

# Probationary procedure

**To be used for employees recruited on or after 1 July 2026.**

**Author:** Helen Ginty

**Contact:** Helen.Ginty@luton.gov.uk

**Version:** 3.0 (published)

**Last updated:** July 2026

## Document History

| Version | Date          | Notes                                                                                                                                                                                                                              | Prepared by       |
|---------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 1.0     | December 2004 |                                                                                                                                                                                                                                    |                   |
| 2.0     | March 2016    | Updates to bring in line with current practice and employment law                                                                                                                                                                  | K Ilett           |
| 2.1     | November 2020 | Probationary period reduced to 6 months. New provisions included for agency workers to transition to permanent employees (section 13). Inclusion of ASYE appendix. General update.                                                 | H Ginty           |
| 2.2     | April 2021    | Appendix 1 – Clarity on ASYE right of appeal included                                                                                                                                                                              | H Ginty           |
| 2.3     | May 2022      | Amends to Appendix 1. Clarification on process to extend probation, and duty to notify Social Work England                                                                                                                         | H Ginty/L McNeill |
| 2.4     | August 2024   | Amends to reflect removal of online induction                                                                                                                                                                                      | S Gray            |
| 3.0     | July 2026     | Changes to bring forward the probationary review timetable so that all reviews and any required hearings are completed by the end of month five, and to incorporate revised notice periods that apply during probationary periods. | H Ginty           |

# Contents

|                                                                              |    |
|------------------------------------------------------------------------------|----|
| 1. Purpose.....                                                              | 3  |
| 2. Scope of the procedure.....                                               | 3  |
| 3. Length of probation .....                                                 | 3  |
| 4. General principles .....                                                  | 3  |
| 5. Process .....                                                             | 4  |
| 6. Capability Issues.....                                                    | 5  |
| 7. Sickness Absence.....                                                     | 5  |
| 8. Disciplinary Issues .....                                                 | 5  |
| 9. Probation Hearing – capability, disciplinary and dismissal .....          | 6  |
| 10. Notice Periods.....                                                      | 7  |
| 11. Annual Leave .....                                                       | 7  |
| 12. Special circumstances – agency workers .....                             | 7  |
| 13. Further information.....                                                 | 8  |
| APPENDIX 1 – Newly Qualified Social Workers (NQSWs) in ASYE employment ..... | 9  |
| APPENDIX 2 – Probationary report.....                                        | 13 |
| APPENDIX 3 – Probationary report action plan .....                           | 16 |

# 1. Purpose

- 1.1 This procedure has been developed to make sure that employees who join Luton council are given every opportunity to succeed in their role. This means providing employees with support in the early weeks, so that they know how they are doing and so that questions or concerns can be sorted out quickly.
- 1.2 The procedure provides the council with an opportunity to assess the performance, conduct and attendance of new employees and provide clear direction and support enabling employees to achieve and maintain an acceptable standard of performance.

# 2. Scope of the procedure

- 2.1 This procedure is applicable to all new employees commencing service with Luton Council, except for
  - All staff on Teachers' Terms and Conditions
  - Casual workers
- 2.2 Employees on fixed term and temporary contracts are covered by this procedure.
- 2.3 Employees who transfer within local government service will also be required to serve a probation period. However, employees will remain entitled to have their previous service recognised for annual leave, sickness, maternity, adoption, redundancy, etc., purposes
- 2.4 Agreement for the implementation of this procedure has been reached through negotiation with the recognised Trade Unions and forms part of the employee's contract of employment.

# 3. Length of probation

- 3.1 The formal probation period is six months. All reviews, support interventions and any probationary hearings must be completed by the end of month five so that decisions can be fully enacted within the overall probation timeframe.
- 3.2 There are some limited situations where it may be appropriate to extend the probationary period (section 4.5). Human resources must be advised of any case where an extension is being considered. There are also some very limited situations where the probationary period may be reduced (section 12).
- 3.3 Employees newly engaged under the Assessed and Supported Year in Employment (ASYE) scheme that gives newly qualified social workers extra support during their first year of employment are subject to the probationary procedure but are also subject to the successful completion of a 12-month period of assessment in accordance with the ASYE learning agreement. Full details are at appendix 1.

# 4. General principles

- 4.1 Employees must be made aware of their probation status and its implications.
- 4.2 The probation process must work alongside induction to ensure new employees understand expectations and receive the necessary support.
- 4.3 Managers are responsible for setting clear expectations and addressing concerns promptly. Employees must be given the opportunity to improve, with additional support where appropriate.

