible for formal approval of, and monitoring compliance with this policy. Following ratification the policy will be disseminated to staff via the organisation's intranet.

9 TRAINING AND AWARENESS

A copy of the policy will be available on the ICB intranet. Training needs will be identified via the performance appraisal process and performance development plan.

10 MONITORING AND AUDIT

The implementation of this policy will be audited on an annual basis by the ICB and reported to ICB Senior Management Team .

11 POLICY REVIEW

The policy and procedure will be reviewed every three years by the ICB in conjunction with operational managers and Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.

12 REFERENCES and ASSOCIATED DOCUMENTATION

This policy should be read in conjunction with the following ICB policies:

- Recruitment and Selection policy
- Disciplinary policy
- Appraisal Framework
- Absence Management Policy

PART 2

INDUCTION PROCEDURE

- 1.1 Starting a new job is a demanding and often stressful experience. As well as the obvious challenge of tackling new tasks, there is also the need to become accustomed to a new organisation, environment and new colleagues. The purpose of the workplace induction is to support new employees during this difficult period and to help them become fully integrated into the organisation and their team as quickly and easily as possible.
- 1.2 The ICB will ensure that the induction programme will normally be completed within the first three months of an individual's employment with them.
- 1.3 The length and nature of the induction process can be tailored to the individual depending on the complexity of their role, nature of the department and if they are a new or existing employee.
- 1.4 Attendance at corporate induction and completion of a local induction will be monitored and recorded in line with the ICB's policy and procedure. This will include :
 - Stage 1 Local Induction:

Introduces the employee to the Division or Department and should be completed within the first four weeks of employment. It may be completed either in groups or on a one to one basis and should encompass all elements listed in the Local Induction Checklist attached in Appendix 1. A copy of the completed checklist should be signed and retained by both manager and individual.
 - Stage 2 Corporate Induction:
- 1.5 Should be completed within the first 8 weeks of employment. Areas that should be covered include:
 - The ICBs – vision, value and strategic overview
 - Organisation structure – specific divisional roles and responsibilities
 - The Objective Setting and Review Policy
 - Compliance / Mandatory Training
- 1.6 There will be a bi-monthly corporate induction which will be coordinated through the HR/OD team. Line managers should contact the HR/OD team to book new recruits onto the next available session. If this is not possible, then it will be the responsibility of line managers to arrange 1-1 sessions for the new employee to meet with the appropriate people to cover the areas outlined above.
- 1.7 Induction may also include visits to other departments as appropriate.
- 1.8 It is the responsibility of the line manager to determine whether a bank, agency, temporary worker or contractor is required to attend the corporate induction training.

2 CONTRACT OF EMPLOYMENT AND RELATED POLICIES AND PROCEDURES

- 2.1 During the probationary period the employee will be employed on a contract of employment and subject to a range of ICB policies and procedures together with all relevant operational policies and procedures. However, the following policies will not apply during the probationary period: Management of Attendance Policy, Disciplinary

Policy and Managing Work Performance Policy. This does not affect any statutory rights.

- 2.2 Details of the probationary period will be clearly set out in offer letters, and the contract of employment.

- 2.3 During the probationary period the employee will be subject to a notice period of one month.
- 2.4 Following successful completion of the probationary period the employee will also be covered by the Performance Appraisal Policy.

3. RECORD KEEPING

- 3.1 It is important that a written/electronic record is kept by the manager of the outcome of every stage of the probationary assessment process and that this record can be accessed by the employee and the Workforce Team.
- 3.2 Records will include the Probationary Period Assessment Form (Appendix 3) and copies of any letters sent to the employee by the manager concerning a need for improvement, an extension of the probationary period and the outcome of the probationary period review process.

4. RIGHT TO REPRESENTATION

- 4.1 An employee is entitled to be accompanied at a probationary period review meeting should they wish. The employee may be accompanied by a Trade Union or staff organisation representative, or a ICB colleague not acting in a legal capacity.
- 4.2 A minimum of five working days' notice of each review meeting will be provided by the manager who will take into account the right of the employee to representation when making the meeting arrangements.
- 4.3 It is the responsibility of the employee to arrange for their representative to attend as review meetings will go ahead with or without a representative being present given the importance of adhering to the timetable laid down in this policy / procedure.

