

Induction and Probation Policy

This Greenshaw Learning Trust (GLT) Policy applies to the Greenshaw Learning Trust as a whole and to all the schools and service units in the Trust, in accordance with and pursuant to the Human Resources Policy of the Greenshaw Learning Trust.

The Greenshaw Learning Trust is the single employer of all members of staff within the Trust's schools and in the Trust central service.

It is the responsibility of the local governing body and Headteacher of each school in the Trust, and of the Board and the CEO for Trust central services, to ensure that this Policy and associated Procedures are adhered to.

In implementing this Policy and associated Procedures the local governing body, Headteacher and school and Trust central service staff must take account of any advice given to them by the GLT Head of HR, the CEO and Board of Trustees. If there is any question or doubt about their interpretation or implementation, the GLT Head of HR should be consulted.

Policy and review:

The responsible officer is the GLT Head of HR.

This Policy was agreed by the Board of Trustees on 16th October 2019

This Policy is reviewed annually.

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1. Introduction

Greenshaw Learning Trust (the 'Trust') strives to be an employer of choice and recognises the contribution a positive and successful induction and probation period has on this.

Although Induction and probation are usually concurrent processes, there is a significant difference between the two.

Induction is an organic on-going and evolving process that realistically takes months to complete. It is the starting point for learning about the Trust, the individual school, the individual role and for long term professional development that benefits all parties.

The probationary framework is designed to ensure that new employees can demonstrate the skills necessary to carry out the role for which they have been recruited and to the standard required.

It is the Trust's responsibility to ensure that new members of staff receive adequate support during their induction and probationary period. This may be in the form of specific training, development needs or coaching.

It is the Trust's responsibility to ensure all new members of staff are as successful in their new role as they possibly can be.

2. Review and approval

This Policy and associated procedures will be reviewed regularly in line with changes to legislation.

Before implementing changes in employment policies and procedures and working and organisational arrangements the Trust will, where appropriate, undertake consultation and negotiation with Trade Union representatives through the JCNC.

3. Responsible persons

The person responsible for this policy is the GLT Head of HR:

- **Jenny Cain. Email: jcain@greenshaw.co.uk; telephone: 020 8715 1078.**

The following people will provide guidance and advice on all procedures outlined within this policy:

- **GLT HR Advisers: Stone King
Email: lisasaggers@stoneking.co.uk; telephone: 020 7324 3327.**

Each school in the Trust will designate a School HR Manager who will be the primary point of contact for staff within the school raising HR matters and for liaison with the GLT Head of HR regarding HR matters in the school. For the central Trust team, the GLT HR Systems Manager will act as the HR Manager.

Responsibility for the implementation of this Policy in a school in the Trust has been delegated to the Headteacher of the school. Responsibility for the implementation of this Policy in the Trust central service has

been delegated to the GLT CEO. (Subject to the GLT Scheme of Delegation and any specific Scheme or alteration or restriction to the Scheme placed on the school or service).

Exceptions:

Responsibility for the implementation of this policy for newly appointed Headteachers has been delegated to the CEO and GLT Head of HR

Responsibility for the implementation of this policy for a newly appointed CEO has been delegated to the Chair of the Board and GLT Head of HR.

4. Associated Policies, Procedures and Legislation

The following Trust policies and procedures are directly related to and complement this Policy:

- GLT Equalities Policy
- GLT Code of Conduct
- GLT Recruitment & Selection Policy

This Policy was also written, in compliance with:

- The Equality Act 2010
- The Employment Rights Act 1996

5. Induction

It is essential that an effective induction programme is devised for ALL staff (teaching and support staff), both for those who are taking up their first post and those who may be very experienced but are joining the Trust/school for the first time. The programme should provide appropriate help, support and advice based on a consideration of the needs of the individual member of staff. The type and amount of support needed will vary. However, the induction checklist – **Appendix D** – provides guidance of what should be included during the induction process.

The specific arrangements for the induction of Newly Qualified Teachers (NQTs) can be accessed at https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/696428/Statutory_Induction_Guidance_2018.pdf

6. Probation

This probationary procedure applies to all newly appointed members of staff.

Staff that have been re-deployed as part of a reorganisation will be placed on a 4-week trial period but will not repeat the probation cycle.

7. Buddy System

It is strongly recommended that line managers or the HR Manager formally nominate a colleague who is not on probation to act as a buddy to new colleagues.

Guidance on the role of 'Buddy' is available in **Appendix E**

8. The Role of the Line Manager

It is essential that the line manager takes responsibility to ensure that new members of staff are aware of the standards required from the beginning of their employment. It also provides valuable help for the line manager and the new member of staff to identify any learning and development needs.

