



Family Nursing
& Home Care

Induction and Probation Policy

June 2023

Document Profile

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Version control / changes made

Date	Version	Summary of changes made	Author
June 2023	1	New policy that supersedes previous Induction Policy, with addition of policy on Probation. All content reviewed. Induction checklist revised and now part of separate Induction Programme document	Mo de Gruchy

The development of this policy has been informed by the NHS Bedfordshire Clinical Commissioning Group Probation and Induction Policy (2017).

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1. INTRODUCTION

1.1 Rationale

Family Nursing & Home Care (FNHC) is committed to providing a high quality service to its patients/clients through effective management and development of all its employees and believes that an effective induction programme and probation period is an essential element of this.

The purpose of the probation and induction period is to ensure that each new employee receives appropriate support and development opportunities to enable them to quickly settle into their new role, and to facilitate them in carrying out their duties and responsibilities to the required standards. It is in all parties' interests for new staff to meet the required standards and realise the investment made in the recruitment, induction and training of new staff. This will be achieved through a combination of corporate and role specific induction, including achievement of role specific competencies.

This policy sets out the procedure to be followed in order to support the successful completion of the probationary period and how to induct new employees, ensuring a consistent approach is followed. It should be read in conjunction with the Induction Programme Document (IPD), which will be issued to all new employees prior to start date.

1.2 Scope

This policy applies to all new employees of FNHC, those working for the organisation on a voluntary basis, including Committee members. It may also be relevant members of staff who are returning to work after a long period of absence from the workplace (>9 months).

Where issues of concern arise with existing members of staff appointed to new posts and they are not still in their probation period, this policy will not apply. Such issues will be managed in line with the Disciplinary Policy, Capability Policy and Managing Attendance Policy.

1.3 Role and Responsibilities

Chief Executive Officer (CEO)

The CEO has overall responsibility for ensuring that this policy meets the requirements of the organisation.

Director of Governance and Care

The Director of Governance and Care has responsibility to ensure that the organisation maintains a policy and associated procedures which is relevant and up to date. This will include ensuring that an appropriate corporate induction is available to all new staff and that employee attendance is monitored and reported on.

Line Managers

Line Managers are responsible for:

- Ensuring they are familiar with this policy and applying it fairly and consistently
- Ensuring that all new employees understand their role and performance standards
- Identifying development needs and providing appropriate support to new employees
- Setting objectives and carrying out reviews in accordance with this policy
- Ensuring new staff undertake corporate induction and role specific induction
- Considering whether any reasonable adjustments are necessary for those new employees who may be considered to have a disability under the Discrimination (Jersey) Law 2013
- Seek HR advice and/or the advice of a more senior manager at the earliest opportunity if there are any concerns with any members of staff during the Induction and Probation period
- Ensuring that the employee's IPD is fully completed, signed off and returned to Human Resources on completion of the Induction and Probation period

Human Resources (HR)

HR are responsible for:

- Overseeing the implementation of this policy, ensuring legal and procedural updates are incorporated in a timely manner
- Supporting employees and managers to understand this policy and receive training as required
- Working with managers to advise on the fair and consistent implementation of this policy
- Sending new employees an employment contract that states that their employment is subject to satisfactory completion of a probation period, in accordance with this policy
- Providing new employees with a copy of their IPD and explaining its use
- Sending calendar reminders to line managers to prompt them to complete interim and final probation reviews
- Confirming to employees in writing, upon receipt of fully completed IPDs, successful completion of probation period

Employees/Volunteers

Employees/Volunteers are responsible for:

- Familiarising themselves with this policy and associated documents and participating fully at all stages of their probation and induction period
- Discussing with their Line Manager at an early stage if they require any support of development or are experiencing difficulty in attaining the standard of performance required

2. POLICY

2.1 Induction

It is compulsory for all employees to attend all elements of the induction programme within six months of their start date and have complete any role specific requirements within the time frame specified.