5. EXTENSION TO PROBATIONARY PERIODS

- 5.1 A probationary period should only be extended in exceptional circumstances, e.g. where the performance of the employee has not met the required standard, but it is felt that further time for review is necessary, e.g. due to a lack of available support or because of sickness absence resulting in an inability to conduct reviews.
- 5.2 Any extension to the probationary period can only be for a short period of time, and for no more than eight weeks beyond the end of the initial probationary period. The manager and the employee must both agree to an extension. Advice and guidance on the extension of probationary periods is available from the Workforce Team.
- 5.3 Any extension to the probationary period should be confirmed to the employee, see Appendix 5, including the reason/s for the extension together with the required standards / objectives and the support available to achieve the required performance standards.

6. OUTCOME OF PROBATIONARY PERIOD

- 6.1 Upon completion of the probationary review meetings, including any extension to the probationary period, the manager will either decide that the employee is to be confirmed in post or to recommend that they be dismissed.

- 6.2 This decision / recommendation, with reasons, will be recorded in a letter to the employee to be written. A copy should be retained by the manager, and on the employee's personal file (see Appendix 4 and 6).
- 6.3 Where there is a recommendation that the employee be dismissed this will be subject to a written report by the manager which will be considered at a meeting with the Chief Officer, or Senior Manager with delegated authority, the line manager, a HR representative and the employee, at which a decision will be made. The employee is entitled to be accompanied at this meeting as stated in section 3 of this procedure.

7. RIGHT OF APPEAL

- 7.1 An employee has a right to appeal against a decision made to terminate their employment during, or at the conclusion of, their probationary period.
- 7.1 The appeal process to be followed is laid down in Appendix 5 of the ICB Disciplinary Policy and Procedure – ICB Appeals Procedure.

Dear [insert first name]

Welcome!

Welcome to the Humber and North Yorkshire Integrated Care Board. We wish you success in your new job, and we hope that you quickly feel at home. At Humber and North Yorkshire Integrated Care Board, every role is important. We hope you will immediately connect with our core values and commit to these values which are critical for our mutual success.

Our People Vision

'To create a diverse workforce that values kindness, compassion and respect, where innovation is encouraged, collaboration is the norm and individuals are supported and developed to reach their potential.'

When you work within Humber Coast and Vale, you will feel...



safe and supported



listened to and heard



energised and inspired



encouraged to use initiative and share ideas



included, valued and part of a team



able to explore career development opportunities

Your Induction

The ICB recognises that our people are fundamental to the success of the organisation and so it is important to us that if all our colleagues are to become effective and efficient in their role as quickly as possible, it is essential that new or current colleagues new to their role, receive a timely and induction.

The ICB places great importance on thorough induction processes which make new colleagues feel welcome, valued, and settled in your new role. This then forms the basis from which you can quickly get up to speed, perform your duties effectively and begin to contribute to your team, the directorate and the ICB.

First Steps

Your line manager or supervisor will provide you with an introduction to your immediate team, and an outline of duties and/or responsibilities of their role to give you an understanding of where your role fits into the team.

You will be advised by either your line manager or immediate team on what are the typical behaviours or the “norm” for the team and wider ICB in terms of office procedures, escalation processes, and (when visiting) general office etiquette. This will generally consist of:

- Schedule of relevant meetings or committees
- General office practices
- Absence reporting procedure
- Annual leave allowance

~~Please refer to the Local Induction Plan and Checklist (overpage) and further tools to support your Induction and Probationary Period Policy~~

introduction to the ICB.

Line Manager's Responsibilities

The induction checklist is a way of ensuring that information is imparted to new employees when they are likely to be most receptive. It avoids overloading employees with information during the first weeks while ensuring that all areas are covered. Line Managers should ensure that these matters have been properly understood while the checklist is being completed, ideally in the form of a weekly chat with your new colleague.

At the end of the process the induction checklist should be signed by both parties and saved down into the employee's folder copying to the HNY Workforce Services Team for recording on ESR. By ensuring this form is signed and returned the line manager is clearly demonstrating that a local induction has taken place. It is a line manager's responsibility to ensure that a proper local induction has taken place and without the completed form the manager has not demonstrated that an adequate induction has occurred.

The employee will want to get to know his or her colleagues quickly and become part of the team and time should be allowed for this process. Colleagues should be briefed on the new employee's arrival and, if possible, one member of the team should be nominated to make sure that the new employee has every assistance in settling in quickly ('mentor/buddy').