The line manager should provide excellent leadership to allow new members of staff to perform at their best, through motivating and developing them to achieve high performance.

9. Aims of the Policy

A copy of this policy should be given to all new staff on starting with the Trust. The aim is to:

- Ensure that staff members are integrating well into or across the Trust for the benefit of both parties.
- Provide the member of staff with information on training and the Trust's policies and procedures.
- Provide safeguarding information.
- Enable the new member of staff to contribute to improving and developing the effectiveness of the Trust / School.
- Set out a framework for ensuring that new members of staff know what is expected of them, understand the process of probationary assessment and receive the support and encouragement necessary to enable them to be successfully confirmed into their post.
- Require line managers to be explicit about the standards and criteria that will be used to assess probationary employees and establish a framework for supervising and supporting new employees throughout their probationary period.

New members of staff can feel disoriented and isolated in their new surroundings, particularly if they happen to be in a minority in comparison with the rest of the work group.

Line managers are expected and required to recognise the particular problems that some members of staff may face and to address any such concerns within the individual staff member's personal induction. If it seems likely that such issues may arise, line managers should plan in advance of the staff member's start date how to respond and should contact the relevant HR Manager for advice on how the staff member may be supported throughout their probationary period and beyond.

10. Fixed-term appointments

In the case of staff appointed to a fixed-term contract of shorter duration than the normal probationary period, the Probation Policy and Procedure should be applied, with objectives agreed that are appropriate to the nature of the post and period of employment. If the appointment is extended before it has been possible to recommend completion of probation, the period of probation should also be extended to the maximum period.

11. Factors Affecting the Length of Probation - Prolonged sick leave

Sickness absence will be monitored, and discretion will be applied according to the individual staff member's personal circumstances.

Should the staff member's line manager be absent during the probationary period, a suitable senior member of staff will manage the probationary process, fully supported by HR.

12. Monitoring Standards

During the induction and probation period the line manager will assess, review and monitor standards against the job description. Regular meetings will take place throughout the probationary period. The line manager should ensure that they keep relevant notes regarding what is discussed at each meeting.

13. Probation Assessment

Objective assessment criteria should be determined before the new staff member starts work. Whilst the role profile and person specification are the starting points for identifying assessment criteria, it should be remembered that the purpose of the probationary period is to assess performance in the role rather than confirm judgments made at selection about whether the new member of staff meets the selection criteria. In addition to the relevant elements of the person specification, other areas for the development of assessment criteria might include:

- Targets (including quantity and quality of work)
- Conduct
- Punctuality and timekeeping

14. Structure of the Meetings

The line manager should meet with the new member of staff by the end of their first week to:

- Set out the standards and assessment criteria that will be used to evaluate the new member of staff's performance during their probationary period.
- Outline the process that will be followed during the probationary period, including a programme of regular meetings with the line manager and key review dates.
- Clarify responsibilities.
- Establish priorities.
- Ensure that they understand the section's objectives and their role in achieving them.
- Identify any initial training that the member of staff will need in order to carry out their duties and to make arrangements for such training to take place.

Meetings should continue regularly throughout the probationary period, e.g.:

- 1st month: Weekly
- 2nd & 3rd month, up to the initial report: Fortnightly to monthly
- 4th & 5th month, up to the Final Report: Monthly, if the employee is making satisfactory progress, or:
Weekly, if the line manager has identified difficulties.

N.B.: the actual frequencies will vary depending on the type of role, the seniority of the role, the degree of the change in role and responsibilities undertaken.

The member of staff may be represented at the meeting by a Trade Union representative or work colleague.

15. 3-month interim probationary review report

A probationary review form must be completed at review meetings [**Appendix A & B**]. Dates should be pre-planned in the line manager's diary and agreed with the member of staff. This will assist in ensuring that discussions have taken place and that achievement, support, training and standards can be evidenced through appropriate documentation. Copies will be placed on the member of staff's personnel file and the member of staff will be provided with a signed copy.

16. 6-month probationary review report

As above, a probationary review form must be completed at the 6-month review. The line manager will explain their conclusions to the member of staff. The member of staff will have the opportunity to comment on the report. The member of staff will receive notification of the outcome of the 6-month review in writing.

17. Confirmation of Appointment

If a probationary period is completed satisfactorily, the line manager should indicate this during the staff member's final review and record this on the Final Probationary Review Record which should then be sent to the HR Manager who will confirm to the staff member in writing.