Employees who are returning from long periods of absence (>9 months) should also undertake a period of induction upon their return to the workplace, in order for them to become acquainted with any changes that may have occurred during their absence. The employee and their line manager will discuss what arrangements are appropriate and also discuss with HR for recording within the employee's personal file.

2.2 Probation

The probation period is a two-way process, which provides new employees with the opportunity to receive constructive feedback, allows them to identify any training and development needs and encourages the proactive involvement of staff in the induction process. Employees are expected to work to the highest standards and FNHC recognises that support may be required initially in order for those standards to be reached.

If problems are identified, new employees should be given the opportunity to improve their performance/conduct/attendance and be provided with any additional support or training that can be identified to assist in this, where appropriate.

3. PROCEDURE

3.1 Induction

As a minimum, induction should encompass all elements listed in the IPD. This should be completed throughout the induction and probation period and signed by both the line manager and employee. Once fully completed, it should be returned to HR in order for them to confirm successful completion of probation.

3.1.1 Pre Induction

Once HR has received written confirmation of acceptance from a new employee, they will initiate a new IPD and complete the relevant section of the Pre Induction Checklist within it.

3.1.2 Induction First Day/Week

On the employee's first day, they will be welcomed initially by a member of HR who will complete the IPD Induction Checklist (first day).

The employee's line manager should ensure that during this period of induction and socialisation, the new employee is introduced to the team in which they are working and that they receive all pertinent information required to undertake their role, plus any role specific training.

3.1.3 Corporate Induction

Corporate Induction provides new employees with information about the organisation and its objectives and provides an overview of the various departments. Corporate Induction should be completed within six months of the start date.

3.1.4 Role Specific Induction

Each line manager will be responsible for developing and providing a role specific induction programme, including role competency documentation, for employees within their service area to ensure that the employee is competent to work without direct supervision. It will be facilitated by the line manager or can be delegated to another suitable member of staff within that service.

The role specific induction will include information, guidance and support to the employee to learn the role into which they have been appointed. The template Induction Timetable within the IPD can be used during the first four weeks to aid with organisation of key objectives to complete, such as meetings with key staff, shadowing colleagues, training sessions etc.

3.2 Probation Review Meetings

The probation period will be outlined in the employee's Statement of Employment Terms. There will normally be at least two probation review meetings, which will take place as follows:

Interim Review Meeting (around 3 months into appointment)

Final Review Meeting (around two weeks before the end of the probationary period)

The aim of each meeting is to review how the new employee is performing against expected and/or required standards and objectives; highlight where the new employee is doing well, establish if any support and development is necessary e.g. training, reasonable adjustments, discuss any unsatisfactory standards and expected improvements in performance/conduct.

The dates for each review meeting should be scheduled from the start of the probationary period and the new employee should be invited to attend the interim and final review meeting in writing. These meetings should be documented using the Probation Review Report template supplied in the IPD.

As well as the scheduled probation review meetings, if it is felt necessary, managers should also arrange for additional one to one meetings to take place at any time during the probation period. These meetings should be documented using the Induction/Probation Meeting Record template supplied in the IPD.

The line manager will invite a new employee to regular review meetings, as per the IPD suggested timeline, to discuss the employee's progress.

Meetings should allow the manager and new employee to have a two-way discussion to review the new employee's performance during their time in post to date. A balanced approach to feedback is encouraged, supporting new employees with both positive

and constructive feedback. Time should be taken to identify areas of improvement and any support required e.g. regarding reasonable adjustments.

After each meeting the manager will complete the relevant documentation, and it is important that both the manager and employee sign each record to indicate they have agreed the contents. At each stage the manager should indicate whether the employee is meeting the required standards.

3.2.1 Addressing Issues

If the employee is not meeting the required standards within the first three months of their employment, an agreed action plan should be drawn up for the remainder of the probation period, with specific, measurable objectives for both the manager (e.g. in relation to support and learning opportunities) and the employee (e.g. in relation to targets/standards to achieve).

