Probationary Policy

The most recent version of this document is held on the Aireshare Policies page.

The Trust register of policies held on Aireshare includes:

IG principles
Duties
Retention Periods
EcoAwaire
Trust Statement: Values and Behaviours
Equality and Diversity Statement

Uncontrolled if Printed
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1. ASSOCIATED DOCUMENTS

2. INTRODUCTION
This document sets out Airedale NHS Foundation Trust (the Trust) policy on the Probationary process. The Trust recognises the importance of supporting new employees to enable them to become effective as quickly as possible and to allow a manager to objectively assess their capability, attitude and potential.

2.3 Purpose of the Policy
The probationary period provides a consistent means by which all new employees are 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 Trust not be met by the employee during the probationary period, their employment may either be terminated or the probationary period extended in exceptional circumstances.

2.4 Who does this Policy Apply to?
This procedure applies to all new employees of the Trust with the exception of medical staff. Existing employees who take up new posts within the Trust will not be subject to a probationary period unless their initial probation period is not yet completed. In this case, the probationary period will be carried over to the new contract.

During the probationary period the employee will be employed on a contract of employment and subject to the same range of Trust policies and procedures as their colleagues, including all relevant operational policies and procedures.

3. UNIQUE DUTIES APPLICABLE TO THIS POLICY
Managers will:
- Ensure appropriate support is offered to employees when applying this policy
- Have open and honest discussions with all employees
- Clarify how performance will be monitored and what their expectations of the employee are regarding their ability to carry out their duties and responsibilities, and conduct in general.
- Arrange regular meetings with new employees to facilitate two-way discussions regarding their performance, and provide the new employee with the appropriate support, advice and guidance.
- Assist the new employee in developing the necessary competencies and behaviour required, and identify any training or development opportunities that will assist them in carrying out their role.
- Be responsible for establishing effective procedures to ensure that an employee’s capability to perform can be monitored and sustained
- Recognise that employees may find being managed under this policy stressful and ensure it is applied fairly with empathy, compassion and respect for individual circumstances
- Utilise management information obtained from relevant sources, including that of Employee Health & Wellbeing advice in order to support staff to meet the required standards of performance
Employees will:

- Act in accordance to the Trust’s values at all times and perform to a standard that will enable them to carry out their duties and responsibilities
- Employees are responsible for engaging in this process and must make every effort to attend any meetings arranged by their line manager
- Employees are responsible for arranging suitable representation where appropriate

Human Resources will:

- Provide guidance and advice to all staff at all levels within the Trust
- Ensure this policy is applied in a fair and consistent manner
- Review the effectiveness of this policy and procedure
- Provide advice taking into account relevant employment legislation
- Ensure meetings under this policy are conducted without unreasonable delay
- Work in conjunction with the Trade Union representative

Trade Unions will:

- Provide support and guidance to employees
- Work in partnership with the Trust to support an open and honest culture
- Support with the review of the effectiveness of the policy

5. REQUIREMENTS OF THIS POLICY

New employees of the Trust are expected to demonstrate behaviours aligned to the Trust values as part of their assessment during their probationary review (Appendix 6).

5.1 Probationary Period Process

The Trust’s probationary period is usually up to six months in duration. During this period the performance, conduct and attendance of the employee will be assessed against the particular requirements of the role, as well as the Trust’s values, behaviours and expected levels of attendance and punctuality. During the probationary period the employee’s performance, conduct and attendance will usually be reviewed by the manager at intervals of two, four and six months.

At each review meeting, the manager must aim to:

- Highlight areas where the employee is performing well;
- Focus on successes as well as providing constructive feedback on areas for improvement;
- Explain clearly and in precise terms, any areas or behaviours where the employee is falling below the required levels;
- Explore the possible reasons for any failure to meet the required standards;
- Listen to what the employee has to say; discuss and agree whether or not any specific training or coaching is required in order for them to meet the standard;
- Discuss any other relevant matters such as timekeeping, attendance, general conduct or attitude;
- Invite the employee to comment on issues, such as the extent to which he or she has integrated into the department and how well he or she is getting on with colleagues;
- Advise the employee of any potential consequences arising out of failure to meet the required standard;
• Allow the employee an opportunity to ask questions or raise concerns about any aspect of his or her employment.