Although the new employee will want to start work as soon as possible, it is essential that sufficient time is given to the 'Welcome' process and that he/she is not booked up with meetings, etc which prevent attendance at the Corporate Induction Day (if, for some reason, a booked date is not in place from the Workforce Services Team you should contact the team directly for the next date).

Local Induction Plan

Employee's Name:		Start Date:	
Directorate:		Assigned Mentor/Buddy	
Team:			
Line Manager's Name:			
Line Manager's Position:			

First things first:

'Welcome' Portal	Date:
Line Manager to provide details of the Staff Portal, registration details (for full access), providing an overview of the HNY ICB 'Welcome' package and how to navigate the portal for employee information.	

Health and Wellbeing (HWB) Introduction	Date:
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Line Manager to provide details of support for HWB including HWB Virtual Hub – Staff Portal; indicate how and when conversations around health and wellbeing may take place.	
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Your Development	
<p>In discussion and agreement with your Line Manager, the following will represent your initial objectives/goals during the Induction and Probationary period. Please ensure you speak with your line manager or mentor/buddy if these objectives/goals need to be reviewed early.</p> <p>The number of initial objectives will not exceed three; further objectives will be discussed on completion of the Induction and Probationary period.</p>	
SMART Objectives	Completion date
1.	
2.	
3.	

Induction Monitoring and Review

Monitoring your progress through your induction is beneficial for you and the organisation; on-going discussions between you and your manager should ensure your induction goes smoothly and should there be any bumps along the way, together these can be ironed out so that you have a successful introduction into your role and the ICB.

In order to ensure objectives are appropriate and individuals are supported to achieve them, and that progress is monitored there should be regular meetings between you and your manager.

Reviewing your development and performance begins at this induction phase and continues throughout your time with us.

Refer to the Induction and Probationary Periods Policy for further details, the process to follow and the review documentation (appendix 3) required to support new employees during the first weeks and months in role.

You should speak to your line manager, mentor/buddy or the HR Team if at any time you have concerns - they will support you in managing your work and development throughout your induction period.

How to raise queries or complaints

Any employee may at some time have problems or concerns with their work, working conditions or relationships with colleagues that they wish to raise with management. Any complaints or adverse queries are best dealt with at an early stage, informally with your immediate line manager.

However, the ICB does have a formal procedure in place to handle cases left unresolved. Having formal grievance procedures in place allows the ICB to consider any issues which can't be resolved informally and to deal with them fairly and consistently. Pursuing the formal route should be a last resort rather than the first option and should be via the Grievance Policy.

Freedom to Speak Up Guardian

An additional informal and available route to discuss your concerns about anything that may be harmful to the work we do and how we go about that work are our Freedom to Speak Up Guardians. These FTSU Guardians are independent of your line manager and formal structures within the organisation.



Details can be found in the ICB Whistleblowing Policy. Our Guardians have been trained in receiving concerns and will give you information about where you can go for more support.

Local Induction Checklist

(For completion between the line manager and new employee)

Submission Date: (no later than 2 months after commencement)		
Induction Subject Area	Completed (Initials)	
	Employee	Manager
1. Introductions		
Introduction to colleagues/team and manager		
Introductions to key contacts specific to role (including partner organisations within job role remit)		
Introduction to Place Directors – Overview of ICS		
2. Health & Safety		
Tour of building (as applicable) e.g., toilets, meeting rooms, kitchen		
2.1 Fire Safety:		
Introduction to Fire Warden		
Fire escapes, fire assembly points, fire alarm weekly test time, actions to take in the event of a fire		
2.2 Security:		
Issue ID Badge TBC		
Issue Door Fob/access card/Access code (Reception each Place). Local video tours available for each office space on the staff portal.		
2.3 Safe Working Practice:		
Identify if ergonomic assessment of workplace needs to be undertaken YES/NO [delete as required]		
Discuss safe working practices (e.g. Risks associated with Display Screen Use, not bringing electrical items in from home, personal safety, lone working)		
Incident / Accident / Significant Event Reporting		
Location of First Aid Box/Bag		
No Smoking Building		
3. Car Parking & Travel		
Car Parking Arrangements		
Travel Expenses (online submission) guidance documents.		
4. Management/Corporate		
Contract of Employment – Signed and returned to HR: hr.hnyy@nhs.net		

