

INDUCTION AND PROBATIONARY PERIOD POLICY

March 2017

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Policy:	Induction and Probationary Period Policy
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Date to be reviewed:	March 2019

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1 Introduction

- 1.1 NHS Hull Clinical Commissioning Group (CCG) is committed to the safety and welfare of its employees and ensuring that staff are welcomed into the CCG. In light of this commitment, all new employees must be given a programme of workplace induction within 4 weeks of joining the organisation arranged by their manager, and must undertake the training required of them in respect of statutory and mandatory training within 4 weeks of starting in post.
- 1.2 This policy, associated procedures and guidelines define the CCG's commitment to the induction process to ensure that all staff are supported during the period of induction, to the benefit of the employee and the organisation.
- 1.3 This policy also describes the approach of Hull Clinical Commissioning Group (the CCG) to the use of probationary periods for new employees.
- 1.4 The purpose of a probationary period, together with other measures such as induction, is to provide a consistent means by which new employees can be supported to become effective as quickly as possible and to enable a manager to objectively assess the capability, attitude and potential of the new employee. **Should the required standards of the CCG not be met during the probationary period employment may either be terminated or, exceptionally, extended.**

2 Purpose

- 2.1 It is the aim of the CCG to ensure that staff induction is dealt with in an organised, timely and consistent manner. Enabling the introduction of staff to their new role and working environment quickly so they can integrate and contribute effectively to the organisations objectives as soon as possible. This induction and Probationary policy, associated guidelines and checklist, aim to set out general steps for managers and staff to follow during the induction process. All managers and staff are to adhere to this policy.
- 2.2 The CCG implementation of a good induction practice by managers will:
- Welcome and introduce new employees to the organisation.
 - Introduce the organisational responsibilities and the individual responsibilities and expectations of new employees.
 - Comply with statutory legislation and mandatory requirements identified by national and local guidelines.
 - Enable new employees to settle into the CCG quickly, becoming productive and efficient members of staff within a short period of time:
 - Ensure that any new member of staff's enthusiasm and anticipated high level of motivation are reinforced.
 - Assist in reducing staff turnover, absenteeism and poor performance generally.
 - Ensure that employees operate in a safe working environment.

Appendix 1, 2 and 3 will support this.

- 2.3 The probation process should work alongside the induction process to help create a positive and supportive working environment, allowing new staff to settle into the organisation and learn the key elements of the job within a reasonable and realistic timescale.

- 2.4 The policy aims to ensure the probation process is undertaken for all staff and is applied in a fair and consistent manner, within a supportive framework and in line with employment legislation requirements.

3 Scope

- 3.1 Induction applies to all employees of the CCG including staff who are seconded to, or on fixed term / temporary contracts with the CCG.
- 3.2 The Probation Period will apply to all new employees of the CCG, the period of which will be included within the offer letter and contract of employment . Probationary periods will not apply to those engaged on fixed term contracts of six months or less. However, a local induction will be required for fixed term contracts of six months or less. For fixed term contracts of six months or more 1.4 will apply.
- 3.3 Existing CCG staff who take up new posts within the CCG, will not be subject to a probationary period nor will individuals who join the CCG due to the application of the Transfer of Undertakings Protection of Employment regulations. However a local induction, as applicable, will be appropriate in these instances.
- 3.4 The CCG has the right to terminate the contract of an employee at any time during the probationary period should they fail to meet the required standards. Staff whose contracts are terminated during the probationary period will be entitled to a notice period specified within this policy which is relative to banding , which will normally be paid in lieu.
- 3.5 On successful completion of the probationary period, the notice period which an employee would then follow is outlined in an individual's contract of employment will apply.

4 Responsibilities

- 4.1 Managers are to
- 4.1.1 Comply with and ensure their employees comply with, the requirements of this policy and related policies, guidelines and procedures.
- 4.1.2 Undertake, document and review a comprehensive workplace induction for each new employee incorporating the minimum requirements, as set out in Appendix 2
- 4.1.3 Undertake regular supervision and a performance and development review with the new starter within 4 weeks of employment, ensuring a copy of the individual's personal development plan is sent to the Quality Team within 6 weeks of starting in post.
- 4.1.4 To agree induction and probationary review dates (as per 8.3) with the employee and to ensure that these reviews are undertaken and the probationary assessment forms are completed.
- 4.1.5 To establish clear objectives for the employee and ensure training (including statutory and mandatory) and development opportunities are identified, planned and undertaken by the new employee.

- 4.1.6 To seek advice from a Workforce Representative should the employee not be performing to the required standards.
- 4.1.7 To make recommendations to their manager should they believe an employee's contract of employment ought to be terminated during, or at the conclusion of, the probationary period.
- 4.1.8 To ensure that copies of all related correspondence and records in regards to the induction and probationary period are kept and are accessible (further information available in section 11).
- 4.1.9 Where necessary, to carry out any relevant workplace assessments and ensure that any reasonable adjustments required at work are implemented in a timely manner.

4.2 New Employees are to

- 4.2.1 To perform to the best of their ability

Take an active role in their workplace induction, identifying where further knowledge is required and discussing this with their line manager.

- 4.2.2 Complete the new starter induction checklist at appendix 2 and submitted this with a copy of their personal development plan within 5 weeks of starting in post.
- 4.2.3 To identify whether additional support, training, equipment or adjustments are required to enable to fulfil the role.

4.3 Workforce Team are to

- 4.3.1 Provide guidance and advice to managers and probationers about implementation of this policy and procedure as appropriate.
- 4.3.2 Provide support to line managers in monitoring the completion of probationary periods.
- 4.3.3 Ensure all recruitment/contractual documentation reflects the requirement for probationary periods, with particular emphasis on correct notice periods.

