

# PROBATIONARY POLICY & PROCEDURE

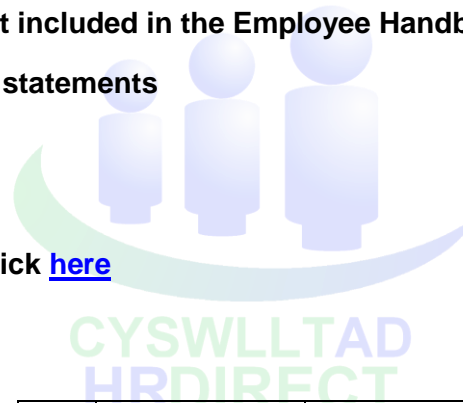
This document is subject to the policy statement included in the Employee Handbook

This document is subject to the standard policy statements

This policy has an appeals process applied to it

To view FAQs click [here](#)

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<b><i>Date agreed &amp; Implemented:</i></b>	
<b><i>Agreed by:</i></b>	<b>Full Council</b>
<b><i>Review date:</i></b>	
<b><i>Frequency:</i></b>	<b>Annual</b>

<i>Ver</i>	<i>Status</i>	<i>Date</i>	<i>Reason for Change</i>	<i>Authorised</i>
1.0	Agreed		New policy	Full Council

Timescales

Roles and Responsibilities

Introduction and key points

Probationary procedure

# 1. TIMESCALES

3 month probationary period review meeting to take place.	3 months
5 month probationary period review meeting to take place.	5 months
6 month probationary period review to take place. Confirmation of successfully completing probationary period.	6 months
Extension of probationary period if applicable.	1 – 3 months only. Total probationary period must not exceed 9 months.
Notice periods within the probationary period.	One weeks' notice by either party.

## **2. ROLES AND RESPONSIBILITIES**

### **Directors and Heads of Service**

- Ensuring effective implementation and awareness of the procedure

### **Managers**

- Establishing the standards of performance consistent with the requirements of the position, in line with the job description
- Explaining the expected standard of performance, managing the probation period and ensuring that review dates are set and that the employee receives regular feedback on performance.
- Communicating the required standards, responsibilities and objectives to the new staff member
- Ensuring the new employee is inducted locally
- Providing training and guidance as necessary
- Monitoring the performance of the employee

### **HR Direct**

- Reviewing the policy.
- Responsible for advising and supporting managers in the application of this policy.
- Providing HR advice on the probation period for both line managers and the new employee
- Issuing probation review reminders to line managers
- Advising on cases of unsatisfactory performance/progress and, where appropriate, supporting line managers during formal meetings to address serious cases.
- Confirming in writing the outcome of the probation period following an extension of /or difficulties during the probation period

### **Employees**

- Demonstrating the standards expected by the County Council for performance, conduct, timekeeping, sickness absence and attendance and to raise any difficulties with the line manager.
- Demonstrating their suitability for the post for which they are appointed
- Participating as required in their induction
- Meeting any reasonable objectives within deadlines set
- Identifying to their line manager at the earliest opportunity any difficulties they are experiencing

- Raising with their line manager any training, development or support which they believe to be necessary in order for them to fulfil the requirements of the role

### **3. Introduction and key points**

This policy outlines the procedure for managing probationary periods.

All new employees to Local Government are subject to a six month probationary period before their appointment is confirmed. The probationary period may be ended earlier or extended following discussion with the manager and the employee concerned.

A probationary period enables the council to assess an employee's suitability for the role they have applied for and been appointed to and for the employee to demonstrate what is expected of them.

This policy and procedure will apply to:

- The Probationary Policy and Procedure applies to all new council employees (except those that have completed the full six month probation period with a relevant body, that is a body listed under the Redundancy Payments (Continuity of Employment in Local Government, etc) (Modification) Order 1999) employed under the provisions of the following negotiating bodies as amended locally;
- Employees on temporary contracts of 6 months or longer will be required to complete the full probation period. Where an employee is on a temporary contract of less than six months the probation period will span the whole of the employment. If the temporary contract were to be extended, the probation period would continue until six month's service was complete.

