



LOCALISED INDUCTION PROCEDURES

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1.0 INTRODUCTION

The main purpose of these procedures is to ensure that all new staff, employees transferring or being temporarily re-deployed from other departments and employees returning from a period of absence (e.g. secondment, career break, maternity leave, long-term ill health) receive an induction programme which will be appropriate to their needs and welcome them into Mid Ulster District Council, their department and team.

2.0 CONTEXT

An effective induction process will seek to support new employees to become fully integrated into the Council as quickly and as easily as possible.

It is essential in raising awareness of important information about the organisation with employees and providing them with guidance to help them settle into their job.

Localised Induction will ensure the effective integration of staff into or across the Council thus having the following benefits:-

- Enables new employees to be welcomed, to settle into the Council quickly and become productive and efficient members of staff within a short period.
- Ensures new employees feel valued, are motivated and this motivation is reinforced.
- Assists in reducing staff turnover, lateness, absenteeism and poor performance generally.
- Ensures all employees operate in a safe working environment
- Maintains a record for the new employee's file.

Local induction is carried out by the line manager and is mandatory.

The Manager should avoid giving too much information on the first day, however it is important that vital information is emphasised and depending on the nature of the job, induction is paced to provide information over a few days/weeks.

3.0 AIMS & OBJECTIVES

The aim of these procedures is to ensure that all new staff, employees transferring or being temporarily re-deployed from other departments and employees returning from a period of absence receive an induction programme appropriate to their needs.

4.0 SCOPE OF PROCEDURES

Mid Ulster District Council aims to provide localised induction for all new staff, employees transferring, employees returning from a period of absence; (e.g. career break, maternity leave or being temporarily redeployed from other departments and, long-term ill health) and so ensure that they are provided with effective support so that they can fully meet the requirements of the post.

5.0 GENERAL PRINCIPLES

Mid Ulster District Council is committed to continually improving the quality of its services. If the Council is to operate as efficiently and effectively as possible then the people who deliver those services are fundamental to its success and the Council must ensure that they are fully equipped not only to meet but surpass customer expectations.

These procedures outline the broad principles that will govern Council's approach to the Induction of staff and supports Council's Learning & Development policy. It provides guidance for managers to ensure that new staff are provided with effective support to ensure they can fully meet the requirements of the post. Effective induction will:-

- Include a systematic assessment of initial learning & development needs
- Ensures induction takes place in a systematic and planned way
- Operates on the basis of quality and good management practice
- Enhances Council's reputation as a good employer

It is recognised that where staff are provided with an appropriate and well planned induction programme staff are:-

- More highly motivated
- Become more effective quickly
- More likely to form an attachment with Mid Ulster District Council
- Benefit from reduced levels of stress
- Healthier & there are reduced accidents

6.0 RESPONSIBILITIES

Chief Executive:-

The Chief Executive has ultimate responsibility for ensuring compliance with these procedures. Day to day responsibility for the implementation of these procedures is however, delegated down to Directors/Heads of Service/individual managers who are held accountable for ensuring that the requirements set out in these procedures are fully implemented.

Directors/Heads of Service/Managers:-

Induction at this level should be carefully structured and should aim to put a new member of staff at ease. When planning induction, the new staff member's immediate line manager/supervisor should take into account the following:-

- Making arrangements to welcome the new member of staff and introduce to colleagues
- Ensuring that immediate and long term practical needs relating to the new member of staff are identified and arranged where possible before arrival
- Clarifying roles and expectations

- Familiarising him/her with specific aims, practices, ethos of the Council and department
- Arranging for 'buddy' (experienced colleague) to help staff member settle in and adjust to new working environment (he/she will provide tour of the building and any relevant work sites and staff facilities, answer questions, offer practical advice). See Appendix 3 for inserting name of buddy.

Immediate managers should:-

- Conduct regular, constructive reviews of performance during the staff members' induction and probation period
- Refer to the job description and in conjunction with the new member of staff identify any learning and development needs; (see **Appendix 4** Learning & Development Plan)
- Support and encourage staff to meet identified needs, in liaison, as necessary with Mid Ulster District Council's Corporate Learning & Development Manager.

Induction Forms (Appendices 1-5)

To assist managers/supervisors in the preparation, delivery and evaluation of the new member of staff's local induction, an **Induction Checklist** has been designed (see **Appendix 1**). This checklist needs to be explained to the new member of staff and completed by the immediate manager/supervisor within the employee's first week of commencement, although some items may be delegated to colleagues helping the new member of staff to settle in.