5 Equality and Diversity

5.1 The CCG is committed to:

- Eliminating discrimination and promoting equality and diversity in its Policies, Procedures and Guidelines, and
- Designing and implementing services, policies and measures, that meet the diverse needs of its population and workforce, ensuring that no individual or group is disadvantaged.

5.2 To ensure the above, this Policy has been Equality Impact Assessed.

6 NHS Constitution

6.1 The CCG is committed to:

- the achievement of the principles, values, rights, pledges and responsibilities detailed in the NHS Constitution, and
- ensuring they are taken account of in the production of its Policies, Procedures and Guidelines.

6.2 This Policy supports the NHS Constitution and its pledge to provide all staff with

- clear roles and responsibilities,
- personal development, access to appropriate training for their job
- line management support to succeed in their roles
- provide support and opportunities for staff to maintain their health, well-being and safety.

7 Bribery Act 2010

7.1 The CCG follows good NHS business practice as outlined in the Business Conduct Policy and has robust controls in place to prevent bribery.

7.2 Due consideration has been given to the Bribery Act 2010 in the development of this policy document and consistent application of this policy will mitigate bribery in relation to this policy.

7.3 Under the Bribery Act it is a criminal offence to:

Bribe another person by offering, promising or giving a financial or other advantage to induce them to perform improperly a relevant function or activity, or as a reward for already having done so; and

Be bribed by another person by requesting, agreeing to receive or accepting a financial or other advantage with the intention that a relevant function or activity would then be performed improperly, or as a reward for having already done so.

7.4 These offences can be committed directly or by and through a third person and other related policies and documentation (as detailed on the CCG website) should be read when considering whether to offer or accept gifts and hospitality and/or other incentives.

7.5 Anyone with concerns or reasonably held suspicions about potentially fraudulent activity or practice should refer to the Local Anti-Fraud and Corruption Policy and contact the Local Counter Fraud Specialist.

8 Definitions of the Probationary Period

8.1 A probationary period is a trial period during which the performance, conduct and attendance of the employee will be assessed by a manager against the particular requirements of their role, the CCG's values, behaviours and expected levels of attendance and punctuality.

8.2 A decision about whether the probationary period has been successful will, normally be made at the end of the probationary period . However, if there are significant concerns highlighted at earlier review stages, and there is no evidence of the required improvement being made, a

decision to dismiss or to extend the probationary period may be taken before the end of the probationary period by the appropriate manager.

- 8.3 During the probationary period the employee's performance, conduct and attendance will be reviewed by the manager and recorded within standard documentation (Appendix 5).

Probationary Review	Length of Probation		
	3 months		6 months
Induction review	Week 1		Week 1
Initial review	Week 4		Week 4
Intermediate review	Week 8		Week 12
Final review	Week 12		Week 26

This timetable is flexible and can be tailored to meet the needs of the line manager and employee, provided the four review meetings are held.

- 8.4 Where necessary additional support and development opportunities will be provided by the manager in order to help new employees undertake their role safely .

9.0 Length of Probationary Period

Staff who are new to the CCG

All substantive employees **new** to the CCG will normally be subject to a probationary period. The length of the probationary period may be extended in some circumstances but not by a period of more than 2 months in total.

Pay band	Length of Probation Period
Bands 1 - 6	3 Months
Bands 7 and above	6 Months

10. Notice Period within a Probationary Period

Pay band	Length of Notice Period
Bands 1 -3	1 Week
Bands 4 – 6	2 Weeks
Bands 7 and above	6 Weeks

11. Workplace Induction

- 11.1 Starting a new job is a demanding and often stressful experience. As well as the obvious challenge of tackling new tasks, there is also the need to become accustomed to a new organisation, environment and new colleagues. The purpose of the workplace induction is to support new employees during this difficult period and to help them become fully integrated into the organisation and their team as quickly and easily as possible.
- 11.2 Completion of workplace induction is compulsory for all staff within five weeks of commencement of employment.

- 11.3 The employees' line manager is responsible for developing a post-specific workplace induction for their new employee, including the minimum content required in the induction checklist at Appendix 2.
- 11.4 The line manager and employee are to meet to discuss and agree their individual objectives and development/training needs within four weeks of commencement of employment.
- 11.5 On completion of workplace induction, the induction checklist (appendix 2) is to be completed and signed off by the employee and line manager and the original retained in the staff members personnel file held by the Corporate Team and a copy retained by the employee.
- 11.6 The completed new starter confirmation form at appendix 2 along with a copy of the new starters agreed personal development plan must be sent to the Quality Team within 6 weeks of commencement of employment.

12. Contract of Employment and Related Policies and Procedures

- 12.1 During the probationary period the employee will be employed on a contract of employment and subject to a range of CCG policies and procedures together with all relevant operational policies and procedures. However, only some elements of the following policies will apply during the probationary period: *Management of Attendance Policy, Disciplinary Policy and Managing Work Performance Policy*. The specific elements of the policies above which are applicable during the probationary period are; examples provided within the Disciplinary and Managing Work Performance Policies in respect of potential reasons for management under those policies. Where management of an employee within the probationary period may result in dismissal, a hearing will be held as stipulated within the Disciplinary Policy with the right to appeal..
- 12.2 Details of the probationary period will be clearly set out in offer letters, and the contract of employment.
- 12.3 During the probationary period the employee will be subject to a notice period of one month.
- 12.4 Following successful completion of the probationary period the employee will be covered by the Performance Appraisal Policy.

