



## **Probation Procedure**

### **1. Introduction**

- 1.1 This procedure aims to outline the process in which all probationary periods at Hanover will be subject to upon starting a new position within the organisation. The document advises of what is considered to be satisfactory performance and conduct during probation as well as detailing the process should you fall below our expectations.
- 1.2 Accompanying both the policy and this procedure is a probation review form containing the criteria you are required to meet, as well as a management guidance document.

### **2. Probation Period Timescales**

- 2.1 All new appointments at Hanover are subject to a six-month probationary period. This applies to both new-start employees as well as existing employees who have commenced a new role within the organisation, regardless of the length of service.
- 2.2 We are committed to ensuring that your manager is satisfied with their decision at the end of the six-month timeline however, probation may be extended by a maximum of three months in exceptional circumstances.

### **3. Probation Monitoring**

- 3.1 We promote a culture of openness and collaboration at Hanover in line with our organisational values. It is applied throughout your career with us as we seek to develop you as both an individual and an employee. As such, you can expect to regularly discuss your performance and capability with your manager, receive feedback and assess development opportunities as early as your probationary period.
- 3.2 The check-ins or catch-ups you have with your manager throughout your probation will include discussions around how you are settling into the role and enjoying the dynamics of the team. Whilst your manager will set the standards expected of you, it is also your responsibility to highlight any areas you are struggling with during such conversations. This will enable your manager to put the appropriate level of support in place, whether that be through coaching, shadowing or additional training.
- 3.3 We encourage you to remain open with your manager during your check-ins as this will provide you with the best opportunity of successfully passing probation.

### **4. Probation Review Meetings**

- 4.1 Up to three probationary review meetings will be held between you and your manager on a bi-monthly basis during your opening six months in the role. The purpose of such meetings is to consider your performance and output against the criteria we require for the position. It should also be utilised as a continuation of the conversations you have been having with your manager regarding skills or knowledge gaps. Furthermore, your manager will use this time to talk about the strengths and qualities you have displayed thus far.
- 4.2 The meeting structure will centre around the basis of the probation review form, of which a template can be found in Appendix A. As you will note, a scoring system is utilised and each form used at the two-month, four-month and six-month periods, require sign-off from your manager confirming that you have reached a satisfactory level of performance. You are also provided the opportunity to leave any comments on the form.
- 4.3 As mentioned, Hanover will aim to support you in order to successfully pass probation. If you do so, you will be advised of this at the final probation review meeting at the six-month mark and be confirmed in the post.
- 4.4 However, where development areas are identified at any probation review meeting or where there are competencies in which you have scored low, your manager will discuss next steps with you in order to enhance your performance level. Any identified improvements will be discussed as part of an action plan and you will be provided with a timescale in which you will need to display the desired competency by. Often, the time period set will be between the current and next probation review meeting.

### **5. Unsuccessful Probation**

- 5.1 In the unfortunate circumstance where your performance after six months does not meet the required standard, your manager will not be in a position to pass your probation. Any decision to fail your probationary period will be communicated with you at the final review meeting at the six-month mark.
- 5.2 Should this occur, you will then be invited to attend a probationary hearing with your manager, where a possible outcome may result in the termination of your employment with Hanover. We may also exercise the right to terminate in probation prior to this date due to serious capability or conduct issues however, Hanover are committed to providing you with ample time to improve where necessary.
- 5.3 Where a probationary hearing is scheduled, you will receive reasonable notice to attend and are entitled to be accompanied by a trade union representative or work colleague. During the hearing, your manager will outline the issues of concern, clarify the level of support that has been provided to you and discuss all evidence including the use of the probation review forms found in Appendix A. You will of course be

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provided with the opportunity to explain and respond to this before a final decision is made regarding the outcome of the hearing.

- 5.4 If the decision is made to dismiss, this will be confirmed in writing following the meeting and you will be afforded the right of appeal. The reasons for dismissal will also be outlined in the notice of termination of employment.
- 5.5 Managers should seek advice from their HR Business Partner prior to failing an employee's probationary period. An HR Representative may also be present at the probation hearing.

### 6. Appeal

- 6.1 You can appeal against the decision to terminate your employment by submitting the grounds of your appeal in writing, to your manager, within 5 working days of receiving the outcome.
- 6.2 Appeals will be heard by a manager who has not previously been involved in the case and, where possible, is more senior to your manager. You will be notified of the appeal meeting in writing and will have the right to be accompanied as outlined above in Section 5. The decision reached within the appeal hearing will be considered final.