It does not apply to:

- Teachers who have their own nationally agreed scheme,
- Staff in Locally Managed Schools, where separate arrangements will apply.
- Employees who are already with the council but who move into new posts.

#### **Length of probation**

The standard probationary period is 6 months for both full and part-time employees.

#### **Disabled employees**

Where reasonable adjustments need to be made for disabled employees, a probationary period cannot meaningfully begin until the adjustments are in place.

### **Notice periods during probation**

During the probationary period the council need give only one week's notice for the termination of a contract of employment. If an employee wishes to leave the council during their probationary period the notice period is also one week.

### **Change in post**

In cases where an employee changes posts within their probationary period, any outstanding time will transfer to the new appointment.

### **Maternity leave**

If an employee commences their maternity leave within their probationary period, the probationary period will be deferred and any outstanding time will re-commence upon their return from maternity leave.

### **Sickness absence**

Where an employee is absent for a substantial part of their probationary period due to sickness, the line manager may consider recommending extending the probation period for up to 3 months. This will enable the employee's actual work performance in the job to be assessed over a reasonable length of time. This will need to be communicated in writing to the employee and a record kept on file.

## 4. The probationary period procedure

Probationary employees will be assessed by their manager at 3 months and 5 months service. If successful, at the 6 month stage (or after extension end date) the employee will attend a final meeting and receive formal notification that they have completed their probationary period.

### **First probationary review meeting at 3 months**

The purpose of the three month review meeting is to discuss the employee's performance in accordance with the contents of the [Probationary Period Assessment Form – 3 months](#). In normal circumstances, it is sufficient to invite the employee to the review meeting either verbally or via email.

The employee and manager should discuss the employee's performance in relation to the contents of the [Probationary Period Assessment Form – 3 months](#) and record the outcome on that form accordingly.

Where there are concerns regarding any aspect of performance, conduct, timekeeping, sickness absence or attendance, the line manager must:

- Discuss the areas of performance that need improvement.
- Explain the standards required.
- Devise an improvement plan which sets objectives and targets and identifies any additional support, training or guidance needed in order to review progress in readiness for the next formal review meeting.
- Set the final probationary review meeting for 5 months.
- Advise the employee that failure to meet the required standards may result in termination of employment.

If there is a serious cause for concern, a formal warning of the consequences of continued unsatisfactory performance may be given. In such circumstances, the employee has the right to be accompanied by a trade union representative or colleague. Thereafter, progress should be monitored closely.

The line manager must send a copy of the 3 month review form and any relevant paperwork to HR Direct.



## **Second probationary review meeting at 5 months**

The purpose of the second probationary review meeting is to review performance, conduct, timekeeping, sickness absence and attendance and constructive feedback should be given to the employee highlighting both achievements and any areas where they are falling short. Examples must always be provided.

In normal circumstances, it is sufficient to invite the employee to the review meeting either verbally or via email.

The possible outcomes at the end of the 5 month probationary review meeting are as follows:

1. **Satisfactory performance** - If standards/performance is satisfactory at the 5 month meeting, the appointment will be confirmed at the 6 month stage (subject to continued satisfactory performance up to the 6 month stage). A 6 month probationary review meeting must take place to confirm this.
2. **Extend the probationary period beyond 6 months** - If the 3 month probationary review was satisfactory and there is a now a cause for concern, or where there were concerns at the 3 month stage and the manager wishes to extend once again, the manager should write to the employee inviting him/her to a meeting. The letter should clearly state the topic areas that the manager wishes to discuss and state any specific issues that the manager might have.