Normally, if the employee is not meeting the required standards within the first three months, they will have the opportunity to demonstrate that they can meet the required standards with appropriate support during the remainder of their six month probation period. However, there may be circumstances in which a probation period can be terminated early (see 3.2.3).

The action plan may also be used if specific actions are agreed as a result of a probation review meeting where the individual has been meeting the expected standards. The employee is required to sign the report and return a copy to their manager. If the employee wishes, they can submit written comments to be attached to the report.

During the remainder of the probation period, the employee will continue to meet with their manager to discuss their ongoing developmental needs. These meetings should involve two-way discussions regarding the progress and performance of the employee. The performance, attendance and conduct of the employee will continue to be monitored throughout the probationary period, as will progress against the agreed action plan.

3.2.2 Final Review Meeting

This meeting should follow the same format as previous review meetings and should be documented using the Probation Review Report template supplied in the IPD. Any objectives and action plans that were set at previous review meetings will be evaluated and discussed together with the new employee's overall performance; and an assessment made as to whether the new employee has met the required standards.

This meeting will have one of three outcomes:

Outcome One – Confirm probationary period has been successfully completed

The new employee should be informed that they have now successfully completed their probationary period. The manager should ensure that the IPD is fully completed, including all signatures and submit to HR, who will then be able to confirm to the employee in writing that they have passed their probation period.

Outcome Two – Extend probationary period

Extensions to the probationary period may be considered, such as:

- Where a manager has been unable to make a fair assessment of the new employee's performance e.g. due to a period of absence from work by the new employee, and the manager has not been able to arrange probation review meetings
- The new employee has demonstrated a degree of improvement in their performance which indicates that the required standards of performance could be achieved by an extension to the probationary period

Advice should be sought from HR prior to making any decision to extend the probationary period. This is to ensure a consistent approach is taken across FNHC to managing extensions.

A letter should be sent to the new employee no later than five working days after the meeting and a copy of the letter from HR informing the new employee that their probationary period will be extended.

Where applicable, an action plan should be drawn up between the manager and the new employee as soon as possible following the final review meeting.

Before the expiry of the extension period another final review meeting should be arranged, following the same process as previously.

Outcome Three – Confirm that the new employee's employment will be terminated

If the new employee has performed/behaved unsatisfactorily the decision to terminate the new employee's employment can be made.

The manager may not have sufficient authority to terminate the new employee's employment. If this is the case, and the manager is contemplating dismissal as a possible outcome they must ensure that a manager who has the authority to dismiss (ideally their line manager) is present at the meeting. An HR representative will be present at any meeting that could result in termination under this policy.

The employee will be notified of the meeting five working days in advance and will be given the opportunity to be accompanied by an accredited trade union representative or work place colleague. The employee will be given copies of relevant documents that the manager intends to refer to during the meeting.

The employee will be given a full opportunity to put forward their reasons for not completing the agreed action plan or their explanations in relation to the misconduct/performance issues.

If the decision is to dismiss the employee, they will be issued with contractual notice or pay in lieu of notice, except in cases of gross misconduct, when the employee may be summarily dismissed. A letter should be sent to the employee no later than five

working days after the meeting confirming the outcome and setting out their right of appeal against the decision.

3.2.3 Early Termination of Employment

Although the probation period is normally for six months the appointment can be terminated at any time if:

- Following appropriate investigation, a probationer is found to have committed an act of misconduct/gross misconduct
- Despite appropriate support and a reasonable opportunity to improve, the probationer fails to meet the required standards
- There is a serious performance/capability issue, for example, that could put property/resources, patients/clients, service quality, other staff or the probationer at risk

In such cases the line manager should consult HR and establish the facts of the situation and arrange a review meeting at which the probationer's contract may be terminated (following the process as outlined in 3.2.2 Outcome Three).

3.2.4 Appeal

Employees who are dismissed under this procedure may appeal against the decision. The individual should set out in detail their grounds for appeal and submit this to the Head of HR within five working days of the written confirmation of the outcome of the Probation Review Meeting. Failure to do this without good reason may mean that the appeal is not allowed to proceed.