### 7. Appendices

Appendix A – Probation Review Form

Appendix B – Management Guidance

<b>Department</b>	Business Support & Transformation
<b>Author</b>	Head of HR & OD
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<b>Approved By</b>	People Committee/SMT
<b>Next Review Due</b>	9 November 2025

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## Appendix A

PROBATION REVIEW - MONTH 2					
Employee Name:		Manager:			
Job Title:		Manager Job Title:			
Starting date:		Location:			
Probation End Date:					

  

Benchmark of Requirements			
4 = Exceeds	3 = Meets	2 = Meets some	1 = Does not Meet
95 - 100 points = Exceeds	70 - 94 points = Meets	61 - 69 points = Meets some	60 or less = Does not meet

[select 1 (one) box per row]

Work Performance	N/A	4	3	2	1
1 Understanding of duties and tasks	<input type="checkbox"/>				
2 Ability to complete duties and tasks up to required standard	<input type="checkbox"/>				
3 Ability to work well under pressure	<input type="checkbox"/>				
4 Show initiative and creativity within the role	<input type="checkbox"/>				
5 Awareness and compliance with company policies	<input type="checkbox"/>				
6 Organisation & time management skills	<input type="checkbox"/>				
7 Effective communication with team members	<input type="checkbox"/>				
8 Develops good relationships with Customers & Internal Departments	<input type="checkbox"/>				
9 Demonstrates sound judgment & decision making	<input type="checkbox"/>				
10 Ability to prioritise tasks	<input type="checkbox"/>				
11 Actively engages with Learning and Development	<input type="checkbox"/>				
12 Completes necessary documentation in a timely manner	<input type="checkbox"/>				
13 Demonstrates reliability in all areas of work	<input type="checkbox"/>				
14 Responds with care & empathy towards others	<input type="checkbox"/>				
15 Understands and able to use necessary IT systems	<input type="checkbox"/>				
16 Ability to listen to and act upon instruction	<input type="checkbox"/>				
17 Able to work with minimal supervision	<input type="checkbox"/>				
18 Ability to work well within the team	<input type="checkbox"/>				
19 Demonstrates acceptable absence levels	<input type="checkbox"/>				
Values and Behaviours	N/A	4	3	2	1
20 RESPECT - Supports and empathises with others	<input type="checkbox"/>				
21 RESPECT - Treats others fairly and with equity	<input type="checkbox"/>				
22 ACCOUNTABLE - Transparent in all work completed	<input type="checkbox"/>				
23 ACCOUNTABLE - Actively takes responsibility	<input type="checkbox"/>				
24 COLLABORATE - Support others & works for the common goal	<input type="checkbox"/>				
25 INCLUSION - Welcomes / embraces peoples differences	<input type="checkbox"/>				
<b>Total</b>		<b>0</b>			

Absence During Probation  
(Please state if satisfactory / provide specific examples of unsatisfactory absence levels)

Manager's Comments (mandatory / please provide specific examples)

Employees Comments (Tell us how you feel and have you settled into your new role?)

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Employee's overall Score	Outcome
<input type="checkbox"/> 95 - 100 points	Exceeds requirements. All standards consistently & competently met. Confirm into position.
<input type="checkbox"/> 70 - 94 points	Standards met. Confirm into position.
<input type="checkbox"/> 61 - 69 points	Areas for improvement: refer to HR. To be reviewed again in one month, prior to the end of the probation.
<input type="checkbox"/> 60 or less	Standards not met, refer to HR.

Endorsements		
Employee	Manager	Head of Department
Signature & date:	Signature & date:	Signature & date:

Human Resources – For Internal Use		
Department	Name	Signature & date
Human Resources Review		
Letter sent to Employee		



## Manager - Probation Guidance

This document should be used by managers handling an employee's probation period in conjunction with Hanovers Probation Policy and Procedure.

These guidelines are intended to support managers throughout the process, but it is also recommended that HR advice is sought where appropriate.

### 1. The Purpose of Probation

The probation period enables the assessment of employees' suitability for new roles as well as providing an opportunity for managing and identifying underlying reasons for poor performance, acknowledging good performance, supporting integration, and motivating and supporting employees to enhance levels of performance.

The level of support required will differ depending on individual needs. All reasonable support and training should be provided to allow employees to successfully complete their probationary period and continue their employment. However, during the probation period, employees can be dismissed, when necessary, with less procedural requirements.

While probation meetings are an opportunity to discuss and record issues, you should deal with issues at the time and not save them to discuss at the next planned probation meeting. Dealing with issues and receiving feedback promptly supports effectively managing issues and gives a fair opportunity to make necessary changes and improvements.

### 2. Managers' Responsibility

You are responsible for ensuring effective probationary periods for employees when starting employment or taking on a different or promoted role. Supporting employees to settle into their new post and assessing their suitability for the role going forward.