Where there are concerns regarding any aspect of performance, conduct, timekeeping, sickness absence or attendance, the line manager must:

- Discuss the areas of performance that need improvement.
- Explain the standards required.
- Devise an improvement plan which sets objectives and targets and identifies any additional support, training or guidance needed in order to review progress in readiness for the next formal review meeting.
- Set the final probationary review meeting.
- Advise the employee that failure to meet the required standards may result in termination of employment.

If there is a serious cause for concern, a formal warning of the consequences of continued unsatisfactory performance may be given.

The outcome of this meeting must be confirmed in writing and a copy given HR Direct. See section below on extending the probationary period.

- 3. Early termination of the employee** - If concerns were raised in the three month probationary review meeting: a formal warning was issued; or the outcome of the meeting may potentially be to terminate the employee, the manager should write to the employee inviting him/her to a meeting and ensure that the employee is given the right to be represented by their trade union representative or a colleague.

The letter should clearly state the topic areas that the manager wishes to discuss and state any specific issues that the manager might have. If concerns were raised at the first probationary review meeting, or a formal warning was issued, the letter should refer to these. If there are any new concerns these should also be included in the letter as areas to be discussed.

If the employee has not achieved satisfactory standards despite being given the appropriate support, the appointment will not be confirmed and the employee's contract will be terminated subject to one week's notice. This should be confirmed in writing and the employee must be given the opportunity to appeal.

In each case, details of the discussion should be recorded on the [Probationary Period Assessment Form – 5 months](#) signed by both the manager and the employee at the meeting. A copy must be given to the employee and sent to HR Direct.

### **Final probationary review meeting at 6 months (or at the end of the probationary extension)**

In normal circumstances, it is sufficient to invite the employee to the review meeting either verbally or via email. The possible outcomes at the end of the 6 month probationary review meeting (or at the end of the extension period) are as follows:

- 1. Confirm successful completion of the probationary period** - At the end of the six months probationary period (or extension period), it is important that the manager confirms the successful completion of the probationary period at this meeting and confirms in writing. A copy must be sent to HR Direct. It should not be allowed to pass on the assumption that the new employees know they have met the required standard because no action has been taken against them.
- 2. Extend the probationary period** – If the 5 month probationary review was satisfactory and there is now a cause for concern, or where there were concerns at the 3 and/or 5 month stage and the manager wishes to extend once again, the manager should write to the employee inviting him/her to a meeting. The letter should clearly state the topic areas that the manager wishes to discuss and state any specific issues that the manager might have.

Where there are concerns regarding any aspect of performance, conduct, timekeeping, sickness absence or attendance, the line manager must:

- Discuss the areas of performance that need improvement.

- Explain the standards required.
- Devise an improvement plan which sets objectives and targets and identifies any additional support, training or guidance needed in order to review progress in readiness for the next formal review meeting.
- Set the final probationary extension review meeting.
- Advise the employee that failure to meet the required standards may result in termination of employment.

If there is a serious cause for concern, a formal warning of the consequences of continued unsatisfactory performance may be given.

The outcome of this meeting must be confirmed in writing and a copy given HR Direct. See section below on extending the probationary period.

3. **Early termination of the employee** - If there is a cause for concern; concerns were raised in the 3 month and/or 5 month probationary review meeting (and still remain after the extension if applicable): a formal warning was issued; the manager should write to the employee inviting him/her to a meeting and ensure that the employee is given the right to be represented by their trade union representative or a colleague.

The letter should clearly state the topic areas that the manager wishes to discuss and state any specific issues that the manager might have. If concerns were raised at the 3 month and/or 5 month probationary review meeting, or a formal warning was issued or extension given, the letter should refer to these. If there are any new concerns these should also be included in the letter as areas to be discussed.

At the meeting (after a discussion has taken place) if the employee has not achieved satisfactory standards despite the appropriate support (and being given an extension if applicable), the appointment will not be confirmed and the employee's contract will be terminated subject to one week's notice. This should be confirmed in writing and the employee must be given the opportunity to appeal. A copy of this letter must be sent to HR Direct along with a completed Leavers Form.