Staff are encouraged to read Council policies either on staff intranet or in the lever arch folder in each location and sign off on **Appendix 2** verifying they have fully read and understood the policies/procedures and the Line Manager also signs off confirming that they have met and discussed the policies & procedures with the employee & any outstanding issues/actions are documented.

Both Appendix 1 & 2 forms are returned to the Human Resources Department, Organisational Development Directorate.

Appendix 1 should be returned within the first week and Appendix 2 within 4 weeks of commencement.

New members of staff should be provided with a timeframe for completion of induction, whom they will meet and when. **Appendix 3 (Induction Plan)** is designed to assist Line Managers with planning activities for staff who may be responsible for people management within various sites, e.g. tour of buildings, short talks with colleagues, shadowing other employees, meeting HR/Finance staff and visiting other sites as appropriate.

Appendix 4 (Learning & Development Plan) is a useful tool for assisting line managers to identify any learning & development needs. These may vary depending on the post and may include:- shadowing a colleague, demonstration of a task, provision of guidance notes to be read etc. The plan should be agreed and completed with the individual inductee and their manager/supervisor, this ensures

the new inductee understands their learning and development needs and how these can be met by the organisation.

Managers should re-visit induction checklists as part of the probationary review and any outstanding development needs discussed. Appendix 4 should be emailed to the Corporate Learning & Development Manager, Organisational Development Directorate to highlight any identified learning & development needs.

Appendix 5 is designed to assist managers in identifying which mandatory, statutory training etc. new staff need to do. This may be used in conjunction with the Corporate Learning & Development Schedule to book staff on in-house courses at: - training@midulstercouncil.org

Organisational Development Directorate:-

Human Resources staff within the Organisational Development Directorate will assist managers in the following:-

- Ensuring that rules associated with these procedures are clearly understood by Managers
- Providing training where necessary to Heads of Service/Managers
- Ensuring any development needs identified by managers and communicated to H.R. in the Learning & Development Plan (**Appendix 4**) are addressed during the probationary period
- Ensuring Policies/Procedures have been signed off as read (Section G) & Signature Returns forms (**Appendices 1 & 2**) are received in the Human Resources Department and conducting audit checks and follow up of any non-compliance with Managers/Directors.

7.0 CORPORATE INDUCTION

A Corporate Induction Programme will take place once every quarter or as the need arises; (depending on the number of new employees). Every new inductee will attend the next available Corporate Induction.

The Corporate Induction programme will provide information on:-

- Overview of Local Government
- Overview of Mid Ulster District Council
- Council's Employee Code of Conduct
- Council's Corporate Plan & Vision & Values
- Council Structure, Policies, Services & Decision-making processes
- Council pay, pension scheme, union recognition etc.
- Terms & Conditions of Employment including: Hours of Work, Overtime, Holidays, Sickness Absence, Pay & Notifications etc.
- Health and Safety Overview- Council Duty and Employee Duty
- Health and Safety Policy
- Accident & Incident Reporting
- Fire Evacuation and First Aid Arrangements
- Corporate Learning & Development Schedule

8.0 REVIEW OF PROCEDURES

These procedures will be reviewed regularly by the Council and, if necessary, revised in light of any changes in statutory legislation and/or operational experience that prevents full implementation of procedures as intended.

DRAFT

APPENDIX 1 – INDUCTION PROGRAMME CHECKLIST (To be completed in Week 1)

NAME:- _____ COMMENCEMENT DATE:- _____

JOB ROLE:- _____

Induction Topic	✓ Specify date/time completed	Actions or Comments Outstanding issues to be completed by end of week 1
A. MID ULSTER DISTRICT COUNCIL:- Introduction to Corporate Plan/Department Business Plan, Corporate Values, Management structure explained. Overview of departments, role of Councillors etc. (see staff intranet)		
B. DEPARTMENTAL/SECTION INDUCTION:- Individual's job description, duties, role, aims of department, standards & priorities, personal development opportunities, team structure & how relates to other departments, reporting & writing Committee reports, attendance at meetings & frequency of Committee/Council etc. Risk Management, Confidentiality, Data Protection, Customer Service Standards, Communication – e mail, intranet, newsletters, Initial Learning & Development Plan, Training & Development support – where to get advice		