13. Record Keeping

- 13.1 It is important that a written/electronic record is kept by the manager of the outcome of every stage of the probationary assessment process and that this record can be accessed by the employee and the Workforce Team.
- 13.2 Records will include the Probationary Period Assessment Form (Appendix 5) and copies of any letters sent to the employee by the manager concerning a need for improvement, an extension of the probationary period and the outcome of the probationary period review process.

14. Right to Representation

- 14.1 An employee is entitled to be accompanied at a probationary period review meeting should they wish. The employee may be accompanied by a Trade Union or staff organisation representative, or a CCG colleague not acting in a legal capacity.
- 14.2 A minimum of five working days' notice of each review meeting will be provided by the manager who will take into account the right of the employee to representation when making the meeting arrangements.
- 14.3 It is the responsibility of the employee to arrange for their representative to attend as review meetings will go ahead with or without a representative being present given the importance of adhering to the timetable laid down in this policy/procedure.

15. Extension to Probationary Periods

- 15.1 A probationary period should only be extended in specific circumstances, e.g. where the performance of the employee has not met the required standard, but it is felt that further time for review is necessary, e.g. due to a lack of available support or required training having not been provided, organisational change causing disruption
- 15.2 Any extension to the probationary period can only be for a short period of time, and for no more than two months beyond the end of the initial probationary period. The manager and the employee must both agree to an extension. Advice and guidance on the extension of probationary periods is available from the Workforce Team.
- 15.3 Any extension to the probationary period should be confirmed to the employee, see Appendix 7, including the reason/s for the extension together with the required standards/objectives and the support available to achieve the required performance standards.

16. Outcome of Probationary Period

- 16.1 Upon completion of the probationary review meetings, including any extension to the probationary period, the manager will either decide that the employee is to be confirmed in post or to recommend that they be dismissed.
- 16.2 This decision/recommendation in 14.1, with reasons, will be recorded in a letter to the employee to be written. A copy of the letter should be retained by the manager, and on the employee's personal file (see Appendices 6 - 8).
- 16.3 Where there is a recommendation that the employee be dismissed this will be subject to a dismissal hearing held in accordance with the CCG Disciplinary Policy . The employee is entitled to be accompanied at this meeting as stated in section 3 of this procedure.

17. Right of Appeal

- 17.1 An employee has a right to appeal against a decision made to terminate their employment during, or at the conclusion of, their probationary period.
- 17.1 The appeal process to be followed is laid down in Section 15 and Appendix B of the CCG Disciplinary Policy and Procedure – CCG Appeals Procedure.

18. Statutory & Mandatory Training

- 18.1 NHS Hull CCG is committed to the safety and welfare of its staff. To ensure the organisation and new starters comply with the statutory legislation and mandatory requirements identified by national and local guidelines, all new (and existing) employees must complete the statutory and mandatory training required of their role, as per the Statutory and Mandatory Training Policy, within 4 weeks of commencement of employment.

19. Policy Review

- 19.1 This policy will be reviewed bi-annually.
- 19.2 Earlier review may be required in response to exceptional circumstances, organisational change or relevant changes in legislation/guidance

20. Associated Policies

- Recruitment and Selection Policy
- Absence Management Policy
- Disciplinary Policy
- Objective Setting and Review Policy
- Performance and Development Review Policy
- Statutory and Mandatory Training Policy
- Training and Development Policy
- Grievance Policy

APPENDIX 1

Induction Guidelines for Managers

General

Starting a new job is a demanding and often stressful experience. As well as the obvious challenge of tackling new tasks, there is also the need to become accustomed to a new organisation, environment and new colleagues. The purpose of induction is to support new employees during this difficult period and to help them become fully integrated into our organisation as quickly and easily as possible.

Induction has benefits for all involved in the process. Employees who settle quickly into the CCG will become more effective and part of their team/organisation at an early stage and in turn will experience feelings of worth and satisfaction.

It is generally recognised that new employees are highly motivated and an effective induction process will ensure that this motivation is reinforced.

Benefits of Induction

The advantages of an effective and systematic induction process are:

- To welcome and introduce new employees to the organisation.
- To introduce the organisational responsibilities and the responsibilities and expectations of new employees.
- To comply with statutory legislation and mandatory requirements identified
- By national and local guidelines.
- To enable new employees to settle into the CCG quickly and become effective within a short period of time.
- To ensure that new starters are highly motivated and that this motivation is reinforced.
- To assist in reducing staff turnover, absenteeism and poor performance generally.
- To ensure that new employees operate in a safe working environment.
- To reduce costs associated with repeated recruitment, training and lost production.

Induction Checklist

The Induction checklist is a very useful way of ensuring that information is imparted to new employees when they are likely to be most receptive. It avoids possible overloading employees with information during the first weeks whilst ensuring that all areas are covered. Managers/ should ensure that these matters have been properly understood whilst the checklist is being completed. Arrangements should also be made for the employee to visit any relevant departments/individuals with which they will have regular contact in the course of their duties. At the end of the process the induction checklist should be signed by the relevant parties and placed on the staff members personnel file held by the Corporate Team with a copy being retained by the employee. The new starter confirmation form should be completed following workplace induction and returned with a copy of the individuals agreed personal development plan to the learning and development team.

First Day of Employment

Preparations should be made for the arrival of the new entrant well in advance. For example, arrangements should be made to provide desk, equipment (including IT log-ins), someone to greet them and show them around, etc.

Most new employees tend to be concerned primarily with two matters:

- a) whether they can do the job and
- b) how they will get on with their new colleagues.

It is important therefore to introduce them to their new workplace and colleagues at the earliest opportunity. An introductory talk will be appropriate at this time and can be combined with the provision of general information and exchanging any necessary documentation. The talk should be as brief as possible, because the employee is unlikely to be receptive to detailed information at this stage, and should be conducted by someone who is well prepared and has sufficient time available. Managers should refer to the Induction Checklist and use it as a basis for discussion thus ensuring all documentation is complete.