18. Non-Confirmation of Appointment

Should a line manager propose not to confirm a staff member in post, they must ensure that they have sought the advice of the GLT Head of HR before the final review takes place and prior to informing the member of staff of their decision. The decision not to confirm a permanent appointment should not come as a surprise to the member of staff as they should have been kept fully informed throughout the probationary period with additional review meetings arranged as necessary.

Should a member of staff fail to meet the required standards by the end of their probationary period, the line manager has three options:

- **Option 1 - Extension of Probationary Period**

There may be circumstances where it would be appropriate to extend the probationary period up to a maximum of an additional three months – e.g. if the member of staff is not achieving the required standards, has not been provided with adequate training, the job role/function changes during the probationary period or there have been exceptional personal circumstances. The line manager who feels that such circumstances exist should discuss the position with the HR Manager. The GLT Head of HR should also be consulted at this point and their advice must be taken into consideration. If an extension is agreed the member of staff should be advised accordingly in writing. The member of staff should be made aware of the standards/targets that will be expected of them during the extended probationary period and additional review meetings should be scheduled in line with the probationary procedure.

- **Option 2 - Non-Confirmation in Post**

If a decision is proposed not to confirm a member of staff in post the line manager should discuss the reasons for non-confirmation with the Headteacher and school's HR Manager. The GLT Head of HR should also be consulted at this point and their advice must be taken into consideration. If all parties agree the decision not to confirm in post, they will meet with the staff member formally to discuss the decision. Following the meeting the School's HR manager will confirm the termination of employment in writing.

It is important that the reasons for non-confirmation have been raised previously with the staff member during the probationary period and that the staff member has been made fully aware of the standards expected of them and they have been given every opportunity and the relevant support and training to address them. The staff member will be given the right to be accompanied by a Trade Union representative or work colleague at these meetings and will also be given the right to appeal against the decision.

- **Option 3 - Consideration for alternative posts**

During the probationary period it may become obvious that the member of staff would be better suited to a different role, possibly at a lower level, within the Trust, but that the individual is nevertheless considered to be a suitable candidate for continuing employment within the Trust.

In these circumstances the line manager should discuss the position with the HR Manager and if they are agreeable and a suitable position is available, the line manager should put the proposal, underlining any salary implications, to the member of staff as an alternative to non-confirmation in post. If the member of staff agrees to move to the alternative post a further or extended probationary period should be agreed and the probationary process applied accordingly.

It is the line manager's responsibility to inform the HR Manager throughout the process and take appropriate advice. The GLT Head of HR should also be consulted at this point and their advice must be taken into consideration.

19. Managing Concerns During the Probationary Period

If the line manager has concerns that the member of staff is not meeting the required standards of performance, conduct, attendance or punctuality and has failed to respond during the probationary period, staff would be subject to the same processes outlined in the relevant GLT policy. It is important that the general requirements for fairness apply to them and that they are treated according to the principles of natural justice.

Refer to Appendix C for guidance on how to manage concerns effectively and fairly.

20. Appeal Against Dismissal

Members of staff have a right of appeal to a panel of governors against a decision to terminate their employment. They also have the right to be accompanied by a Trade Union representative or a work colleague during the appeal hearing.

The appeal may be made on the following grounds:

- the Probation Procedure has not been complied with and this has detrimentally affected the new member of staff's ability to demonstrate their competence in the post.
- the standards of performance and/or assessment criteria applied were not reasonable.
- the line manager's assessment of their performance was inaccurate.

To exercise their right of appeal, the member of staff must write to the Clerk to the Governing Body within 10 working days of receiving the written notice of termination of employment, stating the grounds of their appeal and enclosing any documentary evidence.

The appeal will be heard by a committee of the LGB/Board of the Trustees in accordance with GLT HR and governance policies and procedures.

The line manager will submit documentary evidence to the members of the committee within 10 working days of receiving notification of the appeal and the grounds of the appeal.

Both the member of staff and the line manager will be given a minimum of 10 working days' written notice of the date and time of the meeting of the committee.

The employee has the right to be accompanied by a Trade Union representative or a work colleague.

The possible outcomes of the Appeal are:

- To uphold the grounds of appeal
 - If this is the case, the probationary period will be extended for a further 3 months.
- Dismiss the appeal
 - If this is the case, the dismissal will remain in place.

The committee's decision will be final. There is no further right of appeal.



3 Month Interim Probationary Review

To be completed by line manager in discussion with the employee

Name:

Section A: Performance

Summarise the employee's performance and progress during the first 3 months of the probationary period against the requirements set out in the attached Job description. Take into consideration and comment on conduct, punctuality, time keeping and attendance.