Induction Topic	✓ Specify date/time completed	Actions or Comments Outstanding issues to be completed by end of week 1
<p>C. WORK ENVIRONMENT – basic facilities & arrangements</p> <p>Meeting colleagues, guided walk through of building/s, location of toilets, car parking, flexi/timeware system explained, tea/coffee/lunch breaks & facilities, location of notice boards & purpose, use of petty cash & expenses, local housekeeping, stationery & other supplies, Overtime/TOIL, Travel & Subsistence, Probationary Period, Uniforms, name badges, whistle, mobile phone; (if applicable), Environmental Management – recycling/photocopying etc.</p>		
<p>D. JOB SPECIFIC REQUIREMENT:</p> <p>Location, policy & instruction in use & care of office equipment e.g. PC, laptop, telephone, I Pad etc. Line Managers to list as appropriate to their department/directorate.</p>		
<p>E. FINANCE & HUMAN RESOURCES:-</p> <p>Bank Details/ P45 provided to Finance, Explanation provided of how & when paid, main terms & conditions received, travel claim form explained, procedure for booking leave explained/entitlement for current year, Flexi Leave/TOIL if applicable, Policy & Procedure for reporting sickness absence explained:- who to inform -self-certification/medical certificate, Occupational Health/Employee Healthcare Scheme explained & leaflet provided, Pension form completed & returned to Finance, Work/Life Balance explained.</p>		

F. HEALTH & SAFETY	<div>✓</div> Specify date/time completed		Actions or Comments Outstanding issues to be completed by end of week 1
1. General Health and Safety Duties – Have you:	YES	NO	
Shown the Council's Health and Safety Policy and described the safety culture?			
Stated Council's competence and training requirements for general, site- and job-specific H&S and how they will be delivered?			
Shown the H&S Law poster and Employers Liability Insurance Certificate & where to find H&S information?			
Provided a Guided walkthrough of buildings showing all Health & Safety aspects where employee will be working?			
2. Have you informed the starter of the following site arrangements:	YES	NO	
Action to be taken in the event of a fire or other emergency including the location of the fire assembly point?			
The provision of first aid support?			
Welfare facilities including toilets, rest rooms, drinking water, etc.?			
Smoking or vaping rules?			
Accident / Incident reporting procedures including near misses?			
Hazard reporting - including how to report?			

Maintaining good housekeeping standards?		
Areas of the site where access is restricted or only available to authorised staff, for example, hazardous areas (asbestos etc)?		
3. Job-specific Health and Safety Requirements – For the new starter’s job role, have you discussed:	YES	NO
The work activities of the job?		
Supervision and appraisal arrangements including any probationary period?		
Training and competence requirements of the role?		
Work equipment to be used and restrictions or safety measures in place?		
How the H&S effects of computer use are managed (DSE USERS ONLY)?		
The authorisation levels for tasks or use of equipment?		
Work at height activities of the role and risk assessment contents?		
Manual handling activities of the role and risk assessment contents?		
Any hazardous substances, the risks and the measures to be observed to protect health?		
Driving at work and use of company vehicles?		
Personal Protective Equipment (PPE) requirements for the role and completed a record of PPE issued?		
Communication of risk assessments and TBT relevant to the job?		

Appendix 1 – Verification of above Localised Induction checklist having been completed:-

Signed: _____ (Employee Name) _____ (Name in Capitals) Date: _____

I have made the employee aware of the location (staff intranet/hard copy folder) of Council policies/procedures & dates/times have been agreed to discuss these with the employee.

Signed :- _____ (Line Manager) Date:- _____

When completed, please 'e' mail to the Human Resources department, Organisational Development Directorate:-

human.resources@midulstercouncil.org by end of week 1 of employee's commencement date.

NAME:- _____ COMMENCEMENT DATE:- _____

JOB ROLE: - _____

APPENDIX 2 - Policies & Procedures-to be completed within 4 weeks	✓ Tick Completed	Actions or Comments Outstanding issues to be completed by end of week 4
POLICIES & PROCEDURES (SEE INTRANET or A4 FOLDER IN EACH LOCATION)		
1. Employee Code of Conduct		
2. Child Protection		
3. Adult Safeguarding		
4. Health & Safety		
5. Accident Reporting		
6. Counter Fraud		
7. Procurement		
8. Data Protection		
9. Customer Service		
10. Equal Opportunities		
11. Whistleblowing		
12. Flexible Working Hours		
13. Attendance Management		
14. Social Media		
15. Grievance Procedure		
16. Disciplinary Procedure		
17. Dignity at Work		

APPENDIX 2 - Policies & Procedures-to be completed within 4 weeks	✓ Tick Completed	Actions or Comments Outstanding issues to be completed by end of week 4
18. Management of Bereavement		
19. Travel & Subsistence		

I have read & understood the above policies/procedures.