A tour of the workplace should be arranged for the new entrant allowing the office section to be viewed as a whole and the employee to see where he/she fits into the organisation.

The new entrant will want to get to know his/her colleagues and quickly become part of the team and time should be made for this. If possible one of the new starter's colleagues should be nominated as a "guide" to ensure that he/she has the opportunity to settle in as quickly as possible.

Workplace Induction Programmes

Workplace induction must be geared to the individual's needs, adapting any identified adjustments as necessary.

Managers

Whilst many of the points in the checklist apply equally to all new managerial staff, in most cases individual induction programmes will be necessary. These should be drawn up in consultation with new managers, taking into account their backgrounds and experience and the nature of their new roles. Priority should be given to helping new managers establish and maintain relationships with management colleagues and opportunities should be provided for them to spend time in other relevant departments/individuals to facilitate this process. This will help managers quickly to gain an understanding of our organisation's philosophies, strategic and business plans.

Previous NHS Background

Individuals joining the organisation who have previously worked within another NHS organisation will have a good general understanding of how an NHS organisation operates. However, NHS organisations vary in their structure, strategies, policies, operating processes and procedures. It is important not to assume knowledge and to ensure these individuals are fully inducted and made aware of the structure, strategies, policies, operating processes and procedures within NHS Hull CCG.

APPENDIX 2

Workplace Induction Checklist

This is a checklist of Induction information which Line managers must use with new staff as part of their workplace induction programme this includes key tasks to be completed in advance of the staff member joining the CCG, within the first few days and weeks of employment.

Health and Safety items should be identified and covered immediately.

The Line Manager should advise relevant colleagues of the requirement to complete tasks and ensure that they have been actioned and the new employee should tick each subject as it is covered and understood. The form should be signed when all areas have been covered fully.

A signed copy of the form and The Personal Development Plan' should be retained on the staff members personnel file held by the PA to the Director of Quality and Clinical Governance/Executive Nurse or Corporate Affairs Officer. A copy should also be retained by the employee.

EMPLOYEE INFORMATION	
Name	
Position	
Start Date	

IN ADVANCE OF STARTING - Tick When Completed		Led By
Notification to All Staff Advising Of New Starter	<input type="checkbox"/>	Line Manager – Communications Team
Log In's Requested (NYH and nhs.net) – Via IT	<input type="checkbox"/>	Line Manager/Admin
Y Drive Access	<input type="checkbox"/>	Line Manager/ Admin
Mapping to the Y Drive/Printers etc) - Via IT	<input type="checkbox"/>	Line Manager/ Admin
Option To Join Car Parking Scheme	<input type="checkbox"/>	Corporate Affairs Officer
Desk Allocated	<input type="checkbox"/>	Line Manager/Corporate Affairs Officer
Equipment Ordered and Set Up (Including Basic Stationery Set Up)	<input type="checkbox"/>	Line Manager/ Admin
Added to all Global Staff Distribution Lists	<input type="checkbox"/>	Corporate Affairs Officer
Added To Signing In Book	<input type="checkbox"/>	Reception Team

KEY INFORMATION AND LOCATION	
Policies	CCG Website http://www.hullccg.nhs.uk/corporate-policies
HR Forms	Y:\HULLCCG\Corporate Templates and Forms\Forms and Templates\HR Forms Including Annual Leave and Sickness
Corporate Templates and Forms	Y:\HULLCCG\Corporate Templates and Forms\Forms and Templates
Personal Development Review Forms	Y:\HULLCCG\Corporate Templates and Forms\Forms and Templates\Personal Development Review Forms
Electronic Staff Records / Statutory and Mandatory Training	<p>Link for Staff ESR is: (Via Password) https://esr.mhapp.nhs.uk/OA_HTML/RF.jsp?function_id=30696&resp_id=-1&resp_appl_id=-</p> <p>Your log in should be sent to you from the HR Team – Any queries contact Embed.generalhr@nhs.net</p> <p>Link for Manager ESR (as per CCG Financial approvals is) (Via smartcard) https://esr.mhapp.nhs.uk/OA_HTML/xxnhs/smartcard/esrSmartcardLauncher.jsp</p> <p>Any queries contact the Corporate Affairs Officer – michelle.longden@nhs.net Y:\HULLCCG\Corporate Templates and Forms\ESR - Employee & Manager Self Service</p>

DAY 1 - Tick When Completed	
INDUCTION PACK Available at Y:\HULLCCG\Corporate Templates and Forms\Induction Pack	
General Information	Issued via Line Manager <input type="checkbox"/>
Building Codes and Access Information	
Committee Structure	
List of Fire Wardens and First Aiders	
Organisational Structure	
Third Floor Meeting Room Plan	
Wilberforce Court Extension List / Phone User Guide	
Wilberforce Court Seating Plans for Floor Two and Three	

General Information		
Introduction To Immediate Colleagues	<input type="checkbox"/>	Line Manager
Introductory Meeting with Manager(s) and Induction Programme Explained	<input type="checkbox"/>	Line Manager
Domestic Arrangements (Lunch, Refreshments, Cloak Stands, Location of Toilets Facilities Reception Opening Hours, Signing In etc)	<input type="checkbox"/>	Line Manager
Health and Safety		
Tour of Building (including) <ul style="list-style-type: none"> Facilities such as (shower, kitchen, shredder, photocopier, post etc) Emergency / Fire Procedures and Exits 	<input type="checkbox"/>	Corporate Affairs Officer