- 4.4 The rules governing the probationary period are applicable for six calendar months.
- 4.5 No extension of the probationary period beyond six months will be permitted unless circumstances justify it (e.g. maternity leave, injury, life event). Any extensions should be discussed and agreed with HR who will advise on the implications.
- 4.6 Where reasonable adjustments need to be made for disabled employees, a probationary period cannot meaningfully begin until the adjustments are in place. Where reasonable adjustments have been agreed, these should be implemented as soon as practically possible.
- 4.7 Any discussions about performance and actions agreed must be documented by the line manager, kept with the Probationary Report (appendix 2) and stored responsibly.
- 4.8 Employees have one right of appeal against a decision to terminate their employment during probation.
- 4.9 Employees who have successfully passed probation in one role at the council who then move to a different role will not be subject to a further, formal probationary process in their new role. It will still be necessary to ensure that an effective induction for the new employee is carried out, that objectives are set, and that performance is reviewed. Employees undertaking their ASYE are an exception to this – refer to appendix 1.

## 5. Process

- 5.1 Managers should ensure that an induction programme is in place prior to the new employee starting.
- 5.2 At the start of the probationary period the manager should discuss the following with the new employee
- Objectives - what the employee is expected to achieve in their job during the probationary period and thereafter
  - Details of the core values of the council and behaviours expected of the employee
  - The standards of regular attendance expected from the employee
  - The standards of customer service expected from the employee
  - Any training and development required to help the employee to do their job
  - How any problems with performance will be addressed
  - When the probationary review meetings will take place
- 5.3 All new employees should be given a local/departmental induction on joining their department. In conjunction with this they should attend the corporate induction, dates for which can be found on the intranet. Managers must ensure employees are aware of statutory and mandatory training relevant to their role and arrange for this to take place as soon as practicable. Guidance on mandatory training requirements is available on the intranet.
- 5.4 Managers are not required to conduct formal check-ins during the probationary period, however, as part of day-to-day management, managers and supervisors should ensure that they set objectives, set expectations around the council's CARES values and have regular check-in style conversations with their new employee to ensure that they are settling in, to discuss any issues around wellbeing, to congratulate them on their successes, provide immediate feedback on their progress against the required standards, advise them of any concerns and discuss how these can be addressed. The provision of regular constructive two-way feedback ensures that employees have opportunities to raise any questions or

concerns they may have. Relevant information from these conversations should be recorded at the next probationary review.

- 5.5 In addition, formal, documented probation reviews are to be carried out by the manager. Progress should be formally reviewed at weeks 6, 12 and 18 and recorded on the Probationary Report Form (Appendix 2). Managers should discuss the employee's progress as well as any problems and identify where any additional support or training would be appropriate. Any action taken should be recorded in writing on this form. The Probationary Report Action Plan (Appendix 3) can be used to record details of agreed objectives and outcomes.
- 5.6 The final review by week 18 must confirm whether the employee is on track or whether a probationary hearing is required. If a hearing is needed it must be scheduled and completed no later than the end of month five.
- 5.7 The probation period does not conclude until the end of six calendar months from commencement in the post. Managers should confirm verbally, as well as on the probation report form, the successful completion of the probationary period at the final review meeting. Following the probation period, discussions between the manager and employee around performance, job role, wellbeing, ambitions etc will continue on a regular basis under the council's check in scheme, which includes annual performance reviews.
- 5.8 Any issues or concerns that arise after the final review meeting and/or after the successful completion of the probationary period will normally be outside of the probationary process and will need to be addressed in line with the council's full procedures as applicable.

## 6. Capability Issues

- 6.1 Where an employee is not working at the required standard, they should be made aware of this. They should be given the opportunity to improve, with additional support where necessary. Managers should have this discussion with their employee at the earliest opportunity and not wait for the next formal probation review.
- 6.2 If after a reasonable time frame the employee has not reached the required standard, a probationary hearing must be arranged – to be completed by month five. A possible outcome of this hearing is the termination of the contract with the required notice. The procedure at section 9 should be followed and advice and support should be sought from Human Resources.