Signed:_____ (Employee Name) _____(Name in Capitals) Date:_____

I have met & discussed the above policies/procedures with the employee on the following times & dates (please add dates/times as required):-

Date:_____ Time:-_____ Policies:-_____

Date:_____ Time:-_____ Policies:-_____

Date:_____ Time:-_____ Policies:-_____

Date:_____ Time:-_____ Policies:-_____

Date:_____ Time:-_____ Policies:-_____

Signed:-_____ (Line Manager) Date:_____

When completed, please 'e' mail to the Human Resources department, H.R, Organisational Development Directorate:-

human.resources@midulstercouncil.org by the end of week 4 of employee's commencement date.

APPENDIX 3:- INDUCTION PLAN

Week Beginning: _____



Name of Inductee: _____ Name of Buddy: _____ Name of Supervisor: _____

	Monday	Tuesday	Wednesday	Thursday	Friday
AM <ul style="list-style-type: none">• Times• Activity• Location• With Whom					
Notes & Actions					
LUNCH					
<ul style="list-style-type: none">• Times• Activity• Location• With Whom					
Notes & Actions					

APPENDIX 4 – LEARNING & DEVELOPMENT PLAN

EMPLOYEE:- _____ POST: _____ DEPARTMENT/SERVICE AREA:- _____

LEARNING & DEVELOPMENT NEEDS			
Specific to Post (e.g. legislation, problem solving, communication, team work, commercial acumen, leadership, local government competency framework etc.)			
I.T./Computer:-			
Customer Service:-			
Admin/Clerical:-			
Technical:-			
People Management:- (new staff with responsibility for staff)			
Agreed Action – to meet inductee's needs	By whom:-	Target for Completion	Review Date

Signatures :- _____ (Line Manager) _____ (Inductee) _____ (Date)

Please 'e' mail to Corporate L&D Manager:- sinead.mcaleer@midulstercouncil.org H.R, Organisational Development Department to highlight any identified training needs.

APPENDIX 5 – GUIDANCE ON MANDATORY/STATUTORY & PERSONAL DEVELOPMENT TRAINING

Training Course	Frequency	Mandatory/Statutory/Optional
Localised Induction (conducted by Line Managers)	1 off unless change job within Council	Mandatory for all staff
Corporate Induction – includes Health & Safety Awareness & overview of policies & procedures including Code of Conduct	1 off unless off long term sick, career break etc.	Mandatory for all staff
Fire Awareness	Every 3 years	Statutory for all staff
Fire Warden	Every 3 years	Statutory for appointed staff – adequate cover as per location (Leisure staff do FW as opposed to FA)
First Aid at Work – Designated Persons Emergency First Aid at Work – 1 day	Every 3 years	Statutory for certain appointed staff – adequate cover per location Statutory for certain staff –e.g. lone workers, outdoor dealing with public
Equality Training – Level 2 for Staff Level 3 for Managers	Every 3 years	Mandatory for all staff & managers
Code of Conduct & Equality & Diversity E-Learning	One off unless changes	Mandatory for all staff
Data Protection Awareness – E Learning	One off	Mandatory
GDPR for Managers & certain staff	One off unless reviewed	Mandatory
Cyber Security Awareness – E Learning	One off unless reviewed	Mandatory
Customer Service	Once with shorter refresher course – 3yrs	Mandatory for front facing staff (all Leisure to do)
Manual Handling	Every 3 years	Statutory for staff in more manual posts
Office Ergonomics	Every 3 years	Statutory for office based staff
Standing Orders Training	One off unless changes	Mandatory for staff who require knowledge of
COSHH	Every 3 years	Statutory

Policy Briefings	As new policies are agreed or revised policies	Mandatory for Managers/supervisors/HOS (who will disseminate info to staff at team mtgs)
Dignity at Work	One off unless changes in policy/procedure	Mandatory for managers and staff
IOSH Managing Safely	First course 3 days – refreshed after 3 years – 1 day refresher course	Statutory for managers/supervisors
Conflict Resolution and Personal Safety / Lone Working	Every 3 years	Statutory for staff who interface with public re: enforcing legislation etc or work alone
Accident Reporting & Investigating for Supervisors/Managers	1 off unless changes in system/reporting procedure	Mandatory for managers/supervisors
Child Protection Lv 1 – 'E' Learning Lv 2 – Staff Regulated posts Lv 3 – Managers of Staff in regulated posts	Every 3 years	Mandatory as part of Induction Mandatory for staff in regulated posts- Lv 2 Mandatory for Managers of staff in regulated posts – Lv 3
Adult Safeguarding Lv 1 'E' Learning Lv 2 – Managers of staff in regulated posts	Every 3 years	Mandatory as part of Induction – Lv 1 Mandatory for Managers of staff in regulated posts – Lv 2
Defibrillator Training	Every 2 years	Adequate staff to be trained in each location re: where Defibrillators are positioned