Upon receipt of the individual's grounds of appeal, HR will arrange an appeal meeting with the individual, the manager who made the decision to dismiss the individual, a neutral senior manager who will chair the meeting and an HR representative. The individual may be accompanied by an accredited trade union representative or workplace colleague.

The appeal meeting procedure will be as set out in FNHC's Disciplinary Policy. The outcome of the appeal meeting should be confirmed in writing to the employee within five working days of the meeting.

4. CONSULTATION PROCESS

Name	Title	Date
Tia Hall	Operational Lead Adult DN Services	26.08.22
Justine Le Bon Bell	Head of Education and Development	26.08.22 27.02.23
Sue Ashford	HR Officer	26.08.22 27.02.23
Amanda De Freitas	Head of HR	27.02.23

5. IMPLEMENTATION PLAN

Action	Responsible Person	Planned timeline
Email to all staff	Secretary/Administration Assistant (Quality and Governance Team)	Within 2 weeks following ratification
Policy to be placed on organisation's Procedural Document Library	Secretary/Administration Assistant (Quality and Governance Team)	Within 2 weeks following ratification

6. MONITORING COMPLIANCE

Compliance will be monitored through monitoring and audit of induction and probation processes.

7. EQUALITY IMPACT STATEMENT

Family Nursing & Home Care is committed to ensuring that, as far as is reasonably practicable, the way services are provided to the public and the way staff are treated reflects their individual needs and does not discriminate against individuals or groups on any grounds.

This policy document forms part of a commitment to create a positive culture of respect for all individuals including staff, patients, their families and carers as well as community partners. The intention is to identify, remove or minimise discriminatory practice in the areas of race, disability, gender, sexual orientation, age and 'religion, belief, faith and spirituality' as well as to promote positive practice and value the diversity of all individuals and communities.

The Family Nursing & Home Care values underpin everything done in the name of the organisation. They are manifest in the behaviours employees display. The organisation is committed to promoting a culture founded on these values.

Always:

- ✓ Putting patients first
- ✓ Keeping people safe

- ✓ Have courage and commitment to do the right thing
- ✓ Be accountable, take responsibility and own your actions
- ✓ Listen actively
- ✓ Check for understanding when you communicate
- ✓ Be respectful and treat people with dignity
- ✓ Work as a team

This policy should be read and implemented with the Organisational Values in mind at all times. See appendix 2 for the equality impact assessment.