• It is important that a written/electronic record is kept by the manager of the outcome of every stage of the probationary period. Records will include the Probationary Period Review form (Appendix 2) and copies of any written correspondence 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.

5.2 Outcome of a Probationary Period

A decision about whether the probationary period has been successful will normally be made at six months. However, should there be any significant concerns highlighted at any time during the probationary period a decision to dismiss or to extend the probationary period may be taken by the appropriate manager sooner (Appendix 4).

5.3 Extending a Probationary Period

A probationary period must only be extended in exceptional circumstances, such as when the performance of the employee has not been satisfactory but further time is regarded as being necessary due to a lack of initial support. Any extension to the probationary period can only be for a short period of time up to a maximum of eight weeks. In all cases where the probationary review is extended, the following must be discussed with the employee and confirmed in writing:

• The length of the extension and the date on which the extended probationary period will end;
• The reason for the extension;
• The performance standards or objectives that the employee is required to achieve by the end of the extended probationary period;
• Any support (such as further training) that will be provided during the extension;
• The potential outcome if they do not reach the required level of performance. (Appendix 5).

At the end of the extended probationary period the manager will make a decision about whether the probationary period has been successful or not Appendix 6).

5.4 Failure of a Probationary Period

All employees will be invited to attend all review meetings and given reasonable opportunity to improve. Where the manager feels that even with support in place, the employee cannot meet the standards required for the role the employee will be invited to attend a formal review meeting. The employee will be given a minimum five calendar day’s notice to attend this meeting and the purpose of the meeting is to fully discuss the situation and options available.

Employees will have the right to be accompanied at a formal review meeting and a HR representative will also be present.

The formal review meeting will be held by an independent manager and if, taking into account all of the relevant information, the employee is deemed unable to meet the required Trust standards, the employee is considered to have failed the probationary period. Their employment with the Trust will be terminated with the minimum
statutory notice. The decision to terminate the contract of employment during the probationary period can be made at any time in these circumstances.

If the employee refuses to participate in the process, they will be considered to have failed their probationary period and a formal review meeting will be held in their absence.

Potential reasons for failure to complete a probationary period include, but are not limited to:

- Does not demonstrate behaviours and/or attitudes aligned to the organisation's values
- Failure to meet required standard of work, meet deadlines or complete tasks
- Not able to work effectively, independently or as part of a team
- Not adhering to procedures
- Poor relationships with colleagues
- Poor attendance (persistence lateness, unsatisfactory sickness absence).

5.5 The Right to be Accompanied

Employees have the right to be accompanied to formal review meetings. Employees can be accompanied by a workplace colleague or a Trade Union representative. There is no right to be accompanied by a solicitor or legal representative. An employee can request to reschedule a formal review meeting once for up to 7 calendar days from the original date of the meeting to allow more time for preparation and/or due to the availability of their companion.

5.6 The Right to Appeal

An employee has the right to appeal against any formal sanction (i.e. dismissal) taken at all stages of this policy. Appeals must be made in writing to the HR representative who attended the meeting, no later than seven calendar days from receipt of the letter confirming the outcome of the meeting (which will be provided in person).

Any appeal must explain the grounds for doing so, which must be either that the employee felt the decision was unreasonable, the manager did not take account of all the evidence or the employee has further evidence which may affect the outcome. An independent manager will be appointed to hear the appeal and the employee will be invited to attend an appeal meeting without unreasonable delay, usually within 14 calendar days of receipt of the appeal letter. The appeal meeting is a formal meeting and employees have the right to be accompanied.

The appeal manager may request the original manager to attend the appeal hearing as a witness to ensure rationale of the original decision is clear.