<ul style="list-style-type: none"> • Evacuation Meeting Point • Day and Time of Practice Fire Drill • First Aid and Di-Fib Equipment • Location of Fire Extinsurers • Smoking 		
Incident Reporting	<input type="checkbox"/>	Quality Team
Risk Reporting and Log in provided	<input type="checkbox"/>	Corporate Affairs Officer
Administrative Matters		
HR2 New Starter Form	<input type="checkbox"/>	Line Manager
Identification Badge Ordered and Photograph Taken	<input type="checkbox"/>	Corporate Affairs Officer
Travel and Expense Claims	<input type="checkbox"/>	Line Manager/Admin
Application to use Private Vehicle on Official Business	<input type="checkbox"/>	Line Manager
Room Booking Log in Requested and Overview of System	<input type="checkbox"/>	Line Manager /Admin
Declarations of Interest	<input type="checkbox"/>	Corporate Affairs Officer
Personnel File Created	<input type="checkbox"/>	Reception
Conditions of Service		
Hours of work, Flexi-Time Arrangements etc	<input type="checkbox"/>	Line Manager
Annual Leave Entitlements and Arrangements (Annual Leave Form Card)	<input type="checkbox"/>	Line Manager
Sickness Absence Reporting	<input type="checkbox"/>	Line Manager

FIRST WEEK - Tick When Completed		
NHS Hull CCG Service Area		
Introduction Meetings arranged with key people to meet	<input type="checkbox"/>	Line Manager/ Admin
Portal Password Requested – Via IT	<input type="checkbox"/>	Line Manager/Admin

SECOND & THIRD WEEK - Tick When Completed		
Policies and Procedures to read:		
Absence Management	<input type="checkbox"/>	New Starter
Acceptable Computer Use Policy	<input type="checkbox"/>	New Starter
Annual Leave	<input type="checkbox"/>	New Starter
Code of Confidentiality	<input type="checkbox"/>	New Starter
Email Use		
Flexitime	<input type="checkbox"/>	New Starter
Smoking	<input type="checkbox"/>	New Starter
Strategies to read:		
CCG Constitution	<input type="checkbox"/>	New Starter
Serious Incident Reporting	<input type="checkbox"/>	New Starter
Performance and Development Appraisal	<input type="checkbox"/>	New Starter
Risk Management Strategy	<input type="checkbox"/>	New Starter

Hull CCG Annual Report	<input type="checkbox"/>	New Starter
NHS Hull CCG Strategic Plan 2014 - 2020	<input type="checkbox"/>	New Starter
Staff members should make themselves aware of the other policies of the CCG via the Policy section on the website.	<input type="checkbox"/>	New Starter
Other		
Regular meetings arranged with Line Manager	<input type="checkbox"/>	Line Manager/Admin
Team Meetings, Team Briefings, and other specific meetings dates sent	<input type="checkbox"/>	Line Manager/Admin
Other (please add)	<input type="checkbox"/>	Line Manager

WITHIN FOUR WEEKS - Tick When Completed		
Performance and Development Review		
Statutory and Mandatory Training	<input type="checkbox"/>	Line Manager/New Starter
Personal Development Review/Objectives/Development/Training Needs recorded	<input type="checkbox"/>	Line Manager

WITHIN FIVE WEEKS - Tick When Completed		
New Starter Confirmation Form Submission to the Corporate Team		
New Starter Confirmation – Completion of Workplace Induction sent to to the PA to the Director of Quality and Clinical Governance/Executive Nurse / Corporate Affairs Officer.	<input type="checkbox"/>	Line Manager/New Starter
Submission of Personal Development Plan (PDP) Form to the PA to the Director of Quality and Clinical Governance/Executive Nurse / Corporate Affairs Officer.	<input type="checkbox"/>	Line Manager/New Starter

I CONFIRM I HAVE RECEIVED AND UNDERSTAND THE INDUCTION INDICATED ABOVE:	
Signed	
Name	
Date	
A copy of this form should be retained, in the employees Personnel File held by PA to the Director of Quality and Clinical Governance/Executive Nurse or the Corporate Affairs Officer and a copy given to the employee to retain in their records.	

APPENDIX 3

Appendix 4: Standard Letter for Review Meeting

2nd Floor
Wilberforce Court
Alfred Gelder Street
Hull
HU1 1UY

Date

Private and Confidential

Name

Address

Tel: 01482 #####

Email: @nhs.net

Dear.....

Induction and Probationary period

Further to our discussion I write to confirm the agreed dates for your review meetings:-

Week	Date	Time

All meetings will be held in my office and if you are unable to attend any of these meetings please let me know as soon as possible.

Yours sincerely

Name

Job title

Appendix 5: Probationary Periods – Review Documentation

Employee Name: _____ **Job Title / Department:** _____

Date commenced in post: _____ **Name of Line Manager:** _____

Review Period (Specify week): _____

KEY RESULT AREAS (breakdown further if necessary)	Satisfactory	Unsatisfactory (specify in more detail)	Details of further experience, learning, coaching required	Comments from employee
Induction				
Performance of duties				
Customer service				
Integration into department				
Relationships with co-workers and manager				
Attendance/Timekeeping				

Sign off

Manager: _____ **Print:** _____ **Date:** _____

Employee: _____ **Print:** _____ **Date:** _____

Appendix 6: Standard Letter – Successful Outcome

Date

2nd Floor
Wilberforce Court
Alfred Gelder Street
Hull
HU1 1UY

Private and Confidential

Name
Address

Tel: 01482 344700
Email: @nhs.net

Dear

Probationary period

I write to confirm that you have successfully completed your probationary period in the following areas:-

- performance of the duties in accordance with the job description
- customer service
- integration into the workplace
- relationships with co-workers and managers
- attendance and timekeeping

or as relevant to post.