8. GLOSSARY OF TERMS

None

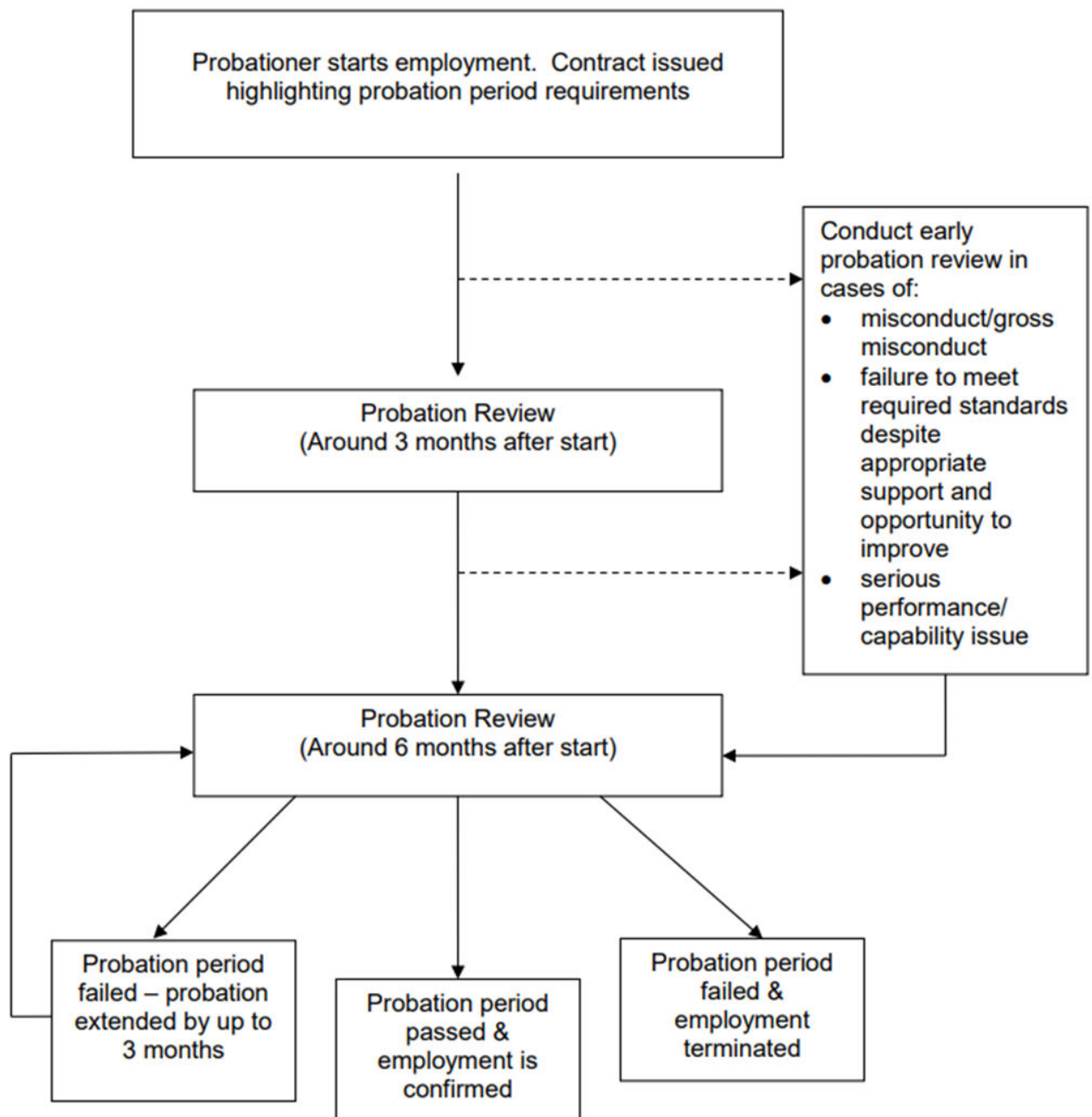
9. REFERENCES

NHS Bedfordshire Clinical Commissioning Group (2017) *Probation and Induction Policy*. Available at [Probation and Induction Policy BLMK CCG](#). Last accessed 23rd August 2022

Jersey Advisory and Conciliation Service (2018) *Practical Guide to Disability Discrimination*. Available at: [Disability1.pdf \(netdna-ssl.com\)](#). Last accessed 26th August 2022

10. APPENDIX

Appendix 1 Probation Process Flowchart



Appendix 2 Equality Impact Screening Tool

Stage 1 - Screening			
Title of Procedural Document: Induction and Probation Policy			
Date of Assessment	May 2023	Responsible Department	HR
Name of person completing assessment	Mo de Gruchy	Job Title	Quality and Performance Development Nurse
Does the policy/function affect one group less or more favourably than another on the basis of :			
	Yes/No	Comments	
• Age	No		
• Disability Learning disability; physical disability; sensory impairment and/or mental health problems e.g. dementia	No		
• Ethnic Origin (including hard to reach groups)	No		
• Gender reassignment	No		
• Pregnancy or Maternity	No		
• Race	No		
• Sex	No		
• Religion and Belief	No		
• Sexual Orientation	No		
If the answer to all of the above questions is NO, the EIA is complete. If YES, a full impact assessment is required: go on to stage 2, page 2			
Stage 2 – Full Impact Assessment			
What is the impact	Level of Impact	Mitigating Actions (what needs to be done to minimise / remove the impact)	Responsible Officer
Monitoring of Actions			
The monitoring of actions to mitigate any impact will be undertaken at the appropriate level			