

Catch22 policy

Probation policy and procedure

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Summary

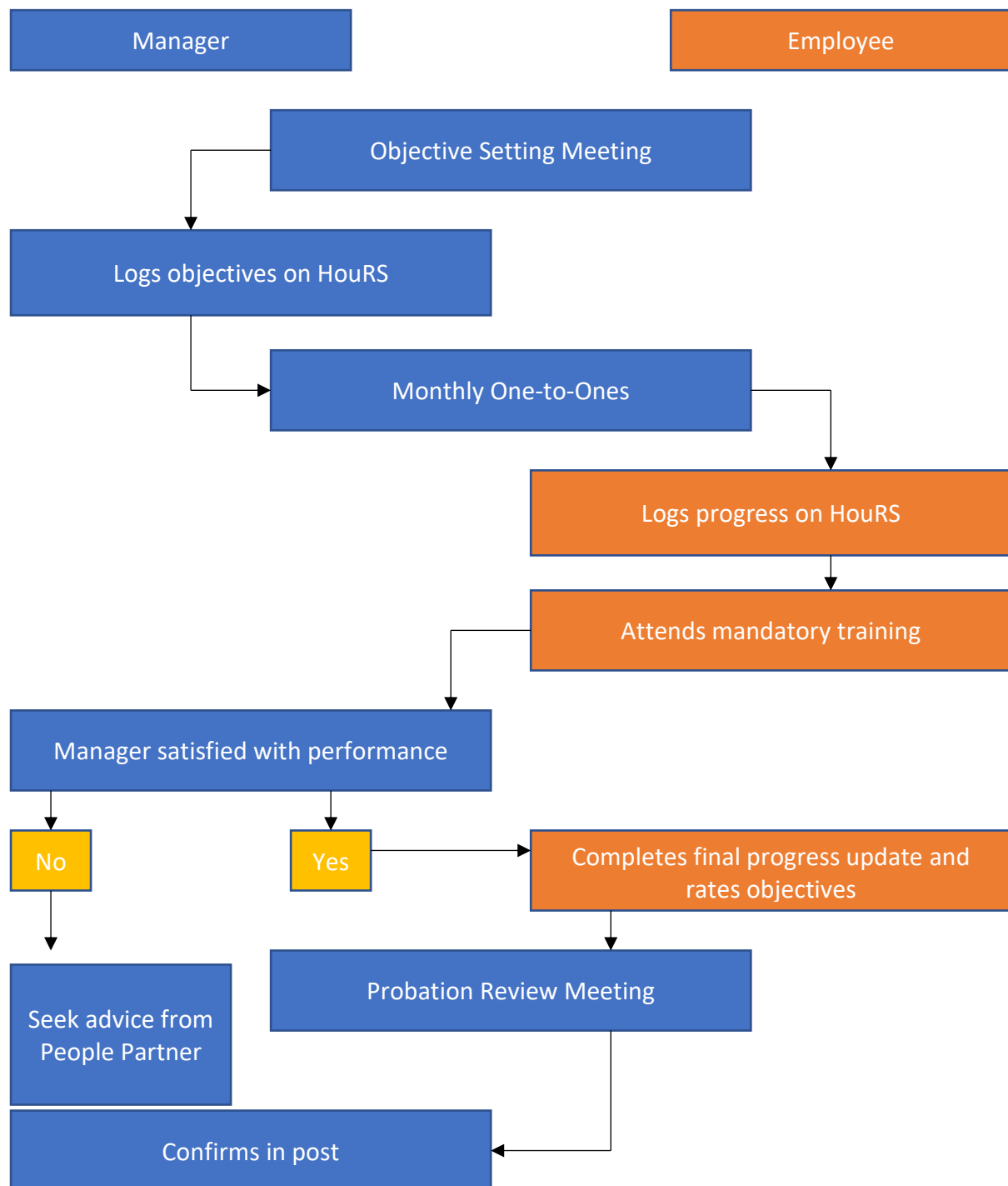
Potential Impacts, Positive and Negative

Negative impacts and mitigations

Catch22 reserves the right to amend this policy, following consultation, where appropriate.

Policy Owner:	<i>People Team</i>
Queries to:	<i>peopleservices@catch-22.org.uk</i>
Date of last review:	<i>April 2023</i>
Date of next review:	<i>June 2026</i>
Catch22 group, entity, hub:	<i>Catch22</i>
4Policies level (all staff or managers only)	<i>All Staff</i>

Probation Procedure Flowchart



1. Purpose

Catch22 operates a six-month probationary period for all new employees.

The policy is intended to allow both the employee and Catch22 to objectively assess whether the employee is suitable for their role, through objective setting, and providing training, feedback and support.

2. Scope

This policy applies to all Catch22 employees who are in their first role at Catch22.

It does not apply to contractors, consultants, agency workers or self-employed individuals working for Catch22. It does not apply to employees who have joined Catch22 as a result of a TUPE transfer.

Catch22's Disciplinary, Capability and Sickness Absence Policies do not apply to employees who are in their first role at Catch22 during their probation period.