All new starter paperwork complete and returned: hr.hnyy@nhs.net		
<ul style="list-style-type: none"> • HR2 payroll form • HR2b New Employee Pension Questionnaire 		
4.1 Attendance:		
Time and Attendance Process		
Booking Annual Leave		
Reporting Sickness Absence		
Procedures regarding Special Leave		
Flexitime/time off in lieu		
4.2 Job Specific:		
Understanding of Job Description and how role fits into ICS/Place structure <i>[Line Manager provide a copy of appropriate structure chart(s)]</i>		
Booked 1-1 to set objectives and personal development plan (PDP) – refer to appraisal documentation		
Attendance at team meetings and any other identified meetings/groups		
Monitoring of performance & the Performance Review process		
Information and support available – mentoring/buddy system (localised)/ coaching (ICS platform) contact HR.HNYY@nhs.net for details.		
4.3 Development:		
Day 1: confirm Corporate Induction Date and venue received. If not in receipt, Line Manager contact HR Workforce Services Team immediately for date, time, and venue.		
Appraisal, career development process and cycle discussed		
Authorisation of Training/Courses Process – Learning and Development Policy		
<p>Just and Learning Culture e-Learning</p> <p>As part of our commitment to upholding our values and expected behaviours and as part of the NHS People Plan, all new employees should access the following modules applicable to their roles. Completion will provide a Certificate which can be validated with discussion at the Induction (probationary) Review stage and copied to HR Team.</p> <p>Module 1: A new way of caring (all staff) Module 2: A guide to HR Practice (Line Managers) Module 3: What Every Board Should Know (Board) Module 4: Respect and Civility Awareness (All staff)</p> <p>Freedom To Speak Up (Guardians)</p> <p>Freedom to Speak Up Guardians support workers to speak up when they feel that they are unable to do so by other routes. They ensure that people who speak up are thanked, that the issues they raise are responded to, and make sure that the person speaking up receives feedback on the actions taken. Support can be accessed via the Staff Portal (<i>refer also to the Whistleblowing Policy – section 7</i>).</p>		
4.4 Health & Wellbeing:		

Occupational Health Services (contact: hr.hnyy@nhs.net) Completion of Health Passport (Optional)		
 Health-passport-Final -online.pdf  Health Passport Guidance .pdf		
Flexible Working – Working Carers: CP-Employment—Log.pdf (carerpassport.uk)		
5. Confidentiality		
Discussed Confidentiality in Work Setting (locking PC screen, filing paperwork, shredding etc.)		
Information Governance Policy: discuss data protection/ information governance awareness (refer to Item 9 below for initial training priority) and Mobile Working Policy		
6. IT		
Link to ESR for employee self service		
Access to PC, email, phone on site, internet		
Issue of any mobile equipment required		
Issue of Smart Card (required if using MSS on ESR) Referred to place RA agent/ ensure manager self-service has been requested via HR Workforce Services Team (HR.HNY@nhs.net)		
Add contact details to CCG directory/distribution list comms/reception		
Discuss appropriate use of email/internet/telephone/mobile phone. Contact IG for the relevant policy.		
Discuss use of encrypted memory stick only and not using personal laptops for work		
Ensure understanding of process for reporting issues through IT helpdesk		
7. Finance		
Signpost to Finance and Corporate Governance Policies and Procedures (This must include the Business Conduct Policy, Anti-Fraud Policy and the Whistleblowing Policy)		
1-1 with Management Accountant (if Budget Holder)		
8. Environment & Resources		
Car Sharing, Reduced use of paper and printing, recycling		
System for Stationery and Equipment Orders		
9. Statutory and Mandatory/Compliance e-learning		
The following e-learning must be prioritised and completed within maximum 7 working days* of start date on ESR:		
<ul style="list-style-type: none"> • Data Security Awareness • Conflicts of Interest <i>*if HR2 starter documents are not processed efficiently, this will have an impact on employee access to ESR and the outcomes required above.</i>		

<p>The following e-learning must be completed within maximum 8 weeks of start date:</p> <ul style="list-style-type: none"> • Equality & Diversity • Fire Safety • Health & Safety • Infection Prevention & Control • Manual Handling • Safeguarding Adults • Safeguarding Children <p><i>Line managers should review completion of these over the period of the Induction and if technical issues are hindering completion, to report these to hr.hnyy@nhs.net as soon as possible.</i></p>		
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Comments:

Manager's Signature:

Employee Print Name:	
'I confirm that I have received the above Induction'	
Sign Name:	Date:
To be returned by the Manager 2 months after commencement to Workforce Services Team at hr.hnyy@nhs.net	
A copy of the completed checklist must also be placed on the employees personnel file held in the appropriate electronic folder.	