## 7. Sickness Absence

- 7.1 Managers must monitor attendance closely, consider sick absence levels and discuss the reasons for the absence(s) with the employee. The employee must be given a reasonable opportunity to improve attendance where this is practical and appropriate. Where attendance remains unsatisfactory, the matter may be referred to a probationary hearing under section 9. Following the hearing, dismissal with notice may be one possible outcome. Advice and support should be sought from Human Resources.
- 7.2 At the successful conclusion of the probationary period, the council's full Sickness Absence Procedure will apply, and any absence incurred during the probationary period will roll forward as part of the employee's 12-month absence record.

## 8. Disciplinary Issues

- 8.1 Following reasonable investigation the line manager, with input from HR if required, will need to decide whether to:

- Continue probation with no additional action.
- Continue probation with clear and closely monitored targets
- Instigate disciplinary action

8.2 When disciplinary action is considered appropriate, managers should contact Human Resources before instigating the procedure outlined at section 9.

8.3 Disciplinary action may result in

- dismissal with notice; or, where the allegation amounts to gross misconduct, summary dismissal
- a disciplinary warning being issued and probation continued with clear and closely monitored targets
- no further action taken

## 9. Probation Hearing – capability, disciplinary and dismissal

9.1 All probationary hearings should be scheduled and completed no later than the end of month five.

9.2 Step One: Statement of grounds of action and invitation to meeting.

- The employee is notified in writing of concerns and invited to a probationary hearing.
- Any relevant documents to be used as evidence must be supplied to the employee together with the names of any witnesses the line manager will be calling. Any documentary evidence that the employee wishes to submit together with the names of any witnesses they may wish to call should be supplied to the hearing manager in advance of the hearing.
- The hearing will be chaired by the line manager's manager or another appropriate officer of the council.

Step Two: The hearing

- The hearing must take place before action is taken, except in the case where suspension is appropriate.
- The employee must have reasonable opportunity to consider their response to the matter before the hearing.
- The employee must take all reasonable steps to attend the hearing. Sickness absence will not automatically be accepted as a valid reason for non-attendance. The manager will consider the circumstances of each case, including whether the employee is fit to participate and whether any reasonable adjustments are required. Where the employee is unable to attend for a valid reason, the hearing will be rearranged once only. If the employee is unable to attend the rearranged hearing, the hearing will proceed in their absence and a decision will be made on the information available, unless postponement is required in order to comply with the council's legal obligations
- The employee should be allowed to answer any allegations that have been made; this includes presenting documents, calling witnesses and asking questions.
- The employee has a right to be accompanied by a trade union representative or work colleague.

- If the representative/work colleague is not available at the time proposed for the meeting, it should be rearranged to an alternative time put forward by the employee provided that the alternative date is reasonable and not more than five days after the original date.
- After the meeting the employee will be informed of the decision within five working days.

### Step Three: Appeal

- Employees have one right of appeal against a decision.
- This appeal must be made in writing to the appropriate Service Director within five working days of receiving written notification of the decision, setting out the reason(s) for the appeal.
- The employee will be invited to attend an appeal meeting and must take all reasonable steps to attend.
- The employee has a right to be accompanied by a trade union representative or work colleague.
- The appeal will be heard by an appropriately designated manager from the employing department and a representative from HR.
- After the meeting the employee must be informed of the final decision within five working days.

## 10. Notice Periods

- 10.1 During the probationary period, all employees irrespective of grade are subject to a one month notice period where the council terminates employment, except where disciplinary action results in summary dismissal.

## 11. Annual Leave

- 11.1 The usual system for the request and approval of annual leave will apply to employees within their probationary period.
- 11.2 Managers should advise employees that entitlement is proportionate to the number of completed months' service during a leave year.
- 11.3 Employees leaving the authority will be expected to take any unused annual leave within their notice period or will be required to refund any holiday paid in excess of their accrued entitlement.

## 12. Special circumstances – agency workers

- 12.1 Where an agency worker is recruited onto the permanent workforce, the probationary period may be reduced where all the following criteria apply:
- There is no significant break between the person working for the council as an agency worker and their appointment to the permanent workforce into the same role (i.e. a break of no more than four weeks)
  - There is evidence that regular satisfactory performance reviews have been undertaken by the council during the time they were an agency worker (for example notes of one-to-one meetings, supervisions, case reviews etc.)
  - A reference is obtained from the agency confirming the level of sick absence in the period during which the employee provided agency cover, and this level of absence is acceptable to the council.