SECTION B: Objectives

In discussion with the employee, the line manager should identify specific objectives, areas of improvement, training and support. These will be reviewed regularly throughout the next 3 months of the probation period and then finally at the 6-month probationary review meeting.

- 1.
- 2.
- 3.

Training and Support

The employee may provide any comments about their experience of the probationary process here.

Is the employee making satisfactory progress?

YES / NO (if no, schedule a review meeting within 4 weeks' time)

Date of review meeting

Employee's signature:

Line manager's signature:

Date:



6 Month Probationary Review

(To be completed by line manager in discussion with the employee)

Name:

Section A: Performance

Summarise the employee's performance and progress during the probationary period against the requirements set out in the attached Job description. Take into consideration and comment on conduct, punctuality, time keeping and attendance.

Is the employee's appointment to be confirmed?

YES (if YES please move on to section B) / NO

If NO, please provide reasons below and summarise what action has been taken to address any difficulties which have arisen during the probationary period.

SECTION B: Objectives

The line manager should identify specific objectives for the employee. These will be reviewed at the next performance review meeting.

- 1.
- 2.
- 3.

The employee may provide any comments about their experience of the probationary process here.

Should the employee's probationary period be extended?

YES / NO

If YES, please provide reasons and, where appropriate, specify any areas of improvement required and how these will be monitored.

Probationary period successful

Yes

Increment date

No (if probation is being extended please complete below)

Length of the extension (max 3 months):

New Probation Period completion date:

Employee's signature:

Manager's signature:

Date:

PLEASE NOTE: At the meeting, the line manager should confirm verbally whether or not the employee has successfully completed their probationary period. The HR manager will then issue a letter to confirm the outcome of the meeting to the employee.

Dealing with concerns during the Probationary Period

1. In the case of members of staff on probation, it is essential that before any action is taken under this procedure, the Trust can demonstrate that a thorough induction has taken place. This includes:
 - (i) making the member of staff aware of their precise duties and the standards required by providing a job description detailing the duties and responsibilities of the post;
 - (ii) giving proper and adequate instruction and ensuring that the member of staff understands what is required.
2. In addition, there should be positive and constructive continuing supervision and an "early warning" system should exist, which ensures that members of staff on probation are informed at an early stage if they are not meeting the required standards of performance or conduct, and are given the support and training needed to improve.
3. If, however, it is felt that the member of staff is not meeting the required standards of performance and has failed to respond to informal warnings and any support and or training that has been put in place, the Headteacher and GLT Head of HR should be informed.
4. The Headteacher should then arrange for a meeting with the member of staff to take place. The member of staff should have been advised of their right to be represented by a Trade Union representative or work colleague. The precise nature of the reason(s) for the meeting will be explained and the member of staff should be given the opportunity to state his/her case. If then appropriate, suitable written warnings maybe given.
5. If despite written warnings it is likely that the member of staff on probation is not suitable for continued employment a further meeting should take place. After ensuring that the member of staff is aware of the nature of the reasons for the meeting and has been informed of their right to be represented, they should be allowed to state their case.
6. If the head teacher's representative (GLT Head of HR or the GLT HR Advisers) is satisfied that further action is warranted, they may:
 - (a) decide that the employee should no longer be employed by the Trust and advise the GLT Head of HR accordingly;
 - (b) defer a decision to require that the member of staff be no longer employed and give the member of staff a period of time for final improvement, bearing in mind the outstanding period of probation;
 - (c) Extend the probationary period.

Any decision reached under this stage of the procedure should be confirmed in writing within five working days of the meeting. At this stage it is most important that a positive decision is taken as to the future of the member of staff.

7. The member of staff has the right to appeal any decision.

Model Staff Induction Checklist

(This should be adapted to meet the requirements of the specific post and postholder)

Employee _____ Start Date _____

Name of Induction Coordinator _____

Induction Element	Tick on completion	Notes
Day One		
Meet Induction Co-ordinator		
Introduction to Senior Leadership Team / key personnel		
Introduction to Buddy / Mentor		
Tour work area & introduction to work colleagues		
Issuing of <div style="text-align: right; padding-right: 20px;"> Network Logins Email login ID Badge Bio Metric Catering System Information Keys Induction pack Pigeonhole Phone Laptop Uniform </div>		
Location of facilities – toilets, staff room, staff work room etc		
Hours of work / Work pattern		
Arrangements for breaks and lunch – if applicable		
Telephone System		
ICT and Resources familiarisation		
Health and Safety aspects relating to individual’s work environment		
Week 1		
Planned meetings with key people (Line Manager / HR / Buddy /Mentor)		
Personal programme and planned introduction to duties of post - agreed with the Induction Co-ordinator / Line Manager		
Meet with Line Manager at the end of the first week, review progress and		