PROBATIONARY POLICY

Document Control			
Policy / Procedure Owner (name, role & section)	Sinead McAleer, Corporate Learning & Development Manager Organisational Development Department		
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	L.R.A.	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
	Trade Unions	Yes <input type="checkbox"/> <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Equality Screened by	Sinead McAleer	Date	08/12/2020
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2. Scope	
3. Principles	
4. Process and Procedure	

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Appendix 3	

1.0 POLICY STATEMENT

- 1.1 This policy covers Mid Ulster District Council's practice on probationary periods for all employees.
- 1.2 Managers and employees are required to familiarise themselves with the policy to ensure that they are aware of the expected standards of performance and conduct. These need to be achieved in accordance with Council's six corporate values of customer focus, respect, excellence, trustworthiness, innovation and inclusiveness.

2.0 SCOPE

- 2.1 This policy and procedure applies to all employees of the Council. It is designed to ensure prompt, reasonable and consistent treatment for all employees.

3.0 PRINCIPLES

- 3.1 All Mid Ulster District Council's employees are required to complete satisfactorily a probationary period.
- 3.2 The initial probation period will be agreed in accordance with the expected duration of the job role, and this information will be included in the letter of offer and subsequent Statement of Terms and Conditions of Employment. As a guide, if a contract of employment is for a period of less than 6 months, the probationary review period will be a maximum of 3 months.

There will be occasions when fixed term contracts are extended, and it may be necessary to extend a probationary period accordingly. This information will be included in extension letters.

- 3.3 The probation period includes existing employees who have been appointed to a new job within Mid Ulster District Council. This excludes employees appointed to a post following a job matching exercise where the change to the post is deemed to be unchanged/minimally altered (i.e. 60% of the job or more remains unchanged) as part of the matching process in relation to the Procedure for Filling posts in the new Council structure. Where an existing employee moves to a post with a different job description (e.g. following the completion of a recruitment and selection exercise) this probationary policy and accompanying procedure will apply.
- 3.4 The probation policy is intended to help new employees demonstrate their suitability for the post and to provide a period for the employees to "settle in".
- 3.5 The probation period should be a constructive process that assists managers to determine whether the employee is suitable for their new post. It provides a framework that enables managers to assess the performance of new employees, and

to provide any necessary support if needed. It also provides a structured communication framework to enable an employee to raise queries, request training/support etc. on a timely basis.

- 3.6 The Council is an equal opportunities employer and manager will ensure that operation of the probationary procedure is fair and consistent, making sure that decisions are objectively taken and are non-discriminatory. Managers will receive appropriate training in the operation of Council's Probationary Policy and accompanying Procedures. An employee with a disability may require reasonable adjustments to be made. A meeting will be held with employee, line manager and HR representative to discuss possible reasonable adjustments. The employee can be accompanied to this meeting by a work colleague or trade union representative. The employee will be provided with a minimum of 5 working days' notice of such a meeting. Where an employee's representative is unable to attend a probationary review meeting or an appeal hearing, one alternative date will be arranged within 10 working days. Should the employee or the representative be unable to attend the rescheduled probationary review meeting or appeal hearing, the probationary review meeting or appeal hearing will be held in their absence, in this situation written submissions may be made by an employee and/or the employee's representative.
- 3.7 Managers should note that a failure to manage properly the probationary period for employees as required under this policy and procedure may result in disciplinary action being taken.

4.0 PROCESS AND PROCEDURE

- 4.1 Mid Ulster District Council's probation policy will work alongside the induction process with relevant support and guidance provided throughout the probationary period. For further information on Induction refer to the Council's Intranet:-
<http://intranet.midulstercouncil.org>
- 4.2 All employees must attend the Corporate Induction within 6 months of their appointment and complete mandatory learning and development within their probationary period. All employees must complete localised induction with their line manager within their first week of employment, managers must forward copy of completed Localised Induction to the Learning & Development Manager within 2 weeks of the employee's commencement date – see Council intranet:- Human Resources/Recruitment/ Localised Induction procedures (Sections 1, 2 & 4 to be completed & returned).
- 4.3 Through one to one meetings and performance reviews managers will assess the employee's knowledge and skills in the new role, and provide support and guidance throughout their probationary period to enable them to reach the required job standards.
- 4.4 Managers should keep a record of all one to one meetings and should use the probationary period review form as a checklist to review the standards of performance of their employees and do so in accordance with Council's Data Handling policy. (See Appendix A).