6. CONSULTATION PROCESS

6. TRAINING REQUIREMENTS

All recruiting managers to be made aware of the Probationary Policy
8. RECORD KEEPING
This policy will result in the following classes of records being created, which will observe the following retention regimes:

<table>
<thead>
<tr>
<th>Record Type</th>
<th>Retention period</th>
<th>Disposal method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment</td>
<td>In line with Employment Records Policy</td>
<td></td>
</tr>
</tbody>
</table>

9. STEPS TO ENSURE EFFECTIVE COMPLIANCE

9.1 Process for monitoring and frequency

<table>
<thead>
<tr>
<th>Standard to be monitored</th>
<th>Process for monitoring</th>
<th>Frequency</th>
<th>Person responsible for</th>
<th>Committee accountable for</th>
<th>Frequency of monitoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of complaints received</td>
<td>Random file audit</td>
<td>Annually</td>
<td>HR</td>
<td>HR Governance Committee</td>
<td>Annually</td>
</tr>
</tbody>
</table>

9.2 Lead Responsible and Accountable Governance Group

9.2.1 Consultation

This policy has been produced by HR and works in conjunction with the policies identified in section 1. It has been presented to HR Governance Group and Airedale Partnership Group (APG).

9.2.2 Approval

The following groups are required to approve this policy;
- HR Governance Group
- Airedale Partnership Group

9.2.3 Ratification Process

Ratification of this policy is achieved through the Procedural Document Ratification Group.

10. DEFINITIONS

<table>
<thead>
<tr>
<th>Term</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Trust</td>
<td>Airedale NHS Foundation Trust</td>
</tr>
</tbody>
</table>

11. Version Control

<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>Author</th>
<th>What was Changed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>November 2016</td>
<td>Alexis Brown</td>
<td>New policy</td>
</tr>
</tbody>
</table>
12. APPENDICES

Appendix 1 Equality and Diversity Impact Assessment Template
Appendix 2 Probationary Period Assessment Form
Appendix 3 Invite to Review Meeting Letter
Appendix 4 Successful Completion of Probationary Policy Letter
Appendix 5 Extention to Probationary Period Letter
Appendix 6 Confirmation following Extension Letter
Appendix 7 Airedale NHS Trust Values & Behaviours
A. POLICY INFORMATION

<table>
<thead>
<tr>
<th>Title of policy</th>
<th>Brief description of Policy</th>
<th>What outcomes are expected from application of the policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Probationary Policy</td>
<td>The probationary period provides a consistent means by which all new employees are 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.</td>
<td>Successful introduction of new employees to the Trust</td>
</tr>
</tbody>
</table>

Who will benefit from the policy
The Trust, new employees to the Trust

What factors that might prevent outcomes being achieved?
Capacity, Environmental

How do the aims of the policy fit in with Trust corporate objectives
Fits in with Right Care

New Policy Yes
Existing Policy

Date of Review November 2019
Date EqIA undertaken

Name and Title of Individual conducting this analysis, including contact details
Alexis Brown, HR Business Partner ext4879

B. DATA COLLECTION

<table>
<thead>
<tr>
<th>What quantitative data has been considered about the policy in respect of the policy relating to protected characteristics (e.g. proportions of service users)</th>
<th>What qualitative data do you have on the different groups (e.g. findings from discussion groups, information from comparator Trusts)?</th>
<th>What gaps in data have you identified? Including actions to address this.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nothing has been considered at this stage</td>
<td>Nothing sat this stage but will be an action as process develops</td>
<td></td>
</tr>
</tbody>
</table>
C. IMPACT.

This table is around assessing if the policy has a detrimental impact upon any of the protected characteristics. Consider the information gathered in Section B above in comparing monitoring information with census data as appropriate\(^1\) and considering any earlier research or consultation. You should also look at the guidance in appendix 1.