You should set objectives and performance standards and continually review these throughout the probation process, assessing suitability for the role, identifying required improvements, and acknowledging progress and successes with employees.

It is also important to be aware of the legal requirement to provide additional support to disabled employees to ensure they are not subjected to unlawful or less favourable treatment during their probationary period. This means that any reasonable adjustments should be made to remove barriers the employee faces at work. Your HR Business Partner can support you when considering adjustments of additional support for disabled employees.

The probationary process and meetings should be planned and structured in line with Hanovers Probation Policy and Procedure ensuring employees are clear on the process and what to expect.

You should ensure that meetings and outcomes are clearly recorded using Probation Review Forms Appendix A.

### **3. Length of Probationary Periods**

Typically, Hanover has probationary periods of 6 months, however, this can be extended. The probationary period should last long enough to ensure that the employee has settled into the role and is performing at the required standard with the key elements of the role being met. The expected length of the probation period will be confirmed at recruitment. When required, probationary periods should be extended in line with the Probation Policy and Procedure which allows for a maximum extension of 3 approved through a formal Probation Hearing only.

When extending a probationary period, you should be clear on the rationale for the extension and be explicit in what is required and when the period is being extended to. The probation period must not be longer than that required to achieve the necessary objectives and no longer than 3 months with only one extension being applied.

There are risks of discriminating when extending probationary periods where there has been absence during the period, particularly where this has been due to pregnancy, sickness, or a family-related reason. You should speak to your HR Business Partner if this is the case.

### **4. Progress Meetings**

Out with the requirement for the structured meetings, which are outlined in Hanovers Corporate Induction Programme, regular meetings and discussions should be held with employees during their probationary period.

The structured progress meetings should be organised and diarised giving plenty of notice. You should ensure that all relevant issues are discussed, and that relevant feedback, support, training, and guidance are provided. The Performance Review Forms should be completed for each of the structured meetings.

The Performance Review Forms identify the performance areas to be assessed during the probationary period and should be referred to as a basis for discussion. These forms provide scoring against the key performance areas and also allow for the recording of additional discussion detail and actions.

Once completed, the forms should be agreed upon as a true record and signed by you, the employee, and the Head of the Department. Where there is disagreement between yourself and the employee on the details recorded on this form you should try to resolve this prior to signing and sending it to the Head of Department. If you need help with these forms, please raise this with your HR Business Partner who will be happy to provide guidance.

### 4.1 **Final Review Meeting**

The probation procedure allows for up to 3 bi-monthly meetings, the final review meeting should be held a minimum of 2 weeks prior to the end of the probation period. At this point, you will be aware of the employee's suitability for the position and can discuss this fully with them.

### 4.2 **Ending a Successful Probationary Period**

At the final review meeting where an employee has met the key requirements, you should inform them of this and confirm that their probationary period will therefore be ended and that they will receive confirmation of this in writing.

You should complete the final review form and clearly confirm any outstanding actions which will carry over or necessary training which will be expected to be undertaken during their continued employment.

### 4.3 **Ending an Unsuccessful Probationary Period**

Where the employee has not met the required standards at the end of the probationary period and an extension has already been considered or granted then employees should be informed of this at their final probation meeting. A written invite to a Probationary Hearing will be provided which gives adequate notice and allows the employee to be represented by a union representative or work colleague. Your HR Business Partner will support this invitation as there is legislative compliance required.

### 4.4 **Probationary Hearing**

At the Hearing, you should clearly outline the areas where performance standards were not met and the reasons for employment being terminated. The forms you have completed through the probationary period will evidence failings. You should clarify the levels of support provided and discuss the evidence.

Ask the employee for feedback and comments and give an opportunity for a response which you should carefully consider prior to making any final decisions. Once you have taken the time necessary to consider fully all feedback and comments you must make a fair decision based on the facts. You must now contact your HR Business Partner to discuss your considerations and outcomes.

Where a decision to dismiss is made, this should be confirmed in writing and will offer a right of appeal. Your People Partner will help with this communication as there are legislative requirements for this communication.

### 4.5 **Appeal**

Employees have the right to Appeal a decision to terminate employment by submitting an appeal in writing within 5 working days of receiving the written outcome letter. Appeals will be heard by another manager who has not been involved in the process to that point and has no conflict of interest. The Appeal meeting will be held in line with the Probation Policy and Procedure and employees will again have the right to be accompanied. You will not be involved in this process and will be updated of the outcome once a decision has been made.

Once the appeal stage has been exhausted, the employee should be informed clearly of the outcome and that there is no further right of appeal. Your HR Business Partner will help with this communication. Following this, the matter will be closed.