5.0 PROBATION REVIEW MEETINGS

- 5.1 Probation review meetings will need to be carried out when the employee has completed periods of one, three and six months employment; (in the case of shorter fixed term contracts, e.g. duration of less than 6 months, these will have a maximum of a 3 month probationary period). Regular review meetings will be held to ensure the probation process is still completed. It is recognised that some of these review meetings may need to be held virtually, as some employees are working remotely, due to circumstances associated with Covid 19.
- 5.2 During the employee's probation period, the manager will provide continuous encouragement, support and guidance, to enable the employee to reach their agreed objectives and performance targets.
- 5.3 The manager is expected to carry out monthly one to one meetings throughout the employee's probation period. These meetings are an important part of the probation process as it provides both the manager and the employee with the opportunity to meet regularly to discuss the employee's work performance achievements and areas for development.
- 5.4 The employee has the right to be accompanied by a trade union representative or a work colleague at probationary review meetings. The manager must give the employee a minimum of 5 working days' notice of the requirement to attend a review meeting.

6.0 PROBATION REVIEW MEETING – ONE MONTH

- 6.1 A review meeting will be held when an employee has been employed in their new post after a period of one month. The manager will arrange a "One Month" Probationary Review meeting with the employee. The employee will be reminded they can be accompanied to the meeting by a trade union representative or a work colleague.
- 6.2 The review meeting should be held between the manager and employee. The manager should discuss the following during the review meeting with the employee by way of a two-way conversation:
- Confirm that local induction template has been completed, review 1-month work plan, develop work plan for months 2-3, including the setting of realistic goals and necessary resources required for the work plan to be achieved.
 - The requirements of the role, based on Job & Technical competencies, as applicable
 - The required standards of performance, conduct, attendance.
 - The work and learning objectives to be achieved during the probationary period.
 - The desired outcomes, e.g. customer service, delivery of service
 - Recognise the employee's achievements/strengths during 1st month.
 - How performance will be assessed and monitored.
 - When the employee will know whether they have successfully completed their probation period.
 - Provide the employee with the opportunity to note their comments on 1 month probation review form

Employees should be advised at the meeting whether they have met or not met the required standards during this period of probation.

6.3 A Probationary Period Review form will need to be completed during this meeting and signed by both the manager and the employee. If an employee has successfully met the required standards during this period of probation, this will be recorded on the Probation Review form.

6.4 If the manager establishes that the employee has not satisfactorily met the required standards a discussion with the employee should be held to:

- Identify the relevant issue(s) & reasons for not meeting required standards
- Identify what improvements are required, and expected timescales
- Discuss with the employee what support can be put in place e.g. coaching, a work buddy and learning and development.
- Explain to the employee that his/her work is below required standard in specific work area/s, discuss all options to improve & explain if work standard does not improve, this may result in termination of employment

The manager should advise the employee that improvement is required and that they will continue to receive support, learning, development and guidance where necessary throughout their probationary period.

If following the assessment, the manager believes that the employee will be unable to reach the required standards at the early stages of the probationary period and they believe that further training & development will be unable to help, they should seek advice from Human Resources to determine whether the employee's contract can be terminated prior to the completion of their full probationary period.

6.5 If the employee has not satisfactorily met the required standards, the outcome of the review meeting will be confirmed in writing by the manager within five working days of this meeting. The manager should use the appropriate template letter relating to the outcome of the meeting.

6.6 The manager must send a record of the completed probationary review form to H.R. and to the employee and update the appropriate electronic record system. Data records should be retained in accordance with the Council's Data Handling Policy.

7.0 Probation Review Meeting – Three Months

7.1 A review meeting will be held when an employee has been employed in their new post after a period of three months. The manager will arrange a "Three Month" Probationary Review meeting with the employee. The employee will be reminded they can be accompanied to the meeting by a trade union representative or a work colleague.

7.2 The review meeting should be held between the manager and employee. The manager should discuss the following during the review meeting with the employee by way of a two-way conversation:

- Confirm that the employee has completed both local and corporate induction and review 3-month work plan, develop work plan for months 4-6 including the setting of realistic goals and necessary resources required for the work plan to be achieved.
 - The requirements of the role
 - The required standards of performance, conduct and attendance.
 - The work and learning objectives to be achieved during the probationary period
 - The desired outcomes
 - Timescales
 - Recognise the employee's achievements/ strengths during the first 3 months.
 - How performance will be assessed and monitored.
 - When the employee will know whether they have successfully completed their probation period.
 - Date employee will know when they have successfully completed probation period
 - Provide the employee with the opportunity to note their comments on 3 month probation review form
 - Date for the Final Review Meeting.