<table>
<thead>
<tr>
<th>AGE</th>
<th>+VE</th>
<th>-VE</th>
<th>NONE</th>
<th>REASON FOR REACHING THIS DECISION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Young</td>
<td>✓</td>
<td></td>
<td></td>
<td>The Probationary Policy is applicable to all employees (excluding medical staff) at the Trust regardless of age</td>
</tr>
<tr>
<td>(Children and young people, up to 18)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Older</td>
<td>✓</td>
<td></td>
<td></td>
<td>The Probationary Policy is applicable to all employees (excluding medical staff) at the Trust regardless of age</td>
</tr>
<tr>
<td>(Working age, and above)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DISABILITY</th>
<th>+VE</th>
<th>-VE</th>
<th>NONE</th>
<th>REASON FOR REACHING THIS DECISION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visual impairment</td>
<td>✓</td>
<td></td>
<td></td>
<td>The Probationary Policy is applicable to all employees (excluding medical staff) at the Trust regardless of visual impairment</td>
</tr>
<tr>
<td>Hearing impairment</td>
<td>✓</td>
<td></td>
<td></td>
<td>The Probationary Policy is applicable to all employees (excluding medical staff) at the Trust regardless of hearing impairment</td>
</tr>
<tr>
<td>Physically disabled</td>
<td>✓</td>
<td></td>
<td></td>
<td>The Probationary Policy is applicable to all employees (excluding medical staff) at the Trust regardless of physical disability</td>
</tr>
<tr>
<td>Learning disability</td>
<td>✓</td>
<td></td>
<td></td>
<td>The Probationary Policy is applicable to all employees (excluding medical staff) at the Trust regardless of learning disability, reasonable adjustments will be considered where required if time scales need to be reviewed or adjusted</td>
</tr>
<tr>
<td>Mental health</td>
<td>✓</td>
<td></td>
<td></td>
<td>The Probationary Policy is applicable to all employees (excluding medical staff) at the Trust regardless of mental health</td>
</tr>
<tr>
<td>Other (HIV positive, multiple sclerosis, cancer, epilepsy)</td>
<td>✓</td>
<td></td>
<td></td>
<td>The Probationary Policy is applicable to all employees (excluding medical staff) at the Trust regardless of other reasons</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GENDER</th>
<th>+VE</th>
<th>-VE</th>
<th>NONE</th>
<th>REASON FOR REACHING THIS DECISION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>✓</td>
<td></td>
<td></td>
<td>The Probationary Policy is applicable to all employees (excluding medical staff) at the Trust regardless of gender</td>
</tr>
<tr>
<td>Female</td>
<td>✓</td>
<td></td>
<td></td>
<td>The Probationary Policy is applicable to all employees (excluding medical staff) at the Trust regardless of gender</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RELIGION /BELIEF</th>
<th>+VE</th>
<th>-VE</th>
<th>NONE</th>
<th>REASON FOR REACHING THIS DECISION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td>The Probationary Policy is applicable to all employees (excluding medical staff) at the Trust regardless of religion/belief</td>
</tr>
</tbody>
</table>

\(^1\) [www.ons.gov.uk](http://www.ons.gov.uk) (Office National Statistics website)
<table>
<thead>
<tr>
<th>RACE</th>
<th>+VE</th>
<th>-VE</th>
<th>NONE</th>
<th>REASON FOR REACHING THIS DECISION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promoting equality of opportunity</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>The Probationary Policy is applicable to all employees (excluding medical staff) at the Trust regardless of race</td>
</tr>
<tr>
<td>Promoting good race relations</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>The Probationary Policy is applicable to all employees (excluding medical staff) at the Trust regardless of race</td>
</tr>
<tr>
<td>Eliminating unlawful discrimination</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>The Probationary Policy is applicable to all employees (excluding medical staff) at the Trust regardless of race</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SEXUAL ORIENTATION</th>
<th>+VE</th>
<th>-VE</th>
<th>NONE</th>
<th>REASON FOR REACHING THIS DECISION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gay Men</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>The Probationary Policy is applicable to all employees (excluding medical staff) at the Trust regardless of sexual orientation</td>
</tr>
<tr>
<td>Lesbians</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>The Probationary Policy is applicable to all employees (excluding medical staff) at the Trust regardless of sexual orientation</td>
</tr>
<tr>
<td>Bi - Sexual</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>The Probationary Policy is applicable to all employees (excluding medical staff) at the Trust regardless of sexual orientation</td>
</tr>
<tr>
<td>Trans communities² (i.e. Trans-gender, trans-sexual and transvestite and gender reassignment)³</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>The Probationary Policy is applicable to all employees (excluding medical staff) at the Trust regardless of sexual orientation</td>
</tr>
</tbody>
</table>