- 12.2 In such a case, with Service Manager approval, the probationary period for the employee can be reduced by the length of time that they undertook agency work for the council. For example, if the person had been an agency worker with the council for four months, they would be required to complete a two-month probationary period. Should the period of agency work in the role exceed six months there will be no requirement to serve a formal probationary period if the criteria in (12.1) are met and Service Manager approval is obtained.
- 12.3 Managers will need to liaise with HR Payroll and Transactions Team to ensure that the offer letter sent to the employee accurately reflects the reduced probationary period.
- 12.4 Where the probationary period has been shortened, managers must arrange a series of reviews with the employee to take place within the shortened probationary period. These reviews should be recorded on an adapted version of the Probationary Review Report (appendix 2).
- 12.5. Irrespective of the length of the probation period, managers should ensure that all new employees go through departmental and corporate inductions.
- 12.5 Where the information in (12.1) does not exist or cannot be obtained, the employee will be subject to the normal probationary period.

## 13. Further information

- 13.1 At all stages either the line manager or the employee may seek professional advice and support from Human Resources.

# Appendix 1 – Newly Qualified Social Workers (NQSWs) in ASYE employment<sup>1</sup>

This appendix should be read in conjunction with the probation procedure.

## 1.0 NQSWs already working within the council

This appendix does not apply to NQSWs who are already working within the council and have completed their probation in a previous LBC post. In line with other employees throughout the council who transfer internally, there is no requirement to repeat the probation period (see 4.9). However existing employees who move into an Assessed and Supported Year in Employment (ASYE) post will be required to meet the ASYE standards within the required 12-month period in line with their contract. For these employees, any issues relating to disciplinary or performance will be managed via the council's disciplinary or employee performance procedure.

## 2.0 All other employees on an ASYE programme

ASYE employees differ from other employees in that:

- their appointment is subject to a 12-month period of professional assessment and support, and
- successful completion of the ASYE is an express condition of their ongoing employment as a social worker with Luton Council.

For ASYE employees, the ASYE assessment process replaces the standard probation procedure. For the avoidance of doubt, during the ASYE the Employee Performance Procedure applies only to NQSWs who are already employed by the council and move into an ASYE post, as set out in paragraph 1 above. For all other ASYE employees, any concerns regarding performance during this period will be managed in accordance with this procedure.

## 2.1 Duration of the ASYE probationary period

ASYE employees are subject to a 12-month probationary and assessment period. This is set out in their contracts.

During this period, employees must:

- complete the full ASYE programme, and
- meet the required professional standards and assessment outcomes for ASYE

Where a NQSW has completed part of their ASYE with another organisation, their probation will last up to the end of the ASYE programme (at least six months) with Luton.

## 2.2 Assessment and review arrangements

ASYE employees will be subject to formal review meetings in line with the ASYE framework. These reviews will normally include:

- regular supervision and support meetings;
- formal progress reviews at set points throughout the year; and

---

<sup>1</sup> As of September 2026, all NQSWs in Adult Social Care will be on the Department for Health & Social Care ASYE programme, all NQSWs in Children's Social Care will be on the Department for Education ASYE programme. As of April 2027, Children's NQSWs will no longer be in the ASYE but will instead have to complete a 2-year Early Career Development Programme, which begins in September 2027. Please see the link below for further information <https://www.gov.uk/guidance/assessed-and-supported-year-in-employment-asye-framework>

- a final assessment at the end of the 12-month ASYE period.

The purpose of these reviews is to:

- assess progress against ASYE outcomes and professional standards;
- identify development and support needs; and
- determine whether the employee is on track to successfully complete the ASYE.

Concerns about performance, capability or progress must be raised as early as possible through the ASYE review process and addressed through enhanced support plans where appropriate. There should be no surprises at any stage of the process and employees should be treated fairly and openly with constructive feedback. There should also be clear evidence of follow up during the supervision and review processes.

### 2.3 Mid-year review and the six-month service threshold

Although the ASYE period lasts 12 months, managers must be particularly mindful of the six-month service threshold at which employees acquire enhanced statutory employment rights.

A formal review should take place before the employee reaches six months' service ideally at 18 weeks to:

- assess progress to date;
- identify any significant concerns; and
- consider whether continuation within the ASYE remains appropriate.

The line manager should organise and chair this meeting.

Where serious concerns arise before six months' service which indicate that successful completion of ASYE is unlikely, managers should seek HR advice promptly to set up a probationary hearing. One of the possible outcomes of such a hearing is dismissal.