Employees should be advised at the meeting whether they have met the required standards during this period of probation.

7.3 During the probationary review meeting, a Probationary Period Review form will be completed and signed by both the manager and the employee. If the employee has successfully met the required standards, this will be recorded on the Probation Review form.

7.4 If the manager establishes that the employee has not satisfactorily met the required standards in specific work area/s a discussion should be held between the manager and the employee to:

- Identify the relevant issues & reasons for not meeting required standards
- Identify what improvements are required, and expected timeframes.
- Discuss with the employee what support can be given in regards to coaching and learning and development.
- Advise the employee that failure to improve to meet the required standards in specific work area/s may result in termination of employment

The manager should advise the employee that improvement is required and that they will continue to receive support, learning, development and guidance where necessary throughout their probationary period.

7.5 If the employee has not met the required standards, the outcome of the review meeting will be confirmed in writing by the manager within five working days of this

meeting. The manager should use the appropriate template letter relating to the outcome of the meeting.

- 7.6 The manager must send a record of the completed probationary review form to H.R. and to the employee and update the appropriate electronic record system within 5 working days. Data records should be retained in accordance with the Council's Data Handling Policy.

8.0 Probation Final Review Meeting – Six Months

- 8.1 The final review meeting must be held when an employee is reaching the end of their "Six Month" probationary period. The manager will arrange a "Final Review" meeting with the employee.
- 8.2 The employee should be notified that they may be accompanied by a T.U. representative or work colleague at the meeting.
- 8.3 The manager should discuss with the employee whether the employee has met the required standards of the post during the probation period and review the overall completion of the work plan for the 6-month period.
- 8.4 A Probationary Period Review form will need to be completed during the meeting and signed by both the manager and the employee, with the employee provided with the opportunity to note any comments on the Review Form.
- 8.5 There are three possible outcomes relating to the Final Review meeting:
- Satisfactory Completion of Probationary Period
 - Extension to Probationary Period
 - Recommended Termination of Employment – Unsuccessful Probationary Period (see point 11)

9.0 Satisfactory Completion of Probation Period.

- 9.1 The manager will inform the employee that they have satisfactorily met the required standards to complete their probationary period.
- 9.2 The outcome of the final review meeting will be confirmed in writing by the manager within five working days of this meeting, using the appropriate template letter.
- 9.3 The manager must send copies of letters relating to the employee's final review meeting and completed Probationary Period form to the HR Department and update appropriate electronic systems within 5 working days. Data records should be retained in accordance with the Council's Data Handling Policy.
- 9.4 Upon successful completion of the six month probationary period, the manager must ensure that as a minimum, annual performance 1 to 1 virtual review meetings are completed, to ensure that employee's performance continues to be satisfactory; managed, that individual targets are set and met and contribute towards the Council

achieving its objectives as set out in the Department's Annual Workplan & Council's Corporate Plan.

10.0 Extension to Probationary Period

- 10.1 In some borderline cases, where a manager identifies that there has been some improvement in the employee's performance, but it has still fallen short of the agreed improvement timescale, a decision will be made on whether to offer an extension to the probationary period up to a further three months (but not beyond), in the hope that a further period will enable the employee to reach the required standard.
- 10.2 The manager should consult with HR prior to offering an extension to the probationary period. Any decision made to extend the probationary period will be at the discretion of the employee's manager.
- 10.3 Where the probationary period is to be extended the manager will explain to the employee and document the reasons for the extension at the final review meeting, agree an action plan and continue to have regular monthly reviews with them detailing the additional support that will be given throughout the review process to enable them to reach the required standard.
- 10.4 A Probationary Period Review form will need to be completed during the meeting and signed off by both the manager and the employee, with the employee invited to note their comments on the probationary review form. The employee must be advised if they fail to improve to the required standards during the extension period, their employment may be terminated.
- 10.5 The outcome of the final review meeting will be confirmed in writing by the manager to the employee and H.R. within five working days of this meeting. The manager should use the appropriate template letter relating to the outcome of the meeting and notify the employee of the reason for the decision in writing.
- 10.6 The manager must send copies of letters relating to the employee's review meeting and the completed Probationary Review form to the HR Department, and update the appropriate electronic system.

11.0 Unsuccessful Probation Period – Recommended Termination of Employment

- 11.1 The manager will discuss with the employee their performance against the agreed objectives that have been set at the previous review meetings together with the learning & development and support that has been provided through the probationary period.
- 11.2 A probationary review form will need to be completed during the meeting and signed off by the manager and the employee, with employee invited to note their comments on the probationary review form.