Where an existing employee is transferred or promoted into a new role that differs in more than a minor way from their previous one, current PEF objectives should be reviewed, and new objectives set. Any concerns regarding performance, conduct, behaviour or attendance should be dealt with in accordance with Catch22's Disciplinary, Capability or Sickness Absence Policies.

In cases where an employee is redeployed as an alternative to redundancy and accepts a change to their terms and conditions, they will be subject to a trial period in line with Catch22's Redundancy and Security of Employment Policy.

3. Responsibilities

Line Managers should:

- explain the purpose and importance of probation;
- effectively induct the new employee in their role and introduce them to Catch22;
- explain the required standards of performance, conduct, behaviour and attendance;
- set probation objectives and agree any support/training needs by the end of the employee's fourth week in post;
- hold regular monthly management meetings throughout the employee's probation period, providing feedback about the employee's performance and progress, addressing any issues that arise;
- ensure the employee attends the mandatory training for their role (see HouRS/Workplace for up to date list of mandatory training);
- hold a probation review meeting by the end of the employee's fifth month in post.

Employees should:

- understand the purpose of probation and the standards of performance, conduct, behaviour and attendance expected from them;
- highlight in management meetings areas that are going well and those that are causing difficulty or affecting their ability to do their job;
- complete the mandatory training which has been identified in their objectives.

4. How does probation work?

As part of the induction arrangements, line managers should meet with their new member of staff to explain their role, the required standards of performance, conduct, behaviour and attendance and outline initial priorities.

By the end of the employee's fourth week in post, the line manager should meet with the employee to set 3 – 5 probation objectives. Catch22 has three categories of objectives:

- **Development** – These objectives relate to personal learning and development targets. The line manager should set at least one Development objective which should outline the mandatory training the employee has to complete during their Probation period (see HouRS/Workplace for up-to-date list of mandatory training).
- **Performance** – These objectives relate to the employee's role and should be linked to Catch22 strategic, hub or service objectives.
- **Community** – These objectives relate to roles/activities that benefit the wider Catch22 Group. This could include collaboration with another service on a piece of work, getting involved in Catch22 events such as the corporate induction, taking on a specific role such as a Change Champion or Link Up Partner (see our Building One Catch22 booklet for more information).

The line manager should also explore any training and support needs the employee might have during their probation period.

After the meeting, the line manager should record the employee's probation objectives and any support/training needs on HouRS.

The employee's performance against these objectives and other standards should be reviewed at monthly management meetings, along with the employee's wellbeing and support needs. The line manager should provide regular feedback about the employee's performance and progress and tackle any issues as they arise.

Progress against objectives should be recorded on HouRS during the monthly management meetings.

5. Probation review meeting

Line managers should hold a probation review meeting by the end of the employee's fifth month in post.

Two weeks before the probation review meeting, the employee will be asked to complete a final progress update on HouRS and to rate their objectives.

During the probation review meeting the line manager and employee should discuss progress against objectives, to decide whether:

- performance has been sufficient to confirm the appointment;
- more time is needed to assess the employee's suitability and the probation period needs to be extended.

Alternatively, if the line manager has serious concerns about the employee's performance, conduct, behaviour or attendance, which cannot be resolved through management meetings and support arrangements, they may decide to progress straight to a final probation meeting without holding a probation review meeting first.

6. Successful probation

Where a decision is taken to confirm the employee in post, the line manager should notify the People team via HouRS.

7. Extended probation

Where there are concerns around the employee's suitability for their role, probation may be extended by up to 3 months. This may be repeated if required.

Where a line manager is considering extending an employee's probation period, they should consult their People Partner before holding the probation review meeting.

Where a line manager is intending to extend an employee's probation period, they should use the fifth month probation review meeting to:

- identify the targets that have not been met/share concerns and support with factual examples;
- discuss the reasons for the employee's poor performance;
- set targets for improvement in the form of SMART objectives;
- agree training and support the employee might need to achieve these objectives;
- set a review period (i.e. how long the probation period will be extended);
- schedule review meetings (normally four-weekly);
- state if the employee's performance does not improve this could lead to a final probation review meeting which could result in the employee's dismissal.

The outcome of the meeting should be confirmed in writing to the employee within 5 working days.

8. Final probation review meeting

If the line manager has serious concerns about the employee's performance, conduct, behaviour or attendance, which cannot be resolved through management meetings and support arrangements, they can progress to a final probation meeting. In these circumstances, they should consult their People Partner first.

A final probation review meeting may be arranged at any time during the probation period, the line manager does not have to wait until the fifth month.

The final probation review meeting should be chaired by an impartial manager at Grade G or above who has not been involved in proceedings previously.

The letter should advise the employee of their right to be accompanied by a Trade Union representative, LinkUp Partner or workplace colleague if they wish. It is the responsibility of the employee to arrange their own representation and to provide them with copies of all the relevant paperwork. The employee must notify the Chair who will be accompanying them in advance of the meeting. If the employee's chosen companion is unable to attend the meeting, Catch22 will rearrange the meeting at a time/date proposed by the employee provided the alternative time/date is both reasonable and not more than 5 working days after the date originally proposed.