D. SUMMARY

<table>
<thead>
<tr>
<th>Which equality groups have positive or negative impacts been identified for (i.e. differential impact)⁴.</th>
<th>In respect of this policy, there is no differential impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is the policy directly or indirectly discriminatory under the Public Sector Equality duty and equalities legislation?</td>
<td>As indicated above, the policy does not directly discriminate in respect of any individual pertaining to their characteristics.</td>
</tr>
<tr>
<td>If the policy is indirectly discriminatory can it be justified under the relevant legislation?</td>
<td>As above</td>
</tr>
</tbody>
</table>

² Transgender /transsexual person: a person whose perception of their own gender (gender identity) differs from the sex they were born with.
³ Gender reassignment: is the process of transitioning from the gender assigned at birth to the gender the individual identifies with. This may involve medical and surgical procedures.
⁴ Differential Impact suggests that a particular group has been affected differently by a policy, in either a positive or negative way.
Appendix 2
Probationary Period Review Form

Report on the Conduct, work and General efficiency of Staff during the Probationary Period

<table>
<thead>
<tr>
<th>Section 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name:</td>
</tr>
<tr>
<td>Location:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Section 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please indicate how the member of staff has performed in the following areas:-</td>
</tr>
</tbody>
</table>

1. Job specification requirements.  
(Please consider against the job description and person specification and attach copy)

2. Ability to grasp main elements of the job.

3. Ability to clearly and consistently demonstrate the trust values (please refer to the values and behaviours Appendix 2)

4. Ability to establish and maintain professional relationships with colleagues/with other people

5. Absence/ Attendance time keeping
6. Communication

7. Any additional observations (please include comments on Training and Development needs with reference to the Job Description for the staff member’s post, if appropriate)

<table>
<thead>
<tr>
<th>Section 3 – 2 Month Probationary Review</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you consider that this member of staff meets the required standard? YES/NO (circle as appropriate)</td>
</tr>
<tr>
<td>Signed by manager: Date:</td>
</tr>
<tr>
<td>Signed by employee: Date:</td>
</tr>
<tr>
<td>Seen by General Manager, Senior Matron or (equivalent) (where problems are indicated)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Section 4 – 6 month Probationary Review</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you consider that this member of staff meets the required standard? YES/NO (circle as appropriate)</td>
</tr>
<tr>
<td>Signed by manager: Date:</td>
</tr>
<tr>
<td>Signed by employee: Date:</td>
</tr>
<tr>
<td>Seen by General Manager, Senior Matron or (equivalent) (where problems are indicated)</td>
</tr>
</tbody>
</table>
Appendix 3

Dear

Invite to additional Probationary Review Meeting / Final Probationary Review Meeting

Following our meeting on X where your on-going progress during your probationary review/final review was discussed, I would now like to invite you to attend a further formal meeting on X at am/pm in. Present at the meeting will be myself and (name) and (positions).

The purpose of the meeting is to discuss how you are progressing against the objectives/targets/agreed action plan xxxx (details specifics as required) and review what future support or action may be required.

*delete if not applicable*
As this will be your final review meeting, you need to be aware that confirmation of your employment will be subject to your demonstration that you have attained and can sustain the required improvements / objectives / targets / actions (detail specifics as required).

Therefore, should it be felt that you have not achieved the required standards / performance improvements during your formal probationary period this could result in termination of your employment contract.

In order that you feel supported during this meeting, you are entitled to be accompanied by either your Trade Union representative, or staff side member, or a workplace colleague of your choice.