I have pleasure in confirming your appointment with effect from your original date of commencement with Hull CCG.

Please attach this letter to your contract of employment.

I am looking to you to maintain the high standard of work you showed during your probationary period.

Thank you for your hard work and continuing contribution to the CCG.

Yours sincerely

Name
Job title

Appendix 7: Standard letter – Extension of Probationary Period

2nd Floor
Wilberforce Court
Alfred Gelder Street
Hull
HU1 1UY

Date

Private and Confidential

Name
Address

Tel: 01482 ###
Email: @nhs.net

Dear

Extension of probationary period

Following our review meetings I can confirm that it will be necessary to extend your probationary period for a period of (up to 8 weeks), effective from and ending on.....

This is necessary for the following reasons:-

By the end of this extension you are to have achieved the following objectives/standards:-

To help you to achieve the objectives/standards, the CCG will support you as follows:-

If you are unable to meet the required standards for this post, it will be necessary to terminate your employment with Hull CCG.

Yours sincerely

Name
Job title

Appendix 8: Standard letter – Unsuccessful Outcome

Date

Private and Confidential

Name

Address

2nd Floor
Wilberforce Court
Alfred Gelder Street
Hull
HU1 1UY

Tel: 01482 344700
Email: @nhs.net

Dear

Probationary period

Further to our meeting on I write to confirm the outcome.
Present with me was You were accompanied
by.....

Prior to the meeting we met on a number of occasions during your review meetings to discuss progress on your probationary period and I offered you additional help and support to assist you to meet the required standards of your post.

Specifically, this additional help and support was as follows:-

I regret to inform you however, you have not completed/achieved the required standards during your probationary period in the following areas:-

Documentary evidence in support of the above is attached.

As a consequence of the standards not being met I have no option other than to terminate your employment on the grounds of capability with effect from

You are entitled to one month's notice and this will be paid in lieu to you.

You have a right of appeal to

There is no further right of appeal beyond this or the appeal.

Yours sincerely

Name

Job title

Equality Impact Assessment:

Induction and Probation Policy

Equality Impact Analysis:

Policy / Project / Function:	Induction and Probationary Policy
Date of Analysis:	August 2016
This Equality Impact Analysis was completed by: (Name and Department)	HR Team, eMBED Health Consortium
What are the aims and intended effects of this policy, project or function?	<p>It is the aim of the CCG to ensure that staff induction is dealt with in an organised, timely and consistent manner. Enabling the introduction of staff to their new role and working environment quickly so that they can integrate and contribute effectively to the organisation's objectives as soon as possible.</p> <p>The policy aims to ensure that the probation process is undertaken for all staff and is applied in a fair and consistent manner, within a supportive framework and in line with employment legislation requirements.</p>
Please list any other policies that are related to or referred to as part of this analysis	<ul style="list-style-type: none"> • Recruitment and Selection Policy • Absence Management Policy • Disciplinary Policy • Objective Setting and Review Policy • Performance and Development Review Policy • Statutory and Mandatory Training Policy • Training and Development Policy
Who does the policy, project or function affect? Please Tick ✓	<p>Employees <input checked="" type="checkbox"/></p> <p>Service Users <input type="checkbox"/></p> <p>Members of the Public <input type="checkbox"/></p> <p>Other (List Below) <input type="checkbox"/></p>

Equality Impact Analysis:

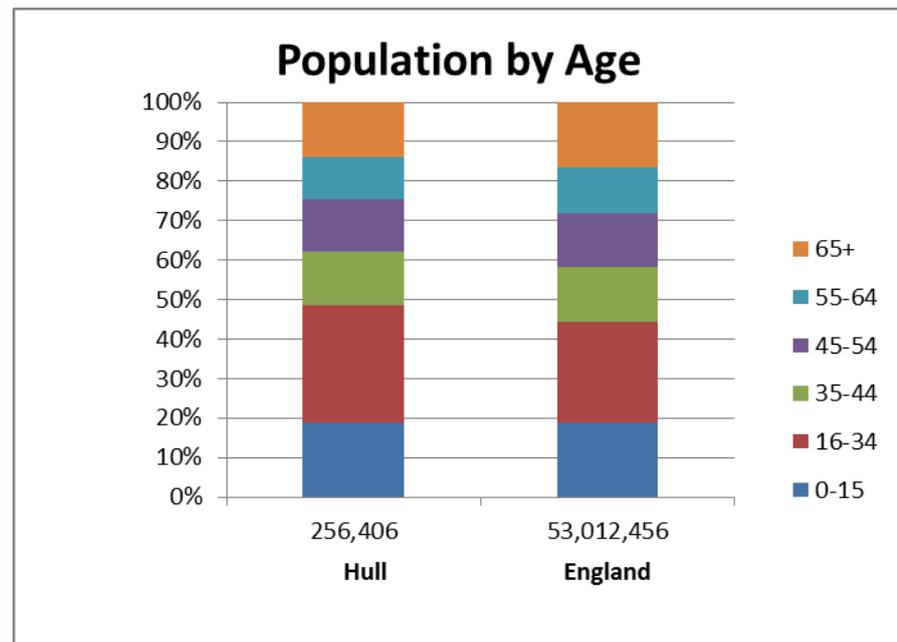
Local Profile/Demography of the Groups affected (population figures) Relevant data can be found in the attached Knowledge Management Toolkit (Employee data as at Oct 14)

General

There are 50 GP practices in the Hull area which spans 7,154 hectares and, as a city, has relatively tight geographical boundaries with most of the 'leafy suburb' areas outside Hull's boundaries in East Riding of Yorkshire. As a result, Hull has a relatively high deprivation score, as measured by the Index of Multiple Deprivation 2010, with Hull ranked as the 10th most deprived local authority out of 326 (bottom 4%).