In each case, details of the discussion should be recorded on the [Probationary Period Assessment Form – 6 months](#) signed by both the manager and the employee at the meeting. A copy must be given to the employee and sent to HR Direct.

## **Extending the probationary period**

In some circumstances it may be necessary to extend the probation period beyond the 6 month period. These circumstances include:

- It has not been possible to fully assess performance due to the employee's sickness or other authorised absence.
- There have been concerns regarding performance but the manager has evidence to suggest that performance is likely to improve with an extension to the probation period.

Probationary periods can be extended for a period of 1, 2 or 3 months beyond the six month period, but under no circumstances must the total probationary period extend beyond 9 months in total.

Where an employee is absent for a substantial part of their probationary period, for example, due to sickness, the line manager may consider recommending extending the probation period for up to 3 months. This will enable the employee's actual work performance in the job to be assessed over a reasonable length of time. Each case should be considered on its merits where the length of absence is extensive during the probationary period, as this may lead to a potentially difficult situation in assessing and reporting on the employee.

In circumstances where the probationary period is extended the employee must be advised in writing of the extension and that if performance fails to meet the required standard at the end of this period, their employment will be terminated. This discussion must take place at the probationary review meeting and must be confirmed in writing.

## **Appeals against dismissal**

Probationary employees who have been dismissed for unsatisfactory progress will have the right of appeal against their dismissal. The appeal must be lodged in writing to Catrin Roberts, HR Services Manager, HR Direct, Wynnstay Road, Ruthin, LL15 1YN within 10 working days of receiving written notification of the dismissal. Please refer to the Corporate Appeals Policy for further information.

## 5. Frequently Asked Questions (FAQs)

### **Do I have to wait until the end of a probationary period before dismissing an unsatisfactory employee?**

No. The probationary period enables the employer to monitor and appraise the employee in the initial stages of their employment and ensures the required standards of conduct and performance are being reached.

If the probationer turns out to be unsatisfactory during the probationary period, steps can be taken to dismiss before the probationary period ends.

### **If at the end of the 5 month review or at the end of the 6 month probationary period an employee's performance is still not satisfactory, should I extend it?**

It depends on the circumstances. Is additional time likely to bring about an improvement in performance? Is it fair to extend it? For example, has the employee missed some of the probationary period through sickness or some other valid reason, or is their performance lacking in one specific area that could be addressed and improved within the extension?

If an employee's performance has been generally poor all round or is unlikely to become satisfactory there is little point in extending the probationary period.

### **If I decide to dismiss the probationary employee do we have to follow any dismissal procedure?**

Dismissal during or at the end of a probationary period is not different to any other dismissal and employers should follow a fair dismissal procedure based on the Acas Code of Practice. The basic steps are:

- The employer sets out in writing the reasons why dismissal is being considered. The employee is given a copy and this letter will also ask them to attend a meeting to discuss the matter. They will have the right to be accompanied by their trade union representative or a work colleague.
- The meeting will take place, the employee can state their case and a decision will be made.
- The employee is then entitled to appeal against the decision and if so, an appeal hearing takes place.

**If we as an organisation have neglected to observe the six-month deadline for the final probationary review and a further month has elapsed with no reference to it, can we still dismiss the employee or are they by default confirmed in post?**

An employer at any stage can take action for poor performance. This action may lead to a dismissal and an employee needs at least two years' service to bring a claim of unfair dismissal. The failure to properly manage a probationary period could be a breach of contract, but if the dismissal was contractually fair there could be no claim because there would be no loss. The only other recourse the employee would have would be to bring a claim that does not require a period of qualifying service, such as unlawful discrimination.

**Strictly Confidential**

## **PROBATIONARY EMPLOYEE ASSESSMENT FORM – 3 MONTHS**

To be completed at 3 months after the start of employment.