Appendix 2
Standard Letter for Review Meeting

Dear

Induction and Probationary period

Further to our discussion I write to confirm the agreed dates for your review meetings :

Week	Date	Time

All meetings will be held in my office and if you are unable to attend any of these meetings please let me know as soon as possible.

Yours sincerely

Manager

Probationary Periods – Review Documentation

Name of employee Post Department
 Date commenced in post Name of Line Manager
 Review period (specify week)

KEY RESULT AREAS (breakdown further if necessary)	Satisfactory	Unsatisfactory (specify in more detail)	Details of further experience, learning, coaching required	Comments from employee
Induction				
Performance of duties				
Customer service				
Integration into department				
Relationships with co-workers and manager				
Attendance/Timekeeping				
		Sign off	Manager:	Date:
			Employee:	Date:

Standard Letter – Successful Outcome

Dear

Probationary period

I write to confirm that you have successfully completed your probationary period in the following areas :

- performance of the duties in accordance with the job description
- customer service
- integration into the workplace
- relationships with co-workers and managers
- attendance and timekeeping

or as relevant to post.

I have pleasure in confirming your appointment with effect from your original date of commencement with Humber and North Yorkshire ICB.

Please attach this letter to your contract of employment.

I am looking to you to maintain the high standard of work you showed during your probationary period.

Thank you for your hard work and contribution to the ICB.

Yours sincerely

Manager

Enc :

Standard letter – Extension of Probationary Period

Dear

Extension of probationary period

Following our review meetings I can confirm that it will be necessary to extend your probationary period for a period of (up to 8 weeks), effective from and ending on.....

This is necessary for the following reasons :

By the end of this extension I expect you to have achieved the following objectives / standards :

To help you to do this, I will support you as follows :

If you are unable to meet the required standards for this post, it will be necessary to terminate your employment with Humber and North Yorkshire ICB.

Yours sincerely

Manager

Standard letter – Unsuccessful Outcome

Dear

Probationary period

Further to our meeting on I write to confirm the outcome.
Present with me was You were accompanied
by.....

Prior to the meeting we met on a number of occasions to discuss progress on your probationary period and I offered you additional help and support to help you to meet the required standards of your post.

Specifically, this additional help and support was as follows :

I regret to inform you however that despite the ICB's best efforts you have not completed your probationary period to the required standards in the following areas :

Documentary evidence in support of this is attached.

I have no option other than to terminate your employment on the grounds of capability with effect from..... You are entitled to one month's notice and this will be paid in lieu to you. You have a right of appeal to There is no further right of appeal beyond this.

Yours sincerely

Manager

Please refer to the EIA Guidelines located in Y:\HULLICB\Corporate Templates and Forms\Equality and Diversity Information before completing your EQIA)

HR / Corporate Policy Equality Impact Assessment:	
Policy / Project / Function:	Induction and Probationary Periods Policy
Date of Analysis:	13/06/2022
Completed by: (Name and Department)	Sophie Lucas, HR
What are the aims and intended effects of this policy, project or function?	The Purpose of a probationary period, together with other measures such as induction is to provide a consistent means by which new employees can be supported to become effective as quickly as possible and to enable a manager to objectively assess the capability, attitude and potential of the new employee.
Are there any significant changes to previous policy likely to have an impact on staff / other stakeholder groups?	No
Please list any other policies that are related to or referred to as part of this analysis	<ul style="list-style-type: none"> • Recruitment and Selection • Disciplinary • Absence Management Policy • Objective Setting and Review Policy
Who will the policy, project or function affect?	Employees
What engagement / consultation has been done, or is planned for this policy and the equality impact assessment?	Consultation has taken place with SPF, all Staff and will be sent to the ICB to review and approve post 1 st July.
Promoting Inclusivity and Equality Objectives. How does the project, service or function contribute towards our aims of eliminating discrimination and promoting equality and diversity within our organisation?	The policy helps to retain a skilled workforce which is supported during the start of their career with the ICB to enable them to be effective as quickly as possible