The resident population of Hull is 256,406 based on the 2011 Census data and 265,369 residents based on estimates from the local GP registration file as at October 2011. This equates to approximately 37 residents per hectare. The Joint Strategic Needs Assessment (JSNA) identifies considerable inequalities in health between Hull and England, and between populations within Hull.

Age



Compared to England, Hull has lower percentages of residents aged 10-19 years and 55+ years, but slightly higher percentages aged under 5, 20-34 years and 45-54 years. There is a relatively large difference between Hull and England for the age group 20-34 years, due to Hull's colleges and Universities.

There were 2,869 live births occurring to Hull residents in 2001, but this has increased steadily to 3,771 for 2010. The number of deaths occurring to Hull residents has decreased from 2,571 to 2,310 between 2001 and 2010. ONS estimated the resident population to be 243,596 in 2001 compared to 260,424 residents based on the GP registration file, with the difference between these estimates narrowing over time. So, whilst it is difficult to quantify the exact

	<p>increase in Hull's population, it has increased over recent years. Between 2010 and 2030, ONS estimate that Hull's population will increase from 266,100 to 311,900 residents, an increase of 17%.</p> <p>The figure above shows the population of Hull (2011 Census Data).</p>																		
Race	<p>The percentage of the population from Black and Minority Ethnic (BME) groups has increased substantially since 2001. For the 2001 Census, it was estimated that 3.3% of Hull's population was not White British or White Irish, whereas Census data shows that this figure increased to 10.2% for 2011. There is no single BME group in Hull with much higher percentages compared to other groups. The 2011 census data shows:</p> <p>White British- 89.7% White Other - 4.4% Mixed – 1.3% Asian - 2.5% Black - 1.2% Other – 0.8%</p>																		
Sex	<p>The gender split in Hull is approximately 50.1% men and 49.9% women. For 2008-2010, life expectancy in Hull was 75.7 years for men and 80.2 years for women compared to 78.6 years and 82.6 years for men and women respectively in England.</p>																		
Gender reassignment	<p>No local information provided.</p>																		
Disability	<p>According to the 2011 Census, it is estimated that approximately 19.7% of the Hull population lives with a long term health problem or disability compared with 17.6% for England. This information can be broken down further (Source: Projecting Older People Population Information System and Projecting Adult Needs and Service Information) to include learning disabilities, physical disabilities, hearing impairments and visual impairments, as follows:</p> <table border="1"> <thead> <tr> <th>2012 Estimates</th> <th>Hull</th> </tr> </thead> <tbody> <tr> <td>Learning Disability (Age 18 – 64)</td> <td>4,078</td> </tr> <tr> <td>Learning Disability (Age 65 and over)</td> <td>762</td> </tr> <tr> <td>Physical Disability – Moderate (Age 18 – 64)</td> <td>12,222</td> </tr> <tr> <td>Physical Disability – Serious (Age 18 – 64)</td> <td>3,491</td> </tr> <tr> <td>Visual Impairment (Age 18 – 64)</td> <td>108</td> </tr> <tr> <td>Visual Impairment (Age 65 and over)</td> <td>3,263</td> </tr> <tr> <td>Hearing Impairment – Moderate or Severe (Age 18 – 64)</td> <td>5,765</td> </tr> <tr> <td>Hearing Impairment – Moderate or Severe (Age 65 and over)</td> <td>15,707</td> </tr> </tbody> </table>	2012 Estimates	Hull	Learning Disability (Age 18 – 64)	4,078	Learning Disability (Age 65 and over)	762	Physical Disability – Moderate (Age 18 – 64)	12,222	Physical Disability – Serious (Age 18 – 64)	3,491	Visual Impairment (Age 18 – 64)	108	Visual Impairment (Age 65 and over)	3,263	Hearing Impairment – Moderate or Severe (Age 18 – 64)	5,765	Hearing Impairment – Moderate or Severe (Age 65 and over)	15,707
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	Hearing Impairment – Profound (Age 65 and over)	402																				
Sexual Orientation	There are no local statistics for how many Lesbian, Gay or Bisexual (LGB) people live within Hull however, nationally, the Government estimates that 5% of the population are lesbian, gay, bi and transgender communities.																					
Religion, faith and belief	<p>According to the 2011 Census, 54.9% of the population have identified themselves as Christian and 3.1% of the population is made up of other religions. The remainder of the population did not state anything (7.2%) or stated 'no religion' (34.8%).</p> <table border="1"> <thead> <tr> <th>Religion</th> <th>2011</th> </tr> </thead> <tbody> <tr> <td>Christian</td> <td>54.9%</td> </tr> <tr> <td>Buddhist</td> <td>0.3%</td> </tr> <tr> <td>Hindu</td> <td>0.2%</td> </tr> <tr> <td>Jewish</td> <td>0.1%</td> </tr> <tr> <td>Muslim</td> <td>2.1%</td> </tr> <tr> <td>Sikh</td> <td>0.1%</td> </tr> <tr> <td>Other Religion</td> <td>0.3%</td> </tr> <tr> <td>No Religion</td> <td>34.8%</td> </tr> <tr> <td>Religion Not Stated</td> <td>7.2%</td> </tr> </tbody> </table>		Religion	2011	Christian	54.9%	Buddhist	0.3%	Hindu	0.2%	Jewish	0.1%	Muslim	2.1%	Sikh	0.1%	Other Religion	0.3%	No Religion	34.8%	Religion Not Stated	7.2%
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Marriage and civil partnership	This protected characteristic generally only applies in the workplace. Data from the Office of National Statistics covering the period 2008-2010 indicates that there were 18,049 Civil Partnerships in England and Wales during this three-year period – 52% men and 48% women.																					
Pregnancy and maternity	There were 2,869 live births occurring to Hull residents in 2001, but this has increased steadily to 3,771 for 2010.																					