Name of employee:	Date commenced:
Job title:	Manager name:
Date of 3 month review:	Date of 5 month review:
Date of 6 month final review:	

### **Guidance Notes**

1. Complete all sections in full.
2. This contents of this report must be discussed in full with the employee.
3. Your comments must be objective and based on fact.
4. Once completed a copy of this form should be sent to HR Direct to be filed on the employee's Personal File.
5. The date of the next reviews should be agreed at the meeting.
6. A copy of this form should be retained by you to refer to at the next review.

Performance Area	Good	Acceptable	Unacceptable	Comments
Attendance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Punctuality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Appearance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Ability to work without supervision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Reliability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Speed of working	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Communication - verbal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Communication - written	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Relationship with colleagues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Relationship with public/clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Effectiveness as manager/supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Assess the employee's performance in relation to the duties for the post (use the job description & person specification to compare):

Give details of the employee's approach to their work, including motivation, commitment, and their relationships within the work setting and with other agencies:

Give details of timekeeping, attendance and sickness:

Give details of training already undertaken:

What further learning & development needs have been identified? Give full details:

Please make any further comments:

Employee comments:

Has the employee met satisfactory standards at the 3 month review?      Yes     No

Employee Signature:

Date:

Manager Signature:

Date:



**Strictly Confidential**

## **PROBATIONARY EMPLOYEE ASSESSMENT FORM – 5 MONTHS**

To be completed at 5 months after the start of employment. Using the 3 month probationary form for reference, this section gives you the opportunity to assess the comments you made at the last assessment.

Name of employee:	Date commenced:
Job title:	Manager name:
Date of 5 month review:	Date of 6 month final review:

### **Guidance Notes**

1. Complete all sections in full.
2. This contents of this report must be discussed in full with the employee.
3. Your comments must be objective and based on fact.
4. Once completed a copy of this form should be sent to HR Direct to be filed on the employee's Personal File.
5. A copy of this form should be retained by you to refer to at the next review.

Performance Area	Good	Acceptable	Unacceptable	Comments
Attendance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Punctuality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Appearance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Ability to work without supervision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Reliability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Speed of working	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Communication - verbal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Communication - written	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Relationship with colleagues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Relationship with public/clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Effectiveness as manager/supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Assess the employee's performance in relation to the duties for the post (use the job description & person specification to compare):

Give details of the employee's approach to their work, including motivation, commitment, and their relationships within the work setting and with other agencies:

Give details of timekeeping, attendance and sickness:

Give details of training already undertaken:

What further learning & development needs have been identified? Give full details:

Please make any further comments

Employee comments:

Has the employee met satisfactory standards at the 5 month review? Yes  No   
If no then please follow process for early termination during probationary period.

Is the probationary period to be extended? Yes  If so for what period? No

Employee Signature:

Date:

Manager Signature:

Date:

**Strictly Confidential**

**PROBATIONARY EMPLOYEE ASSESSMENT FORM – 6 MONTHS**

To be completed at 6 months after the start of employment. Using the 3 and 5 month probationary form for reference, this section gives you the opportunity to assess the comments you made at the previous assessments.

Name of employee:	Date commenced:
Job title:	Manager name:
Date of 6 month final review:	

**Guidance Notes**

1. Complete all sections in full.
2. This contents of this report must be discussed in full with the employee.
3. Your comments must be objective and based on fact.
4. Once completed a copy of this form should be sent to HR Direct to be filed on the employee's Personal File.

Performance Area	Good	Acceptable	Unacceptable	Comments
Attendance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Punctuality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Appearance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Ability to work without supervision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Reliability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Speed of working	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Communication - verbal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Communication - written	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Relationship with colleagues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Relationship with public/clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Effectiveness as manager/supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Assess the employee's performance in relation to the duties for the post (use the job description & person specification to compare):

Give details of the employee's approach to their work, including motivation, commitment, and their relationships within the work setting and with other agencies:

Give details of timekeeping, attendance and sickness:

Give details of training already undertaken:

What further learning & development needs have been identified? Give full details:

Please make any further comments

Employee comments:

Has the employee met satisfactory standards at the 6 month review? Yes  No

If no then please follow process for early termination during probationary period. If yes then please confirm the successful completion of the probationary period in writing.