<p>How does the policy promote our equality objectives:</p> <ol style="list-style-type: none"> 1. Ensure patients and public have improved access to information and minimise communications barriers 2. To ensure and provide evidence that equality is consciously considered in all commissioning activities and ownership of this is part of everyone's day-to-day job 3. Recruit and maintain a well-supported, skilled workforce, which is representative of the population we serve 4. Ensure the that NHS Hull Clinical Commissioning Group is welcoming and inclusive to people from all backgrounds and with a range of access needs 5. To demonstrate leadership on equality and inclusion and be an active champion of equalities in partnership programmes or arrangements 	
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Equality Data	
<p>Is any Equality Data available relating to the use or implementation of this policy, project or function?</p> <p>Equality data is internal or external information that may indicate how the activity being analysed can affect different groups of people who share the nine <i>Protected Characteristics</i> – referred to hereafter as '<i>Equality Groups</i>'.</p> <p>Examples of <i>Equality Data</i> include: (this list is not definitive)</p> <ol style="list-style-type: none"> 1: Recruitment data, e.g. applications compared to the population profile, application success rates 2: Complaints by groups who share / represent protected characteristics 	<p>Yes <input checked="" type="checkbox"/></p> <p>No <input type="checkbox"/></p> <p>Where you have answered yes, please incorporate this data when performing the <i>Equality Impact Assessment Test</i> (the next section of this document). If you answered No, what information will you use to assess impact?</p> <p>Please note that due to the small number of staff employed by the ICB, data with returns small enough to identify individuals cannot be published. However, the data should still be analysed as part of the EIA process, and where it is possible to identify trends or issues, these should be recorded in the EIA.</p>

4: Grievances or decisions upheld and dismissed by protected characteristic group 5: Insight gained through engagement	
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Assessing Impact

**Is this policy (or the implementation of this policy) likely to have a particular impact on any of the protected characteristic groups?
(Based on analysis of the data / insights gathered through engagement, or your knowledge of the substance of this policy)**

Protected Characteristic:	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and, if applicable, justification where a <i>Genuine Determining Reason</i> ¹ exists (see footnote below – seek further advice in this case)
Gender	X			There is no assessed positive or adverse impact on the grounds of gender within the policy, but it should be monitored to ensure it is implemented consistently
Age	X			There is no assessed positive or adverse impact on the grounds of age within the policy, but it should be monitored to ensure it is implemented consistently
Race / ethnicity / nationality	X			There is no assessed positive or adverse impact on the grounds of race within the policy, but it should be monitored to ensure it is implemented consistently
Disability			X	An employee with a disability as defined under the Equality

1. ¹ *The action is proportionate to the legitimate aims of the organisation (please seek further advice)*

				Act may not be able to attain the standards required during the first 6 months of employment. A Manager has a duty to recognise that an employee's poor performance during the probation period may be because they have a disability. Staff with disabilities may require extra support (<i>reasonable adjustments</i>) to enable them to effectively carry out their role and successfully complete the probation period.
Religion or Belief	X			There is no assessed positive or adverse impact on the grounds of religion or belief within the policy, but it should be monitored to ensure it is implemented consistently
Sexual Orientation	X			There is no assessed positive or adverse impact on the grounds of sexual orientation within the policy, but it should be monitored to ensure it is implemented consistently
Pregnancy and Maternity	X			There is no assessed positive or adverse impact on the grounds of pregnancy or maternity within the policy, but it should be monitored to ensure it is implemented consistently
Transgender / Gender reassignment				There is no assessed positive or adverse impact on the grounds of marital status within

				the policy, but it should be monitored to ensure it is implemented consistently
Marriage or civil partnership				There is no assessed positive or adverse impact on the grounds of age within the policy, but it should be monitored to ensure it is implemented consistently

Action Planning:

As a result of performing this analysis, what actions are proposed to remove or reduce any risks of adverse impact or strengthen the promotion of equality?

Identified Risk:	Recommended Actions:	Responsible Lead:	Completion Date:	Review Date:
An employee with a disability as defined under the Equality Act may not be able to attain the standards required during the first 6 months of employment.	<p>HR continue to run induction and probation training sessions to educate managers on support that should be offered such as reasonable adjustments.</p> <p>Managers should always be in contact with HR should they have any concerns over the performance of an employee throughout the probationary period and HR can advise them on the requirement to provide extra support.</p>	HR	Ongoing	Annually

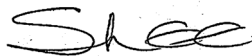
Sign-off

EQiAs to be sent to the Equality and Diversity (E&D) Inbox at hull1CB.equalityanddiversity@nhs.net at least 10 days before the document deadline date (Please do this as early as possible).