### 2.4 Outcomes at the end of the ASYE period

At the end of the 12-month ASYE period, one of the following outcomes will apply:

- **Successful completion**  
The employee has met the required ASYE standards and their appointment is confirmed.
- **ASYE period placed on-hold**  
In exceptional and clearly evidenced circumstances such as maternity, long-term sickness, parental leave, where the council is temporarily not able to put in place the required level of support and assessment for the NQSW, or where the employee is subject to a formal investigation, the ASYE period may be paused. The length of the hold should be agreed between the NQSW, the assessor and the ASYE programme lead and confirmed in writing. The HR advisor for the service should also be advised. Once the programme resumes, the amount of time outstanding should match the remaining time left of the programme. Prior to any hold there should be a review of the NQSWs progress to date at which the assessment documentation is updated and the hold recorded. Before resuming the programme there should be a review meeting between the NQSW, the assessor, the team manager and the co-ordinator to agree a plan to support the NQSWs return to the ASYE programme
- **Failure to complete ASYE**  
Where the required standards have not been met, employment may

be terminated in line with the terms of the contract and this procedure. The council has a duty to notify Social Work England of any social worker who is dismissed during their ASYE period and whose professional practice is of significant concern.

## 2.5 Safeguarding concerns

Under-performance during the 12-month probation period, which raises safeguarding practice concerns, may result in a probationary hearing (see section nine) and the consequent termination of employment for the NQSW at any stage during the probation period. Managers are not required to wait until the end of the process to act where there is sound evidence of poor practice.

## 2.6 Sickness absence and disciplinary issues

ASYE employees are expected to comply with the council's standards of conduct and attendance.

- **Before six months' service**

Any sickness absence or disciplinary issues arising before six months' service will normally be considered within the context of the probationary and assessment process, with appropriate support and guidance provided.

- **After six months' service**

Once an ASYE employee has completed six months' service:

- sickness matters will be managed under the **council's full sickness absence procedure**; and
- conduct issues will be managed under the **council's full disciplinary procedure**.

The probationary procedure must **not** be used as a substitute for the council's formal absence or disciplinary procedures after the six-month threshold has been passed.

## 2.7 Support and responsibilities

Managers are responsible for:

- providing appropriate supervision, support and development opportunities.
- ensuring ASYE reviews are conducted in a timely and consistent way; and
- seeking early HR advice where concerns arise.

ASYE Assessors are responsible for supporting the NQSW in the development of their social work practice by:

- providing ongoing developmental feedback to promote practice change
- undertaking assessments of the NQSW's progressive development, leading to a pass or fail recommendation at the end of the programme
- ensuring that the NQSW receives the support set out in the 'standards for employers of social workers' (together with the NQSW's line manager)

ASYE employees are responsible for:

- engaging fully with the ASYE programme.
- meeting required professional standards; and
- raising support needs at the earliest opportunity.

## **2.8 Further advice**

HR advice must be sought where:

- concerns arise about NQSWs progress before six months' service
- safeguarding concerns arise
- there are performance, sickness or disciplinary issues that arise during the ASYE period or,
- dismissal at the end of the ASYE period is a potential outcome.

## Appendix 2 – Probationary report

Employee Name: Click to enter text

Section/Department: Click to enter text

Date Appointed: Click to enter text

Objectives should be set at or before the first probationary meeting and reviewed at each subsequent meeting

| Objectives during probation | How will it be measured? | By when? | Link to service/ corporate plan/2040 |
|-----------------------------|--------------------------|----------|--------------------------------------|
|                             |                          |          |                                      |
|                             |                          |          |                                      |
|                             |                          |          |                                      |
|                             |                          |          |                                      |
|                             |                          |          |                                      |
|                             |                          |          |                                      |

The assessment necessary to complete this form should be made during a meeting with the employee who should sign the form at the appropriate place to indicate understanding of the comments and any action plan and targets and the possible consequences of failure to meet these. A copy of the form should be given to the employee after each review.

Departmental and corporate induction must have been carried out and any training necessary for the employee to undertake their role must be provided. During their six-month probationary period employees are not subject to the council's full disciplinary, sickness absence or employee performance procedures and thus employees failing to reach standards required in any area of work, attendance or conduct can be dismissed with notice by following the probation hearing process. You must contact HR Advice & Support **before** taking such action. Full notes of any such action should be made on this form.