Is the probationary period to be extended? Yes  If so for what period? No

Employee Signature:

Date:

Manager Signature:

Date:

Dear

**Re: Three month probationary review meeting invitation**

On behalf of the council, I would like to welcome you to the team.

As I explained in your contract of employment, the first 6 months with the council are your probation period. The purpose of a probationary period is to give the council the opportunity to assess a new employee's suitability in the role they have been appointed to and for the employee to demonstrate their ability to effectively perform their duties and demonstrate the standard of performance, conduct, timekeeping, sickness absence and attendance that we expect.

During your probation period we will meet at 3 months and 5 months to formally review your progress against the requirements of your job and also your conduct, timekeeping, sickness absence and attendance.

Any training and support required will be in place to assist you in reaching the required standard and our review meetings will provide an opportunity to identify any further training or support you may need.

Our first three month probationary review meeting will be held on [insert date, time, location]. If there is any further help or assistance either I or the council can provide in the meantime, please let me know.

Yours sincerely

[Manager's name]

[Position]

\*3 Month Satisfactory Progress - please delete

Dear

**Re: Three month probationary review meeting outcome**

I am writing to confirm the discussions of your three month probationary review meeting held on [insert date, location].

At our meeting I advised you that you had achieved the standards I expect you to have reached in performing the duties of your role and for your conduct, timekeeping, sickness absence and attendance.

I am very pleased with your progress to date; however, I do expect you to maintain this standard of performance throughout the remainder of your probationary period.

We will meet for a five month probationary review meeting on [date, time, and location].

Congratulations on progress so far and please do not hesitate to contact me if you have any queries about the contents of this letter.

Yours sincerely

[Manager's name]  
[Position]

**\*3 Months Unsatisfactory Progress - please delete**

Dear

**Re: Three month probationary review meeting outcome**

I am writing to confirm the discussions of your three month probationary review meeting held on [date, location].

I explained to you at our meeting that your (performance/conduct/timekeeping/ sickness absence/attendance delete as appropriate) is unsatisfactory and that I have the following concerns:

- *(list areas of concern with specific examples and how this falls short)*

We discussed the level of *(performance/conduct/timekeeping/ sickness absence/attendance delete as appropriate)* I expect you to reach and in order to support you to meet the required level, we have agreed the following:

- *(list specific actions agree, e.g. training, extra supervision, what the employee needs to do, how and when you are going to measure performance)*

I am enclosing the action plan to be put in place in order to support you in meeting these expectations.

I am satisfied that having discussed these concerns with you, explained the standards required and having an agreed action plan in place, you have the framework and support to help you achieve the required level of *(performance/conduct/timekeeping/ sickness absence/attendance delete as appropriate)*. However I must remind you that failure to meet the expected standards by our next formal meeting may result in an extension to your probationary period or dismissal.

We have agreed to meet to review progress *(at, date, location)*, however, if there is any further help or assistance either I or the council can provide during this time, you must let me know.

Yours sincerely

[Manager's name]

[Position]

Dear

**Re: Five month probationary review meeting invitation**

In line with the council's Probationary Procedure I am writing to invite you to a five month probationary review meeting to be held [date, time, location]. [*insert this sentence if the outcome is to result in dismissal* - Please note that you have the right to be accompanied by a Trade Union Representative or a work colleague at this meeting].

Please do not hesitate to contact me if you have any queries about the contents of this letter.