- 11.3 Where the employee's work performance has remained unsatisfactory and it is considered that further development or support would not lead to them reaching the required standard, the manager will recommend that the employment be terminated.
- 11.4 The outcome of the review meeting will be confirmed in writing by the manager within 5 working days of this meeting. The manager should use the appropriate template letter relating to the outcome of the meeting and confirm the reason for the decision.
- 11.5 The Council will follow the statutory dismissal procedure if terminating a contract of employment during or at the end of a probationary period.

12.0 Roles and Responsibilities of Employees

- 12.1 During the probationary period the employee must demonstrate the standards expected by the Council for performance, conduct, timekeeping, notification of sickness absence and general attendance and attendance at relevant training. Agreed written objectives must be met within the specified timescales. It is the employee's responsibility to inform their manager at the earliest opportunity if they are experiencing any difficulties.

13.0 Roles and Responsibilities of Managers

- 13.1 To explain the expected standard of performance including the completion of localised induction during the first week of employment and manage the probation period and ensuring that review dates are set and that the employee receives regular feedback on performance.
- 13.2 Mid Ulster District Council recognises that there will be other workers (e.g. agency workers, casual, seconded staff) working alongside Council employees however, the Council will endeavor to ensure that a fair and consistent process is afforded to them by offering robust induction training and providing regular review meetings to ensure they are meeting appropriate standards. Managers will be required to communicate with H.R. if standards are not being met.
- 13.3 Advise Human Resources if the intention is to offer an extension to an employees' probationary period, prior to the review meeting taking place.
- 13.4 Issue the employee with the relevant invite (a minimum of 5 working days' notice must be given – see point 5.4) and outcome letters relating to the review meetings, and completion of probationary period review forms at each meeting, ensuring form is signed off by both the manager and the employee.
- 13.5 Electronically send all letters and the Probationary Period Review forms securely to the HR Department, and update appropriate electronic system.
- 13.6 Ensure appropriate learning and development is provided within the timescales of the probationary period.
- 13.7 Understand that employees have certain statutory employment rights from day one of their employment (as per point 18.2).

14.0 Roles and Responsibilities of Human Resources

- 14.1 Provide training, support and guidance to managers and employees on the implementation of this policy.
- 14.2 Ensure the policy is communicated, reviewed and updated in line with best practice, employment legislation and relevant case law.
- 14.3 Provide appropriate support to managers.

15.0 Role of Trade Union

- 15.1 Employees have the right to be accompanied by a work colleague or T.U. representative at review meetings. Such requests will be accommodated where possible (see point 5.4).
- 15.2 Any review and revisions of this policy will be undertaken by Human Resources and consultation will take place with the Council's recognised Trade Unions.

16.0 Monitoring and Review

- 16.1 This procedure will be reviewed every two years by Council and, if necessary, revised in consultation with recognised Trade unions in light of changing employment legislation and relevant case law and best practice.

17.0 Equality Screening & Impact

- 17.1 This policy has been subject to equality screening in accordance with the Council's screening process. This policy has been screened out.

18.0 Legal Issues

- 18.1 An employee has certain statutory employment rights from day one of employment in respect of e.g. health & safety, whistleblowing, equality, trade union membership/non-membership and data protection.
- 18.2 Employees with a minimum of one year's recognised continuous employment service appointed to a Council post (with a different job description) who subsequently does not successfully meet the required standards of the new post, shall be dealt with under Council's Disciplinary Procedure or Capability Procedure (as appropriate). An employee will be notified of the right to be accompanied to probationary review meetings, dismissal appeal hearing by a T.U. representative or work colleague. An employee has the right of appeal in respect to a decision to dismiss.
- 18.4 An appeal against a decision to dismiss must be made in writing by the employee (with less than one year's recognised continuous employment service) to the Chief Executive (or nominee) within 10 working days of the decision to dismiss. The appellant is required to set out the grounds of the appeal in writing e.g. the procedure applied, the facts on which the decision was made and/or the decision made. The

appellant will be provided with a minimum of 5 working days' notice of an appeal hearing and advised of the right to be accompanied to an appeal hearing by a work colleague or a trade union representative. The appeal hearing is final and there is no further right of appeal. The employee will be notified in writing of the outcome of the appeal hearing within 5 working days of the appeal hearing by the Chief Executive or nominee. Written notes of the appeal hearing will be retained by HR Representative attending the appeal hearing and a copy provided to the employee.

APPENDIX XX

Timeline Flowchart – steps, deadlines & process outlined

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