Following review your EQIA will be returned with any comments included, please action these and return the updated fully formatted document to the E&D Inbox for sign off.

I agree with this assessment / action plan

If *disagree*, state action/s required, reasons and details of who is to carry them out with timescales:



Signed:

Date:01.08.22

Sustainability Impact Assessment

Staff preparing a policy, Governing Body (or Sub-Committee) report, service development or project are required to complete a Sustainability Impact Assessment (SIA). The purpose of this SIA is to record any positive or negative impacts that this is likely to have on sustainability.

Title of the document	Induction and Probationary Period Policy
What is the main purpose of the document	The purpose of a probationary period, together with other measures such as induction, is to provide a consistent means by which new employees can be supported to become effective as quickly as possible and to enable a manager to objectively assess the capability, attitude and potential of the new employee.
Date completed	17 February 2015
Completed by	YHCS Workforce Team

Domain	Objectives	Impact of activity Negative = -1 Neutral = 0 Positive = 1 Unknown = ? Not applicable = n/a	Brief description of impact	If negative, how can it be mitigated? If positive, how can it be enhanced?
Travel	Will it provide / improve / promote alternatives to car based transport? Will it support more efficient use of cars (car sharing, low emission vehicles, environmentally friendly fuels and technologies)? Will it reduce 'care miles' (telecare, care closer) to home? Will it promote active travel (cycling, walking)? Will it improve access to opportunities and facilities for all groups?	n/a		
Procurement	Will it specify social, economic and environmental outcomes to be accounted for in procurement and delivery? Will it stimulate innovation among providers of services related to the delivery of the organisations' social, economic and environmental objectives? Will it promote ethical purchasing of goods or services? Will it promote greater efficiency of resource use?	n/a		

	<p>Will it obtain maximum value from pharmaceuticals and technologies (medicines management, prescribing, and supply chain)?</p> <p>Will it support local or regional supply chains?</p> <p>Will it promote access to local services (care closer to home)?</p> <p>Will it make current activities more efficient or alter service delivery models</p>			
Facilities Management	<p>Will it reduce the amount of waste produced or increase the amount of waste recycled?</p> <p>Will it reduce water consumption?</p>	n/a		
Workforce	<p>Will it provide employment opportunities for local people?</p> <p>Will it promote or support equal employment opportunities?</p> <p>Will it promote healthy working lives (including health and safety at work, work-life/home-life balance and family friendly policies)?</p> <p>Will it offer employment opportunities to disadvantaged groups?</p>	?	Staff with disabilities may require extra support (reasonable adjustments) to enable them to effectively carry out their role and successfully complete the probation period.	Managers and Workforce staff should take account of such circumstances in discussion with the employee. Whilst there are currently no employees recorded with disabilities, the ICB recognises it should prepare its policies on the basis that employees with disabilities may be recruited or become disabled in the future.
Community Engagement	<p>Will it promote health and sustainable development?</p> <p>Have you sought the views of our communities in relation to the impact on sustainable development for this activity?</p>	n/a		
Buildings	<p>Will it improve the resource efficiency of new or refurbished buildings (water, energy, density, use of existing buildings, designing for a longer lifespan)?</p> <p>Will it increase safety and security in new buildings and developments?</p> <p>Will it reduce greenhouse gas emissions from transport (choice of mode of transport, reducing need to travel)?</p> <p>Will it provide sympathetic and appropriate landscaping</p>	n/a		

	around new development? Will it improve access to the built environment?			
Adaptation to Climate Change	Will it support the plan for the likely effects of climate change (e.g. identifying vulnerable groups; contingency planning for flood, heat wave and other weather extremes)?	n/a		
Models of Care	Will it minimising 'care miles' making better use of new technologies such as telecare and telehealth, delivering care in settings closer to people's homes? Will it promote prevention and self-management? Will it provide evidence-based, personalised care that achieves the best possible outcomes with the resources available? Will it deliver integrated care, that co-ordinate different elements of care more effectively and remove duplication and redundancy from care pathways?	n/a		