Yours sincerely

[Manager's name]

[Position]



\*Satisfactory at 5 months - please delete

Dear

**Re: Five month probationary review meeting outcome – Satisfactory**

I am writing to confirm the discussions of your five month probationary review meeting held on [date, location].

At our meeting I was delighted to advise you that you had attained the standard required in your role at the five month stage. Subject to continued satisfactory performance, we will need to arrange a final meeting to confirm your six month probationary period. This will take place on [time, date].

Yours sincerely

[Manager's name]  
[Position]

\*Extension to probationary period at 5 months required – please delete

Dear

**Re: Five month probationary review meeting outcome - Extension**

I am writing to confirm the discussions of your five month probationary review meeting held on [date, location].

At our meeting I advised you that it is a requirement of the council's Probationary Policy that employees meet a satisfactory level of *(performance/conduct/timekeeping/ sickness absence/attendance delete as appropriate)* in their role. At the present time you are not meeting the level required in *(performance/conduct/timekeeping/ sickness absence/attendance delete as appropriate)* and as a result of this shortfall I am unable to confirm you in your post.

I believe that with some additional training/support you will achieve these standards in the near future. I have therefore decided to extend your probation period (*time period - up to three months*). I will meet with you at the end of the extension period to review progress. If your *(performance/conduct/timekeeping/ sickness absence/attendance delete as appropriate)* is acceptable you will be confirmed in your post. If progress is not acceptable, then the potential outcome could be dismissal.

Please do not hesitate to contact me if you have any queries regarding the contents of this letter and if there is any further help or assistance either I or the council can provide in the meantime, please let me know.

Yours sincerely

[Manager's name]

[Position]

\*Dismissal after 5 month probationary period – please delete

Dear

**Re: Five month probationary review meeting outcome**

I am writing to confirm the outcome of your five month probationary review meeting held on [date] which I chaired. Also present was [name] your representative and [name], HR Specialist.

The purpose of the meeting was to discuss your failure to meet the standards necessary to satisfactorily complete your probationary period.

- *(outline specific concerns and support provided)*

Having considered the evidence provided at the meeting, I decided that you have been given full opportunity to reach the required level of performance and have failed to do so. My decision is therefore that you are dismissed.

In line with the council's Probationary Procedure, you are issued with one week's notice from the date of the meeting and therefore your employment with Denbighshire County Council will end on [date].

You have the right of appeal against the decision and you should do this by writing to Catrin Roberts, HR Services Manager, HR Direct, Wynnstay Road, Ruthin, Denbighshire, LL15 1YN within 10 days of the date of this letter.

Please do not hesitate to contact me if you have any queries about the contents of this letter.

Yours sincerely

[Manager's name]  
[Position]

Dear

**Re: Six month probationary review meeting invitation**

In line with the council's Probationary Procedure I am writing to invite you to a six month probationary review meeting to be held [date, time, location]. [*\*only insert this sentence if the meeting is likely to end in dismissal* - Please note that you have the right to be accompanied by a Trade Union Representative or a work colleague at this meeting].

Please do not hesitate to contact me if you have any queries about the contents of this letter.

Yours sincerely

[Manager's name]

[Position]

\*Successful completion of 6 month probationary period – please delete

Dear

**Re: Six month probationary period review meeting outcome – Successful completion**

I am writing to confirm the discussions of our final formal probation review meeting held on (*date, location*).

At our meeting I was delighted to advise you that you had attained the standard required in your role. You have therefore satisfactorily completed your six month probation period.

Your performance will now be discussed and monitored as part of regular 1:1s and supervisions in addition to the appraisal processes.

Congratulations once again.

[Manager's name]

[Position]

\*Extension to probationary period at 6 months required – please delete

Dear

**Re: Six month probationary review meeting outcome - Extension**

I am writing to confirm the discussions of your six month probationary review meeting held on [date, location].