Please rate items 1-9 as appropriate:

A = Very Good

B = Good

C = Satisfactory

D = Poor

| Date                                                                                            | Week 6 | Week 12 | Week 18 |
|-------------------------------------------------------------------------------------------------|--------|---------|---------|
| 1. Meeting job requirements                                                                     |        |         |         |
| 2. Standard of work (quality, quantity and consistency)                                         |        |         |         |
| 3. Initiative (takes initiative appropriately/seeks guidance to initiate)                       |        |         |         |
| 4. Relationship with colleagues                                                                 |        |         |         |
| 5. Relationship with manager(s)                                                                 |        |         |         |
| 6. Other relationships (examples stakeholder, partner/clients/customer/external suppliers)      |        |         |         |
| 7. Demonstrates corporate values (Collaborative, Ambitious, Respectful, Empowering, Supportive) |        |         |         |
| 8. Timekeeping                                                                                  |        |         |         |
| 9. Sickness record:                                                                             |        |         |         |
| a) No. of working days absent during period                                                     |        |         |         |

|                                                                                                                         |  |  |  |
|-------------------------------------------------------------------------------------------------------------------------|--|--|--|
| <b>b) No. of periods of absence during period</b><br><b>Please add extra information on sickness record if required</b> |  |  |  |
|-------------------------------------------------------------------------------------------------------------------------|--|--|--|

Please answer "yes" or "no" to the following questions.

If the answer to any questions is "yes", please give appropriate information in the relevant section.

|                                                                                                                                                                            | <b>Week 6</b> | <b>Week 12</b> | <b>Week 18</b> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------|----------------|
| <b>10. Has it been necessary to discuss with the employee</b><br><b>a) Any recurring deficiency in the performance of his/her duties?</b><br><br><b>b) Any misconduct?</b> |               |                |                |
| <b>11. Has it been necessary to give</b><br><b>a) Any additional training or coaching support?</b><br><br><b>b) More than normal supervision</b>                           |               |                |                |

Employees who are not meeting the required standards of work or conduct at any stage during their probationary period should be set improvement objectives with reasonable target dates which will enable them to overcome any of these difficulties. These must be discussed with the employee to ensure that they understand these objectives, the reasons for setting them, as well as the consequences of failing to achieve them. These may be set at any time but details must be entered on the probationary form and copied to the employee's personal file. Appendix 3 can be used to record these details. **Please note** all improvement plans must be scheduled to be completed by week 18.

#### Week 6 review

Managers comments:

Action Plan and Targets Set (Where appropriate, use Appendix 3)

Manager's signature [Click to enter text](#)

Date [Click to enter text](#)

I understand the above comments, action plan and targets which have been discussed with me. I understand that failure to achieve these targets to the agreed standards will jeopardise my continuing employment with the council.

Employee's signature Click to enter text

Date Click to enter text

Week 12 review

Managers comments:

Action Plan and Targets Set (where appropriate, use Appendix 3)

Manager's signature Click to enter text

Date Click to enter text

I understand the above comments and that my employment with the council remains on probation until ..... (manager to insert appropriate date). I understand that failure to achieve targets set before this date may jeopardise my employment which will continue to be monitored after that date.

Employee's signature Click to enter text

Date Click to enter text

Week 18 review

Managers comments:

Manager's signature Click to enter text

Date Click to enter text

I understand the above comments and that my employment with the council remains on probation until (manager to insert appropriate date). I understand that failure to achieve targets set before this date may jeopardise my employment which will continue to be monitored after that date.

Employee's signature Click to enter text

Date Click to enter text

**I confirm that the above-mentioned employee is/is not\*\* suitable for transfer to the permanent establishment.**

Signed Click to enter text

Date Click to enter text

Manager Click to enter text

If not suitable please indicate reasons below. Contact HR to advise of Probationary Hearing

\*\*Delete as appropriate

A copy of this document, when completed, must be placed on the employee's personal file.

## Appendix 3 – Probationary report action plan

Name \_\_\_\_\_

| Date action agreed | What is required? | Date for completion | How will you know the objective has been achieved? | Outcome | Any further action/support required? |
|--------------------|-------------------|---------------------|----------------------------------------------------|---------|--------------------------------------|
|                    |                   |                     |                                                    |         |                                      |
|                    |                   |                     |                                                    |         |                                      |
|                    |                   |                     |                                                    |         |                                      |
|                    |                   |                     |                                                    |         |                                      |
|                    |                   |                     |                                                    |         |                                      |
|                    |                   |                     |                                                    |         |                                      |