Please note that if you are unable to attend this meeting I would be grateful if you could let me know as soon as possible so that an alternative date can be arranged. In the meantime, if you have any questions or concerns, please don’t hesitate to contact me.

Yours sincerely
Appendix 4

Dear

Successful Completion Probationary Period

Following your discussion with (X) on (X), I am writing to confirm that you have successfully completed your probationary period of employment.

Your terms and conditions of employment remain the same, as set out in your contract of employment dated (XX)

We would like to take this opportunity to thank you for your contribution during your first six months and hope that you continue to enjoy working the (XX) service area / department.

If you have any queries relating to your terms and conditions of employment please do not hesitate to contact (X) in Human Resources on (XX)

Yours sincerely

XXXXXXXX
Line Manager

Cc HR Personal File
Appendix 5

Dear

Extension to Probationary Period

I write to confirm the outcome of the (state month) probationary review with you and (X) during which you were accompanied by (x). This meeting was held to discuss and review your performance during your probationary period to date.

I am pleased to report that you have made significant improvements in /achieved the following (XXXXX). However, during this meeting you were also made aware of our ongoing concerns, which are detailed in the enclosed copy of the review form. In summary we agreed the following targets / areas for improvement:

(Detail these as required XXXXX)

To help you successfully achieve these targets the following support was agreed: (Details the support, additional training or development identified XXXXX)

The outcome of this meeting is that I am currently unable to confirm that you have satisfactorily completed your probationary period. In order to provide you with additional time to demonstrate your suitability for the post and make the required improvements we discussed the option of extending your probationary period. We agreed an extension of (X)months to take effect from (X) . To indicate your acceptance of the extension period, please could you sign the note at the foot of this letter and return one copy to me. The other copy is for you to keep.

It is important for you to understand that you will be expected to demonstrate your suitability for the post during this extension. If you fail to achieve the standards required as set out above/ in the enclosed probationary review form / improvement plan we will unfortunately be unable to confirm you in post and your employment will be terminated. As agreed, there will be informal weekly review meetings between yourself and (x) to monitor your progress.

Your final formal probationary review meeting will be held on (X ) and to ensure that you feel supported you will be able to be accompanied by your Trade Union (or professional association) representative or staff side colleague if you wish.

I hope this will lead to the successful completion of your probationary period and am pleased to note your intention and commitment to achieve the required standards. If you have any concerns or queries during the next few weeks please do not hesitate to contact myself or (X), HR.

Yours sincerely

Name
Line Manager

Cc       HR Personal File
confirm that I have received and understood the contents of this letter and accept the extension to my probationary period.

Signed: Employee
Name

Date:
Appendix 6

Following your meeting with (X) on (X), I am writing to confirm that you have satisfactorily achieved the agreed requirement improvements / targets which were discussed with you during your probationary period / extension to your probationary period.

I am therefore pleased to confirm that you have now successfully demonstrated your suitability and can be confirmed in post.

Your terms and conditions of employment remain the same, as set out in your contract of employment dated (XX).

I would like to take this opportunity to thank you for your contribution during your probationary period and hope that you continue to enjoy working in the (XX) service area / department.

If you have any queries relating to your terms and conditions of employment please do not hesitate to contact HR.

Yours sincerely

Name
Line Manager

cc   HR Personal file.

I confirm that I have received and understood the contents of this letter.

Signed:
Employee Name:

Date:
Airedale NHS Foundation Trust Values

- Working Together for Patients
- Respect and Dignity
- Commitment to Quality of Care
- Compassion
- Improving Lives
- Everyone Counts
Airedale NHS Foundation Trust

Behaviours

- Honesty and Integrity
- Listening and Communicating
- Supportive and Approachable
- Even Handed and Encouraging
- Patient Centred and Compassionate
- Leads By Example and Self aware

Through our behaviours and the way we work we all live our Right Care Values. These have been developed with staff across the Trust and describe what we all need to demonstrate and develop as we are all Right Care Leaders. We all need to take responsibility for delivering safe, high quality patient care and experience.