At our meeting I advised you that it is a requirement of the council's Probationary Policy that employees meet a satisfactory level of *(performance/conduct/timekeeping/ sickness absence/attendance delete as appropriate)* in their role. At the present time you are not meeting the level required in *(performance/conduct/timekeeping/ sickness absence/attendance delete as appropriate)* and as a result of this shortfall I am unable to confirm you in your post.

I believe that with some additional training/support you will achieve these standards in the near future. I have therefore decided to extend your probation period (*time period - up to three months*). I will meet with you at the end of the extension period to review progress. If your *(performance/conduct/timekeeping/ sickness absence/attendance delete as appropriate)* is acceptable you will be confirmed in your post. If progress is not acceptable, then the potential outcome could be dismissal.

Please do not hesitate to contact me if you have any queries regarding the contents of this letter and if there is any further help or assistance either I or the council can provide in the meantime, please let me know.

Yours sincerely

[Manager's name]

[Position]

\*Dismissal after 6 month probationary period – please delete

Dear

**Re: Six month probationary review meeting outcome**

I am writing to confirm the outcome of your six month probationary review meeting held on [date] which I chaired. Also present was [name] your representative and [name], HR Specialist.

The purpose of the meeting was to discuss your failure to meet the standards necessary to satisfactorily complete your probationary period.

- *(outline specific concerns and support provided)*

Having considered the evidence provided at the meeting, I decided that you have been given full opportunity to reach the required level of performance and have failed to do so. My decision is therefore that you are dismissed.

In line with the council's Probationary Procedure, you are issued with one week's notice from the date of the meeting and therefore your employment with Denbighshire County Council will end on [date].

You have the right of appeal against the decision and you should do this by writing to Catrin Roberts, HR Services Manager, HR Direct, Wynnstay Road, Ruthin, Denbighshire, LL15 1YN within 10 days of the date of this letter.

Please do not hesitate to contact me if you have any queries about the contents of this letter.

Yours sincerely

[Manager's name]  
[Position]

\*Extended probationary review meeting invitation – please delete

Dear

**Re: Extended probationary review meeting invitation**

In line with the council's Probationary Procedure I am writing to invite you to an extended probationary review meeting to be held [date, time, location]. [*\*only insert this sentence if the end result is likely to be dismissal* - Please note that you have the right to be accompanied by a Trade Union Representative or a work colleague at this meeting].

Please do not hesitate to contact me if you have any queries about the contents of this letter.

Yours sincerely

[Manager's name]

[Position]



\*Successful outcome after extension of probationary review– please delete

Dear

**Re: Extension of probationary review outcome – Successful completion**

I am writing to confirm the outcome of your extended probationary period.

I can confirm that your (*performance/conduct/timekeeping/ sickness absence/attendance delete as appropriate*) in your role meets the standards expected by the council at this stage in your employment and you will be confirmed in role.

Please do not hesitate to contact me if you have any queries about the contents of this letter.

Yours sincerely

[Manager's name]

[Position]

**\*Dismissal after extension of probationary review – please delete**

Dear

**Re: Extension of probationary review outcome**

I am writing to confirm the outcome of your extended probationary review meeting held on [date] which I chaired. Also present was [name] your representative and [name], HR Specialist.

The purpose of the meeting was to discuss your failure to meet the standards necessary to satisfactorily complete your probation period.

- *(outline specific concerns and support provided)*

Having considered the evidence provided at the meeting, I decided that you have been given full opportunity to reach the required level of performance and have failed to do so. My decision is therefore that you are dismissed.

In line with the council's Probationary Procedure, you are issued with one week's notice from the date of the meeting and therefore your employment with Denbighshire County Council will end on [date].

You have the right of appeal against the decision and you should do this by writing to Catrin Roberts, HR Services Manager, HR Direct, Wynnstay Road, Ruthin, Denbighshire, LL15 1YN within 10 days of the date of this letter.

Please do not hesitate to contact me if you have any queries about the contents of this letter.

Yours sincerely

[Manager's name]

[Position]