Equality Impact Analysis:

<p>Is any Equality Data available relating to the use or implementation of this policy, project or function ? Equality data is internal or external information that may indicate how the activity being analysed can affect different groups of people who share the nine <i>Protected Characteristics</i> – referred to hereafter as ‘<i>Equality Groups</i>’.</p> <p>Examples of <i>Equality Data</i> include: (this list is not definitive)</p> <ol style="list-style-type: none"> 1: Application success rates 2: Complaints by <i>Equality Groups</i> 3: Service usage and withdrawal of services by <i>Equality Groups</i> 4: Grievances or decisions upheld and dismissed by <i>Equality Groups</i> 	<p>Yes - employee data has been used to support the monitoring of the impact of this policy in the future The employee data is not included due to the low number of CCG employees and concern around anonymity</p> <p>No <input type="checkbox"/></p> <p>Where you have answered yes, please incorporate this data when performing the <i>Equality Impact Assessment Test</i> (the next section of this document).</p>
<p>List any Consultation e.g. with employees, service users, Unions or members of the public that has taken place in the development or implementation of this policy, project or function</p>	<p>Consultation has taken place both locally and nationally with Trade Unions and staff</p> <ul style="list-style-type: none"> • SLT • CCG Employees • Social Partnership Forum Sub group • Social Partnership Forum • Governing Body (approval)
<p>Promoting Inclusivity How does the project, service or function contribute towards our aims of eliminating discrimination and promoting equality and diversity within our organisation</p>	<p>This Policy does not directly promote inclusivity, but can contribute to the aims of eliminating discrimination and promoting equality and diversity in the CCG.</p>

Equality Impact Assessment Test:

What impact will the implementation of this policy, project or function have on employees, service users or other people who share characteristics protected by *The Equality Act 2010* ?

Protected Characteristic:	No Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification where a <i>Genuine Determining Reason</i> exists
Gender (Men and Women)	✓			This has been considered and the policy itself has a neutral impact. However, the implementation of the policy, in particular the termination of employment at the end of a probationary period may impact positively or negatively on the protected characteristic.
Race (All Racial Groups)	✓			This has been considered and the policy itself has a neutral impact. However, the implementation of the policy, in particular the termination of employment at the end of a probationary period may impact positively or negatively on the protected characteristic.
Disability (Mental and Physical)	✓			This has been considered and the policy itself has a neutral impact. However, the implementation of the policy, in particular the termination of employment at the end of a probationary period may impact positively or negatively on the protected characteristic.
Religion or Belief	✓			This has been considered and the policy itself has a neutral impact. However, the implementation of the policy, in particular the termination of employment at the end of a probationary period may impact positively or negatively on the protected characteristic.
Sexual Orientation (Heterosexual, Homosexual and Bisexual)	✓			This has been considered and the policy itself has a neutral impact. However, the implementation of the policy, in particular the termination of employment at the end of a probationary period may impact positively or negatively on the protected characteristic.
Pregnancy and Maternity	✓			This has been considered and the policy itself has a neutral impact. However, the implementation of the policy, in particular the termination of employment at the end of a probationary period may impact positively or negatively on the protected characteristic.
Transgender	✓			This has been considered and the policy itself has a neutral impact. However, the implementation of the policy, in particular the

				termination of employment at the end of a probationary period may impact positively or negatively on the protected characteristic.
Marital Status	✓			This has been considered and the policy itself has a neutral impact. However, the implementation of the policy, in particular the termination of employment at the end of a probationary period may impact positively or negatively on the protected characteristic.
Age	✓			This has been considered and the policy itself has a neutral impact. However, the implementation of the policy, in particular the termination of employment at the end of a probationary period may impact positively or negatively on the protected characteristic.

Action Planning:

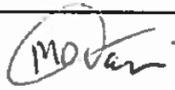
As a result of performing this analysis, what actions are proposed to remove or reduce any risks of adverse outcomes identified on employees, service users or other people who share characteristics protected by *The Equality Act 2010* ?

Identified Risk:	Recommended Actions:	Responsible Lead:	Completion Date:	Review Date:
As the policy is written in English there is a potential impact on employees whose first language is not English and therefore may struggle reading the policy.	The CCGs Communication Team is developing the 'portal' to signpost individuals to alternative formats.	CCG Communications	June 2015	Next policy review
Equal application of the policy is essential; this should be monitored on a regular basis to provide this assurance.	Monitoring the use of the policy	HR Lead	To form part of the quarterly Workforce monitoring reports to SLT	1 year from implementation
This has been considered and the policy itself has a neutral impact. However the implementation of the policy, in particular the termination of employment at the end of a probationary period may impact positively or negatively on the protected characteristics.	Monitor application of the probationary period against the protected characteristics	CCG – E&D / Workforce Team	Annually – ongoing	January 2017

Equality Impact Findings:

Analysis Rating:	
Red – Stop and remove the policy	Red: As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i> . It is recommended that the use of the policy be suspended until further work or analysis is performed.
Red Amber – Continue the policy	As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i> . However, a genuine determining reason may exist that could legitimise or justify the use of this policy and further professional advice should be taken.
Amber – Adjust the Policy	As a result of performing the analysis, it is evident that a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the <i>Action Planning</i> section of this document.
Green – No major change	As a result of performing the analysis, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.

Brief Summary/Further comments	
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Signatures	
Other Comments	
Confirmed by (manager): (Name and Title)	 ASSOCIATE DIRECTOR OF CORPORATE AFFAIRS
Date:	04/10/16