Induction Element	Tick on completion	Notes
agree training and development needs (1 st phase of probation)		
Month 1 & 2		
Meet regularly with Line Manager to review progress. Agree action plan to deal with outstanding items and training needs. Schedule a date for the 3-month review		
Month 3		
Undertake the 3-month review Organise training and support Continue to meet with member of staff regularly		
Month 4 & 5		
Continue to meet with member of staff regularly Schedule a date for 6-month review		
Policies and Procedures	Tick on Completion	Notes
Policy and procedures relating to Safeguarding Children and Child Protection This will include: <ul style="list-style-type: none"> • Details of designated safeguarding officer and safeguarding team. • Code of Conduct. 		
Policy and procedures relating to Data Protection. This will include: <ul style="list-style-type: none"> • Provision or reference to the Data Protection Policy. • Information and training in relation to the employee's responsibilities. 		
Health and Safety. This will include: <ul style="list-style-type: none"> • Provision of or reference to the location of the school policy. • Information and training in relation to the employee's responsibilities. 		
Fire and emergency procedures: This will include: <ul style="list-style-type: none"> • fire evacuation procedure and means of escape. • fire assembly points. • times of fire alarm sounder tests. • any other relevant information. • further training may be necessary depending upon the responsibilities of the post holder. 		
First Aid This will include: <ul style="list-style-type: none"> • location of first aid provisions. • location of notices bearing details of qualified First Aiders. • means of obtaining first aid assistance. 		

Induction Element	Tick on completion	Notes
<ul style="list-style-type: none"> • any other relevant information. • policy on providing first aid for pupils. • further training may be necessary depending upon the responsibilities of the post holder. 		
Policy and procedures relating to Sickness absence		
Policy and procedures relating to Additional Leave		
Policy and procedures relating to Probation/Appraisal/Performance Management		
Induction Programme complete (a copy will be kept on file)		
Signed: (Employee)	date:	
Signed: (Induction Coordinator)	date:	
Comments	Action to be taken	

Role of 'Buddy' in the Induction Process

What is a buddy?

A buddy provides informal guidance to the new starter on the culture and social norms of the area or team.

Typical tasks assigned to a buddy might include:

- showing the new starter around the building
- explain how to gain entry/exit to the building
- pointing out catering or other facilities
- accompanying the new starter to lunch on their first day
- introducing the new starter to people that they might not come into contact with as part of their role, but who they are likely to meet around the office.

A buddy should not tackle issues relating to the new starter's appointment or formal arrangements within the area (for example, performance expectations and standards, training, or the arrangements for personal appointments during working hours).

The buddy should be made aware that they should refer any serious pastoral or welfare issues relating to the new employee's role to the line manager in the first instance.

If the buddy works in the same team as the new starter, it may be that they deliver some sessions of role-related training. If so, this should be clearly indicated as training in the new starter's induction plan.

Why have a buddy?

A well-briefed and enthusiastic buddy can help the new employee to feel welcomed and will allay some of the nerves that accompany a new job.

Use of the buddy system should provide the new employee with an informal support and social network and a starting point for general queries.

Although it is not expected that the buddy will be able to answer all the new employee's questions, use of the system will encourage communication and prevent feelings of isolation. In turn, the system gives the buddy an opportunity to develop their skills in communication and the opportunity to share the benefits of their experience.

Who is best placed to be a 'buddy'?

A buddy is usually an experienced employee on the same or similar grade as the new starter, preferably in a similar type of role.

They should ideally be in the same team or department as the new starter, though in the case of small departments, this may not necessarily be the case.

When should I organise this?

A buddy should be assigned before the new employee's start date and should be briefed on their responsibilities and the boundaries of those responsibilities. Although the role of the buddy mainly comes into play during the first few weeks of employment, it is a relationship that can exist throughout the new starter's employment and should not be time limited.

It is important that the prospective buddy's line-manager is approached prior to the confirmation of the role, and that the line-manager is happy for the prospective buddy to devote some of their working time to the role.

Where should the buddy be located?

The buddy should work in fairly close physical proximity to the new starter (i.e. definitely in the same building)
The new employee and their buddy should be allowed the space and time to meet in private if necessary.