The employee should be provided with copies of any documentation to be considered at the meeting, including management meeting notes etc.

At the meeting the Chair should:

- explain the purpose of the meeting is to discuss the employee's unsatisfactory performance/attendance/conduct;
- review the concerns that have been raised with the employee about their performance and steps taken to help the employee to improve their performance;
- allow the employee to share his/her views;
- after a short adjournment, inform the employee of the outcome of the meeting and state that the outcome will be confirmed in writing within 5 working days.

The outcome of the meeting could be:

- a decision to take no further action;
- a decision to extend the employee's probation period;
- a decision to dismiss the employee.

9. Appeal

An employee who is dismissed under this procedure has the right of appeal. An appeal hearing is not a re-hearing of the case and as such, an appeal may only proceed on the following grounds:

- the proper procedure was not followed and this materially affected the decision;
- the decision reached was not supported by the evidence presented;
- new evidence which is pertinent, goes to the heart of the case, and was not reasonably available at the time, has become accessible.

The employee should lodge their appeal in writing with the Chair of the final probation review meeting (copying in their People Partner) within 5 working days of receiving the outcome letter.

An appeal will be acknowledged within 5 working days with a hearing convened if possible within 5 working days, but if for any reason this is not possible, within a reasonable period, after the appeal is lodged.

The appeal hearing will be chaired by an impartial manager at Grade G or above, who is more senior to the manager who made the decision which is being appealed, and who has not been involved in proceedings previously, supported by a People Partner.

Terminating employment will not be deferred to a future date, even if the employee appeals. This means that the appeal hearing may take place after the employee has left Catch22. If the employee is reinstated; their service and pay will be backdated to the day after dismissal.

The outcome of the appeal will be confirmed to the employee in writing, within 5 working days, explaining the grounds on which the decision was reached. The outcome of the appeal will be final and there is no further right of appeal.

Annex 1: Equality Impact Assessment

1. Summary

This EIA is for:	Probation policy and procedure
EIA completed by:	Christina Duru – Chief People Officer
Date of assessment:	March 2020
Assessment approved by:	N/A

Catch22 is committed to always: avoiding the potential for unlawful discrimination, harassment and victimisation; advancing equality of opportunity between people who share a protected characteristic and those who do not; and, foster good relations between people who share a protected characteristic and those who do not.

An Equality Impact Assessment (EIA) is a tool for identifying whether or not strategies, projects, services, guidance, practices or policies have an adverse or positive impact on a particular group of people or equality group. Whilst currently only public bodies are legally required to complete EIA's under the Equality Act 2010, Catch22 has adopted the process in line with its commitment to continually improve our equality performance.

Policy owners are required to complete or review the assessment indicating whether the policy has a positive, neutral or negative impact for people who it applies to and who share one or more of the 9 protected characteristics under the Equality Act 2010.

Definitions are based on the Equality & Human Rights (EHRC) guidance.

Objectives and intended outcomes
This EIA has been completed in order to ensure that the implications and potential impact, positive and negative, of this policy have been fully considered and addressed, whether or not people share a protected characteristic.

2. Potential Impacts, positive and negative

Equality Area	Positive	Neutral	Negative	Please give details including any mitigation for negative impacts
Age Does this policy impact on any particular age groups or people of a certain age?	☐	☒	☐	The policy applies equally to all members of staff regardless of age. It's not considered that the policy includes any guidance or rules that may impact either positively or negatively on any member of staff because of their age.
Disability Does this policy impact on people who have a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day to day activities?	☐	☒	☐	The policy applies equally to all members of staff regardless of health/disability. It's not considered that the policy includes any guidance or rules that may impact either positively or negatively on any member of staff because of their disability.
Gender reassignment (transsexual, transgender, trans) Does this policy impact on people who are transitioning from one gender to another (at any stage)	☐	☒	☐	The policy applies equally to all members of staff regardless of their gender at any given time. It's not considered that the policy includes any guidance or rules that may impact either positively or negatively on any member of staff because of gender.
Pregnancy and maternity (in work this is linked to maternity leave, non-work this is for 26 weeks after giving birth) Does this policy impact on people who are pregnant or in their maternity period following the birth of their child?	☐	☒	☐	It's not considered that the policy positive or negatively impacts on pregnant women or on staff on maternity or paternity leave.
Race Does this policy impact on people as defined by their race, colour and nationality	☐	☒	☐	The policy applies equally to all members of staff regardless of their race, origin, colour or nationality. It's not considered

(including citizenship) ethnic or national origins				that the policy includes any guidance or rules that may impact either positively or negatively in these respects
Sexual orientation Does this policy impact on people who are sexually attracted towards their own sex, the opposite sex or to both sexes?	☐	☒	☐	The policy applies equally to all members of staff regardless of their sexual orientation. It's not considered that the policy includes any guidance or rules that may impact either positively or negatively on any member of staff because their sexual orientation.

3. More information/notes

Please add any links to key documents or websites to evidence or give further detail on any impacts identified.

None